

## HEBDEN ROYD TOWN COUNCIL

### Meeting of the PICTURE HOUSE COMMITTEE held 24<sup>th</sup> JUNE 2019

#### MINUTES

**PRESENT:** Councillors: Warne (Chair from minute 98), Courtney, Needham, Stow & Wood.

**Picture House Manager: Rebekah Fozard**

**HRTC Council Clerk: J Boom**

**Maggie Woods (Friends of the Picture House)**

#### MINUTES

Prior to the formal meeting the committee members met at the Picture House to receive a tour of the Picture House Building and its facilities.

**98. ELECTION OF CHAIR AND DEPUTY CHAIR OF THE PICTURE HOUSE COMMITTEE 2019/20.**

It was **proposed** by Councillor Stow

**Seconded** by Councillor Needham

**Unanimously resolved:** that the Chair of the Picture House Committee for 2019/20 be Councillor Warne.

**DEPUTY CHAIR**

It was **proposed** by Councillor Warne

**Seconded** by Councillor Courtney

**Unanimously resolved:** that the Deputy Chair of the Picture House Committee for 2019/20 be Councillor Wood.

**99. To receive apologies for absence and any substitutions.**

Cllr Freeth.

**100. To receive members` interests relating to agenda items for this meeting.**

None were declared at this time.

**101. To report on matters arising from the minutes of meeting held 29<sup>th</sup> April 2019 not itemised on this agenda.**

Cllr Needham summarised the minutes of the last meeting of the committee prior to the full council elections in May 2019. He focused on the comments made by the business plan working group regarding the need for clear management reports to allow the aims and objectives of the business plan to be finalised and consequently adopted.

Cllr Warne, along with Cllr Wood offered to host a session to consider the business plan and bring it forward for adoption.

Cllr Warne thanked Cllr Needham for the summary and stated that his aim as a member and chair of the Picture House Committee was to immerse himself in

the business of the Picture House and take the Picture House forward. He expected fellow committee members to support the Picture House and the Picture House staff. It may be that committee members support a particular part of the business.

The Friends of the Picture House were thanked for their contribution and generosity in supporting the Picture House

**102. FRIENDS OF THE PICTURE HOUSE**

Maggie Woods reported on the recent actions of the group and advised that their next meeting was due at the end of July.

Maggie reported that the Friends had started working as volunteers at the Picture House, distinctly separate to paid roles supporting office staff. This was already working well.

It was reported that the Making Friends project continues with St Augustine's now having a contact in place who in due course will take responsibility for co-ordinating the project.

It was confirmed that the Friends had benefitted from a grant from Hebden Bridge Rotary Club to assist in the purchase of new poster frames for the exterior of the Picture House.

Maggie also confirmed the Friends are looking forward to the Centenary of the Picture House and the plans that would develop.

The committee revisited the formation of the Friends and their remit with the committee thanking the Friends whose efforts continue to be appreciated..

**103. PICTURE HOUSE GOVERNANCE & STAFFING STRUCTURE**

The Town Clerk outlined the current structure of governance at the Picture House and presented recommendations for consideration.

After discussion:

It was **proposed** by Councillor Warne

**Seconded** by Councillor Stow

**Resolved:** that the need for representation from the Hilltop Parishes no longer exists and that this place on the committee be withdrawn.

It was **proposed** by Councillor Warne

**Seconded** by Councillor Wood

**Resolved:** recommended that as Picture House Committee members need to be given time to develop their knowledge of the Picture House and develop significant tacit information the committee recommends that the membership of the committee, including ex-officio members, be retained for the life of the current council. The vacant place on the committee should be filled as soon as is practicable.

The committee noted that a Reserves and Balances Policy did not exist at the Picture House, with the Town Clerk advising how it's value could be calculated in a similar fashion to the policy adopted by the Town Council. It was agreed that this policy should be brought forward for adoption as soon as possible.

The Picture House Manager spoke to the staffing needs of the Picture House as outlined in the draft business plan and was asked questions.

Cllr Warne suggested that a standard agenda been adopted for future meetings of the Picture House Committee. Discussions around the table proposed the following format:

- Friends of the Picture House
- Business Continuity Plan
- Scrutiny of Budget & Future Forecasts
- Staffing, with the Chair of Staffing providing a report on pertinent issues.
- Picture House Manager Report
- The Picture House in the Community
- Audience Development
- Programming and Curation
- Centenary Planning

**104. PICTURE HOUSE FINANCIAL POSITION**

The committee received information relating to previous years financial performance, the monthly statement of account and trading cumulative analysis to end of May 2019.

A draft budget was presented and discussed and the lack of a reserves and balances policy in place at the Picture House was highlighted once more.

The Town Clerk spoke with regard to the cash accounting method used at the Town Council and how it could affect the way in which financial records were presented.

The committee asked that the draft budget be reviewed by the Town Clerk and the Chair of the Committee with historical data only to be used stretching back two years.

The Cumulative Analysis document was considered and its format was praised by the committee as a good way of considering the trends in the Picture Houses fortunes.

A review of parking provision at the Picture House be undertaken to consider if spaces may be free to be 'sold/rented'.

**105. LIVE ARTS PRICING**

The Picture House Manager advised the committee of the pricing structure that had been adopted for Live Arts. After discussion and the questioning of the Picture House Manager the committee were content with the structure that had been adopted. Comment was made with regard to a frequency for revisiting pricing structures for both Live Arts and Cinema.

**106. VOLUNTEERS**

As discussed earlier the use of volunteers has commenced at the Picture House and was viewed to be working well by both the volunteers and the Picture House Manager.

Meeting finished at 9.25pm.

## HEBDEN ROYD TOWN COUNCIL

### Meeting of the PICTURE HOUSE COMMITTEE held 2<sup>nd</sup> SEPTEMBER 2019

#### MINUTES

**PRESENT:** Councillors: Warne (Chair), Courtney, Needham, Stow & Wood.

**Picture House Manager:** Rebekah Fozard

**HRTC Council Clerk:** J Boom

**Maggie Woods (Friends of the Picture House)**

#### MINUTES

**186. To receive apologies for absence and any substitutions.**

Cllr Freeth sent his apologies.

**187. To receive members` interests relating to agenda items for this meeting.**

No interests were declared at this time.

**188. To report on matters arising from the minutes of meeting held 24<sup>th</sup> June 2019 not itemised on this agenda.**

The chair received confirmation that the vacant position on the Picture House Committee had been advised to full council and that it had been noted by members. The chair advised that he would be seeking for the vacancy to be filled at the next meeting of the full council.

**189. FRIENDS OF THE PICTURE HOUSE**

Maggie Woods informed the meeting that the Friends had met on the 19<sup>th</sup> August where they had planned their role in Heritage Open Day ((14<sup>th</sup> September – 10am to 12.45pm) where talks, screenings and tours would take place.

Maggie confirmed that the ‘Making Friends’ project continues to run with more visits planned. That the Christmas Raffle is due to start in early November with funds raised to help with initial costs for a new projector in the next few years.

The Friends also discussed planning for the centenary of the Picture House.

The committee formally thanked the Friends and wished for it to be noted of their gratitude for the Friends ongoing support.

190.

### **OPERATIONAL & TACTICAL PROPOSALS**

The Chair supported by the Picture House Manager spoke on four proposals. The rationale behind each proposal, its costs and measurement. Comments were made with regard to the proposals that they had been developed over a period of time with reference to well-being of staff and the Picture House's ability to grow and develop onto a more sustainable footing.

It was **proposed** by Councillor Warne

**Seconded** by Councillor Courtney

**Resolved:** to recommend that a House Manager be recruited on an 18.5-hour contract with a 6-month probationary period to support the day to day operational needs of the front of house staff and free the Picture House Manager to further develop strategies for income generation and the promotion of the Picture House.

It was **proposed** by Councillor Warne

**Seconded** by Councillor Courtney

**Resolved:** to recommend that the Picture House Manager increase their hours by 4 hours per week until the end of the financial year 2019/20. Review beyond this date to be considered by appropriate HRTC Committees.

Additionally, with regarding to the two additional proposal, it was recommended that the Town Mayor and Town Clerk consider and develop the delegated powers given to committees to allow clearer understand of each committee's role and how they interact with each other. Finally, it is recommended that committee members offer time to the Picture House to support its development.

191.

### **BUSINESS STRATEGIC PLAN**

The Picture House Manager advised of revisions and the committee considered the document.

It was **proposed** by Councillor Warne

**Seconded** by Councillor Courtney

**Resolved:** to adopt the Business Strategic Plan and the policies and plans contained within.

192.

### **FINANCIAL POSITION OF THE PICTURE HOUSE**

The Picture House Manager and the Town Clerk presented recent trading results which were strong against the adopted budget. Prudent management of costs and the number of daytime matinees were seen to be significantly contributing to the strong position of the Picture House at this time of year. Revenue measured against screening costs were within parameters and historical accruals had been measured to ensure surprises were not around the corner.

The Reserves & Balances Policy for the Picture House was not discussed and will be considered at the next meeting.

**193.**

**STAFFING**

Chair of Staffing advised of a meeting with Picture House Staff regarding pay differentials which had provided a positive basis on which to continue discussions.

**194.**

**PICTURE HOUSE MANAGERS VERBAL REPORT**

The Picture House Manager circulated information to the committee with regard to fresh developments and improvements to the Picture House website. This focusing on the addition of a calendar to the pages.

After discussion it was felt that improvements should be optimised initially for the websites use on mobile devices.

It was **proposed** by Councillor Warne

**Seconded** by Councillor Courtney

**Resolved:** to continue to improve the website with an investment of £1500 this financial year and £1000 in the next with funding to come from trading.

Meeting finished at 9.21pm.

## **HEBDEN ROYD TOWN COUNCIL**

### **Meeting of the PICTURE HOUSE COMMITTEE held 11<sup>th</sup> NOVEMBER 2019**

#### **MINUTES**

**PRESENT:** Councillors: Warne (Chair), Freeth, Needham, Stow & Wood.

**HRTC Council Clerk: J Boom**

**Maggie Woods (Friends of the Picture House)**

#### **MINUTES**

- 306. To receive apologies for absence and any substitutions.**  
Cllr Courtney and Rebekah Fozard due to travel issues.
- 307. To receive members` interests relating to agenda items for this meeting.**  
None declared at this time.
- 308. To report on matters arising from the minutes of meeting held September 2<sup>nd</sup> 2019 not itemised on this agenda.**  
Cllr Warne advised that aims had been established with the Picture House Manager to measure the success of the recently agreed increase in hours.
- 309. FRIENDS OF THE PICTURE HOUSE**  
Maggie Woods advised that the Friends had met on the 4<sup>th</sup> November 2019 and had decided on its Friends Presents screenings for the coming months. Maggie commented that the 'Making Friends' project continues to grow and that they had been nominated for a Community Spirit Award. The group had also received confirmation of an award from the Community Foundation Fund to allow the project to continue for another 12 months of which St Augustine's was very grateful.  
The group is soon to launch its Christmas Raffle, councillors agreed to support this and that the Town Clerk should distribute tickets to them.
- The Mayor encouraged the Friends to support her coffee morning planned for February 5<sup>th</sup> 2020 at the Picture House where she hopes those house bound or socially isolated may attend.

**310. FINANCIAL POSITION OF THE PICTURE HOUSE**

In the absence of the Picture House Manager the Town Clerk presented the Cumulative Analysis for the Picture House up to the end of October 2019 comparing it to the statement of account for the same period.

Councillors asked if analysis was possible with consideration for the weather at the time of screening.

The financial allocation against the Façade Refurbishment was discussed with the committee eager to see the Picture House Manager revisit approaches when looking for a contractor to undertake the work.

Note: Cllr Freeth left the meeting.

**311. PICTURE HOUSE RESERVES & BALANCES POLICY**

After discussion it was agreed to adopt the budget headings as presented by the Town Clerk when calculating the Reserves & Balances needed and that in line with the Town Council a reserve of 4 months of these budgets be aimed for at the end of the life of the council, in 2023.

**312. BUDGET REQUEST 2020/21**

Cllr Warne presented immediate demands that the Picture House faced and then discussed issues facing the Picture House in the longer term.

It was agreed that the Picture House should continue to develop its website, explore quotes and seek advice regarding the ventilation of the auditorium and look at the kiosk water boiler should repairs prove to be uneconomic.

The committee asked that information regarding website traffic be made available to them at the next meeting.

Cllrs Warne proposed bids for a new PA System be submitted for 2020/21 to support events and conferencing, this along with a request for a second EPOS Till. Cllr Warne will take these projects to the Strategy & Review Committee in early December 2019.

Finally, and looking into the future, Cllr Warne advised that the Picture House in the future would be looking to keep pace with technology and install a new projector and screen. Additionally, research would be starting on looking at both interior and exterior lighting in preparation for a request.

After discussion Cllr Warne asked that the Picture House once again consider the use of an online booking system.

**313. STAFFING**

The meeting was advised that 22 applications for the post had been received and that shortlisting was due the following day.

Interviews would take place on the 20<sup>th</sup> November with the Town Mayor, Town Clerk and Picture House Manager on the Selection Panel.

**314.**

**PICTURE HOUSE MANAGERS VERBAL REPORT**

In the absence of the Picture House Manager the Town Clerk advised that the recently altered Picture This membership scheme had seen receipts of £1600 for the first month in comparison to the usual £600.

Date of next meeting: Monday 3<sup>rd</sup> February 2020

Meeting finished at 8.57pm.

## HEBDEN ROYD TOWN COUNCIL

### Meeting of the PICTURE HOUSE COMMITTEE held 3<sup>rd</sup> FEBRUARY 2020

#### MINUTES

**PRESENT:** Councillors: Wood (Chair), Courtney, Needham & Stow.

**HRTC Council Clerk: J Boom**

**Moya O'Donnell (Friends of the Picture House)**

#### MINUTES

**430. To receive apologies for absence and any substitutions.**

Cllr Freeth.

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

None were declared at this time.

**432. To report on matters arising from the minutes of meeting held 11<sup>th</sup> November 2019 not itemised on this agenda.**

There were no matters to report.

**433. FRIENDS OF THE PICTURE HOUSE**

Moya O'Donnell reported on the Friend's committee meeting on the 1<sup>st</sup> February 2020 where they finalised that the Christmas Raffle had raised £2750.00, a result they were extremely happy with. The Friend's commented that they had covered almost all screenings but felt that the Picture House programme had not generated large attendances and they felt this had reduced sales, they are considering timings in the future as their members were also busy at this time of year.

Friend's Presents is now sponsored with a new members taking responsibility for the initiative.

Making Friends, supporting refugees in the Upper Valley, Halifax and beyond continues to grow with a new co-ordinator further developing the scheme.

The Friend's are developing a new project, Film Friends, looking at supporting those socially isolated with funding applications pending and planning being well developed.

The committee continue to be supportive of the Friends and appreciate their work.

The recent awards ceremony of CFFC, and the overlooking of the Friends booking was mentioned, R. Fozzard being asked to approach CFFC to seek recompense for the oversight.

**434. RECYCLING**

The Picture House Manager reviewed and advised the position of the Picture House on recycling presenting an impressive list of initiatives that saw direct action and encouragement to those that attend the Picture House. The volume

of sales for single use bottles was discussed and the options for change considered.

It was agreed that the position of the Picture House, and indeed Hebden Royd Town Council was not to use single use plastics.

It was agreed that a three-point plan be adopted:

- Offer free tap water.
- Make available, for sale, a Picture House reusable water bottle.
- Look for metal can options to replace single use plastics.

It was **proposed** by Councillor Stow

**Seconded** by Councillor Wood

**Resolved:** that the three-point plan be in place by the end of the financial year, 2019/20.

**435. FINANCIAL POSITION OF THE PICTURE HOUSE**

The Town Clerk and the Picture House Manager presented the Cumulative analysis to the end January 2020 and accounts to the end of December 2019. The Picture House continues to trade well, beyond budget expectations with tight control of staff and maintenance costs. The kiosk again sees strong growth and tight shrinkage controls.

At this point the committee was advised of a planned two day shut down immediately after the Hebden Bridge Film Festival to allow deep cleansing and redecoration. Previous indications of trading levels suggest that following the festival audiences fall so this window of opportunity is being taken.

**436. BUDGET REQUEST 2020/21**

The Town Clerk reported that an allocation of £10k had been made to the Picture House by the Town Council to allow it to procure a PA System. The Picture House Manager indicated that the Friends and other sources would be approached should the expected shortfall of £5k prove accurate.

**437. STAFFING**

The recently introduced and appointed Front of House Managers position was reviewed and the induction and introduction commented on by the Town Clerk and the Picture House Manager.

Meeting finished at 8.40pm.

Next planned meeting will be on the 4<sup>th</sup> May 2020 with the newly revised programme to be discussed.