
11 September, 2007

Report to
Cabinet

Report of
Director of Community Services

Title
Proposed Fees and Charges for Culture, Leisure and Libraries 2007 - 11

Ward
City-wide

1 Purpose of the Report

To seek Cabinet approval for proposed fees and charges for Culture, Leisure and Libraries for the period 2007 – 11.

2 Recommendations

Cabinet is recommended to:

- 2.1 Approve the attached fees and charges and implementation plans.
- 2.2 Approve the outlined improvements to the Passport to Leisure and Learning Scheme.
- 2.3 Note the comments from Scrutiny Board 4 (attached as appendix 3), and in light of these implement the above recommendations.

3 Information/Background

- 3.1 As a part of the City Council's annual budget setting process income targets have been increased by a percentage (around the rate of inflation). However many areas of the service have not increased charges to cover this. This has resulted in pressure on budgets where income is not achieved, and charges not being maintained at comparable rates with other Councils.
- 3.2 The Audit Commission Publication "The Price is Right – Charging for Public Services" recommends that a planned and strategic approach be taken to the setting of fees and charges. Culture, Leisure and Libraries have already interpreted this guidance into a charging strategy for the service area. This was approved at the Cabinet Member (Culture, Leisure and Libraries) meeting held on 22 February 2007.
- 3.3 The key principles of the charging strategy that influence this review, (other than the process to design the charge), are that:

- Cost recovery should be as near to 100% as the market will bear.
 - Subsidy should be targeted to those known to be on low incomes.
- 3.4 Income from local charges is very important for many councils. National data demonstrates a wide variation in charges between councils, some of which may be legitimate differences in the quality of facilities and local market conditions, however it may also be due to the issues not having been examined other than for budget setting purposes.
- 3.5 In relation to methods of payment and convenience fees and charges are mainly paid by cash and cheque. The service will investigate modernising payment methods over the coming three years, to implement electronic, charge card and credit card payments, as a part of its overall service improvement plans.
- 3.6 A consistent approach has been adopted through the charging strategy to the review of charges and approach to setting revised fees and charges across the service area. This review addresses the recommendations of the strategy. This has included consideration of the following areas:
- 3.6.1 **Objectives** – the nature of council services means that setting objectives for charging is complicated by competing priorities, such as cost recovery against benefiting health. Objectives also consider if there is a public benefit to a service, target or concession and then the cost recovery level that should be achieved.
 - 3.6.2 **Context** – this is if the service is statutory, has the ability to charge or has free access set by central government, or what levels of competition or demand for the service exist.
 - 3.6.3 **Benchmarking** – the comparisons of charges between similar authorities, similar services, or neighbouring areas.
 - 3.6.4 **Stakeholder information** – considering groups that use services often have particular views and needs that are considered when setting charges.
 - 3.6.5 **User information** – looking at participation levels, views about value for money, and satisfaction with services.
 - 3.6.6 **Financial analysis** – understanding what impact charging will have on overall net budgets.
 - 3.6.7 **Charging objectives** referred to in 3.6.1 are varied for each discrete area of the service, and are highlighted below:

Libraries

- **Punitive charges** - such as fines for late returns, lost tickets, and damaged items. The objective of this category of charges is to seek to recover a portion (it is not currently possible to be precise about the exact percentage of cost recovery achieved in this area) of the administrative cost of chasing items. Charges help deter the individual from repeating the action and also reduce loss of access to this material for other users. However the objective is also to ensure the user continues to use the service, despite the penalties incurred.

- **Value-added services** – such as photocopying, fax services, room hire, requests for books not in stock, local studies enquiry service. The objective of this category of charges is to completely recover 100% of the direct cost of the service.

Parks

- Partial recovery of costs of service provision, approximately 75% – sports pitch hire and fairs in parks.
- Full recovery of costs of service provision – some elements in Coombe Country Park.

Arts and Heritage

- The pricing within the service aims to recover between 25% and 80% of costs associated with services.

Sport and Physical Activity

- Partial (approximately 75% cost recovery) for sports development, sport specific and multi-sport courses and sessions.
- Full 100% for some areas of sports development, sport specific and multi sport courses.
- Partial (25% cost recovery) for health and inclusion targeted programmes that are generally being piloted to generate an evidence base, and are externally funded (eg NDC sports programmes, One Body One Life).
- Zero cost recovery for some externally funded programmes where a condition of funding is that services are provided free of charge to users (eg Positive Futures).
- Fees are charged for participants in the annual Half Marathon and Fun Run, to recover partial costs.

3.6.8 There is still work to be done over the coming three year period to better understand cost recovery in all service areas, and ensure that expenditure and income budgets are set up to allow accurate analysis of cost recovery to be achieved.

3.6.9 The reviews have responded to the requirements of the Charging Strategy referred to in 3.6.1, and consideration given to the **Charge Design**:

- Is the charge design used to its full potential?
- Are there missed opportunities?
- Is charge design based on good use of market intelligence?

Financial Context:

- Are subsidy levels set?
- Which services provide the income?
- What are the trends for charges?
- What informs the decision?

3.6.10 The percentage recovery rates currently achieved vary among services, and are reflected below where known:

Libraries

- Approximately 4 to 5% (it is very challenging to establish the cost of some service delivery).

Coombe Country Park

- 27% income as a percentage of total expenditure currently increasing over the three year period to 30%.

Sport

- 75% to 80% on average.

Lunt Roman Fort

- 51 to 66% on average.

3.6.11 In responding to the above recommended charges and concessions, guided by the concessions paper attached are outlined at Appendix 2. **Charges recommended are the maximum charge, and can be varied through the use of special offers, to meet participation targets for each service area.**

- 3.7 The reviews have been approached to ensure that charging decisions are strategic, planned, targeted, and that quality services are prioritised. This approach avoids patterns of charging that are illogical, not comparable, unfair and confusing. It ensures that potential income is realised, to support service improvement, and that the requirements of Best Value legislation are met.
- 3.8 Each review is detailed in Appendix One. It should be noted that there has not been a consistent approach to concessions and charging for school groups across the service area, and this is reviewed in the concession paper attached as Appendix Two. Charges for education groups are proposed within each review. Further work with education is ongoing.
- 3.9 Each review contains the rationale for the recommended charges over three years, and the ongoing analysis of these changes will be conducted for each service.
- 3.10 Each review contains recommended fees and charges for approval over three years.
- 3.11 Additional projected income that may be raised is detailed here:

Service Area	Income increase 2008/9 £	Income increase 2009/10 £	Income increase 2010/11 £	Comments
Libraries	11,826	12,446	13,097	
Parks	9,214	8,185	8,200	
Sport	770	770	770	Many of these sessions are new services, targets will be amended following 1 st year of operation
Arts and Heritage	26,059			1 year projection only, as mainly new services in the Herbert development.

- 3.12 It is vital to understand that leisure income has inherent risks, for example in terms of outdoor activity, weather is critical. Where additional income is projected from new services caution is always exercised until the operation is established. There is an opportunity if additional income is generated as above to allocate it to savings targets, and maintain levels of service, or recommend service improvements, once income targets for the year are secure in terms of risk.

3.13 The City Council is about to commission Price Waterhouse Coopers to look at fees and charges across the Council. This work will be informed by the approached fees and charges undertaken in this current report. The outcome of the overall fees and charges review will be reported back to Cabinet in due course.

4 Other Options

4.1 It is possible not to follow this route of planned review, implementation and monitoring, however this is not recommended for the reasons outlined above.

5 Other specific implications

	Implications (See below)	No Implications
Best Value		
Children and Young People		
Comparable Benchmark Data		
Corporate Parenting		
Coventry Community Plan		
Crime and Disorder		
Equal Opportunities		
Finance		
Health and Safety		
Human Resources		
Human Rights Act		
Impact on Partner Organisations		
Information and Communications Technology		
Legal Implications		
Neighbourhood Management		
Property Implications		
Race Equality Scheme		
Risk Management		
Sustainable Development		
Trade Union Consultation		
Voluntary Sector – The Coventry Compact		

5.1 Best Value

Charging reviews deliver the City Council's duty of Best Value.

5.2 Comparable Benchmark Data

Pricing reviews contain comparable benchmark data and will use the analysis of this to set charges.

- 5.3 **Community Plan**
The charging review supports the delivery of the culture theme within the Community Plan.
- 5.4 **Equal Opportunities**
The use of targeted subsidy supports the delivery of equal opportunities.
- 5.5 **Financial Implications**
The strategic approach enables a review of the charging levels and identification of efficient methods of income collection. This approach may result in an increase in the income received in 2007/2008, allowing efficiency savings or improvements in services. Future years' budgets will subsequently reflect the effects of the revised income levels.
- 5.6 **Impact on Partner Organisations**
Key grant supported organisations will use the strategic framework to guide their pricing reviews. This has been embedded within the agreed key performance indicators for each provider from April 2007.
- 5.7 **Information & Communication Technology**
There are long term implications for the management of services in order to progress to improved user and non-user data.
- 6 **Monitoring**
The delivery of the review will be through annual appraisals in each service area.
- 7 **Timescale and expected outcomes**
As within each individual review, contained at Appendix One.

	Yes	No
Key Decision		
Scrutiny Consideration (if yes, which Scrutiny meeting and date)	8 August 2007	
Council Consideration (if yes, date of Council meeting)		

List of background papers

Proper officer: John Bolton, Director of Community Services

Author: Telephone
Alice Davey, Head of Culture, Leisure and Libraries x2380
(all enquiries should be addressed to the above)

Other Contributors:

Diane Jones, Finance and ICT, x3749
Simon Brake, Community Services, x1652
Carol Williams, Human Resources, x3444
Chris Hinde, Legal and Democratic Services, x3020
Richard Brankowski, Legal and Democratic Services, x3077
Bob Moore, Culture, Leisure and Libraries, x2441
Harnek Kandola, Culture, Leisure and Libraries, x2441
Carole Littlewood, Culture, Leisure and Libraries, x2301
Frances Haywood, Culture, Leisure and Libraries, x2462
Sam Dowdall, Culture, Leisure and Libraries, 7645 3720
Bob Parsons, Culture, Leisure and Libraries, x3649
Andrew Green, Culture, Leisure and Libraries, x1579

Papers open to Public Inspection

Description of paper

Location

Charging Strategy

<http://www.coventry.gov.uk/ccm/navigation/leisure-and-culture/strategies-and-policies/>

REVIEW OF FEES AND CHARGES – CULTURE, LEISURE & LIBRARIES 2006

Aim:

To comply with good practice in relation to charging for services, specifically the audit commission publication – The Price is Right? – Charges For Council Services, and the Charging Strategy for Culture, Leisure and Libraries 2007.

Areas to be covered as part of the review:

1. What are the current objectives of fees and charges in the service areas?
 - Libraries
 - Parks & open spaces
 - Sport
 - Arts and heritage
 - Are those objectives being met?
2. Net expenditure & income performance:
 - Libraries
 - Parks & open spaces
 - Sport
 - Arts and heritage
3. Benchmarking of fees and charges (CIPFA)
 - Assessment of our fees and charges against other Local Authorities
 - Assessment of our fees and charges against other sectors
 - Assessment of our fees and charges 5 year trend
4. User/Client Information
 - Participation numbers & trends
 - User data following previous price increase
 - Satisfaction levels overall
 - Survey data in relation to value for money, and reaction to price
5. Stakeholder issues
 - Partners pricing cycles (timing)
 - Local Councillors view
 - Value for money user surveys
6. Current Charges 2006/7 & Proposed Charges 2007/8
7. User & Financial Analysis:
 - Estimated income
 - Estimated costs (to achieve income)
 - Income as % of expenditure
 - Subsidy per user/visit
 - Justification for subsidy
 - Analysis of impact of proposed charges
8. Recommended Charges for 2007/8 – 2010/11.

Alice Davey
Head of Culture, Leisure and Libraries
September 2006

COVENTRY CITY COUNCIL CHARGING REVIEW 2007 CULTURE, LEISURE, LIBRARIES & ADULT EDUCATION

Service Area – Libraries

1 Current Objectives

1.1 Libraries charges fall into 2 broad categories:

- Punitive charges - such as fines for late returns, lost tickets, and damaged items. The objective of this category of charges is to seek to recover a portion of the administrative cost of chasing items. To deter the individual from repeating the action. To reduce loss of access to this material for other users, however the objective is also to retain the user being fined for the future also.
- Value-added services – such as photocopying, fax services, room hire, requests for books not in stock, local studies enquiry service. The objective of this category of charges is to completely recover the direct cost of the service.

Introduction and Context

- 1.2 Charges were not increased in April 2007, due to this review being underway. Charge changes are intended to be implemented in September 2007, and April annually thereafter.
- 1.3 Charging in libraries arose from the provisions of the 1964 Public Libraries & Museums Act, which while requiring local authorities to provide a full and comprehensive library and information service, only specified that books should be free at the point of access and not other media, and additional services. Access to libraries is upheld in the Department for Culture, Media and Sport policy paper "Libraries for all" published in 1999.
- 1.4 Libraries contribution to education and learning, social cohesion, mental health should be recognised when considering charging and open access to services.
- 1.5 The daily fine for late return of books is 14p which is equal second highest within West Midlands authorities and provides a small disincentive to many users who find the cost prohibitive if charged against a full borrowing entitlement of up to 80 books for an average family of four. The charging review therefore does not focus on changes other than inflationary increases to this punitive charge. Comparable charges by other local authorities will be kept under constant review, along with the perception of the public and staff to the level of charging required to continue to deter this behaviour. The review also proposes a change to the charge for lost books.
- 1.6 The charging review considers charges made in libraries for services including photocopying, ICT usage, print-outs, book requests for items not in stock, replacement book charges, CD/DVD hire fees, room hire and local studies enquiries. It follows the principles set out in the Charging Strategy for Culture, Leisure and Libraries. Recommended charges are set out over a three year period.
- 1.7 Charges are payable by cash and cheque.

2 Net Expenditure and Income Performance

To date income has been presented by service area for libraries, and not broken down site by site. Where this is appropriate data will be presented on a site by site basis in the future, allowing targets to link to both charging objectives, and to employee objectives.

Description	Base Budgets (all sites) by subjective code	Actuals (all sites) by subjective code	Actuals (all sites) by subjective code
	2007/08	2005/06	2006/07
		£	
Sales - Books & Publications	(5,056)	(2,671)	(3,442)
Sales - CD Rom	(982)	(587)	(717)
Hire - DVD	(75,601)	(69,406)	(65,736)
Sales - General/Miscellaneous	(321)	(88)	(211)
Sales - Goods	(4,017)	(4,531)	(3,856)
Sales - Internet	(30,000)	(20,852)	(28,313)
Sales - Photocopying	(19,193)	(19,809)	(20,638)
Sales - Search/Enquiry	(2,614)	(2,507)	(1,398)
Sales - Second-hand - Audio	(2,172)	(599)	(921)
Sales - Second-hand - Books	(9,019)	(3,210)	(2,697)
Hire - Talking Books	(4,661)	(4,455)	(3,567)
Rental Income	(34,309)	(32,566)	(38,105)
Rooms/Studios Hire	(776)	(946)	(11,420)
Library Fees - Audio	(30,766)	(27,818)	(23,853)
Library Fees - Audio reservations	(740)	(608)	(295)
Library Fees - Book reservations	(6,038)	(4,945)	(5,139)
Library Fees - Lost/damaged-Audio	(661)	(514)	(393)
Library Fees - Lost/damaged-Books	(2,949)	(3,657)	(2,997)
Library Fees - Replacement tickets	(5,676)	(5,466)	(5,654)
Library Fines - overdue- Audio	(8,412)	(6,197)	(5,304)
Library Fines - overdue- Books	(60,803)	(44,091)	(58,291)
Telephone/Fax Income	(5,004)	(12,021)	(12,965)
Totals	(309,770)	(267,544)	(295,912)

3 Benchmarking of Fees and Charges
Libraries and Information Services - Fees and Charges Year 2006/7

Charge	Coventry	Dudley	Sandwell	Solihull	Wolver-hampton	Walsall	B'ham	Commercial
Adult Book Loan	Free	Free	Free	Free	Free	Free	Free	n/a
Adult Book Overdue	£0.14p/day 50% concession¹ Free VIP² Max/£5.60	10p/day max £3.60	10p/day No max	15p/day No max	12p/day No max	12p/day Free 60+ Max £5.50	10p/day Max £5.00 2p/day max £1.00 OAP, Benefit	n/a
Children's Book Loan	Free	Free	Free	Free	Free	Free	Free	n/a
Children's Book Overdue	Free U16	Free u14	Free U16	Free	Free U18	Free U17	Free U18	n/a
Adult Spoken Word	£1.00/ 4 weeks free Age 60+ VIP	Free/14 days	Free/ 4 weeks	£1.00 (abridged) £2.00 full 14 days	Free/ 4 weeks	50p/60p/ £1.00 (CD) 4 weeks 50% 60+, VIP PPTL	80p/ 4 weeks Free VIP/PDif 45p OAP	n/a
Adult Spoken Word Overdue	£0.26p/day 50% concession Free VIP Max £11.20	10p/day max £3.60	10p/day	15p/day	12p/day	12p/day max £5.50	10p/ day max £5.00	n/a
Children Spoken Word	Free U16	Free U14	Free U16	Free	Free U18	Free U13 50% 13-17	Free	n/a
Children Spoken Word Overdue	£0.13p/day Max £5.60	Free U14	Free U16	Free	Free U18	Free U17	Free U18	n/a

¹ Concessions are all Passport to Leisure and Learning holders and Adults aged over 60

² Registered Visually or Hearing Impaired Customers

Charge	Coventry	Dudley	Sandwell	Solihull	Wolverhampton	Walsall	B'ham	Commercial
CD Loan	£0.55p/ week 50% concession Free VIP	£1.00/2w concession 50%	50p/2 weeks concession 50%	£1.00/ week concession £0.40p Free VIP	£1.00/2 week concession £0.50p	70p/4 weeks 50% 60+, PPTL, Free VIP	80p/ 60p 2 weeks Free VIP	n/a
CD double+ Loan	£1.10/week max 50% concession Free VIP	N/a	N/a	£2.00/w Concession £0.80p Free VIP	N/a	As above	n/a	n/a
CD Overdue	Loan charge 50% concession Max £4.40 or £8.80	10p/day max £3.60 50% concession (60+)	10p/day	15p/day no concession	12p/day no concession	12p/day max £5.50	10p/day max £5.00 Concess 2p/day max £1.00 OAP, Benefit	n/a
DVD Premium Loan	£2.50/2 nights 50% concession	N/a	N/a	N/a	N/a	£1.50 - £2.50 1 -7 days	£2.25/2 nights Concessions Free	Various
DVD Overdue	Loan charge 50% concession Max £20.00	£2.00/day no concession	Loan charge Free 60+ and other concession	Loan charge No concession	N/a	Loan charge	£1.00/50p per day max £10.00	Various
DVD Loan (all others)	£2.50/week 50% concession	£2.00/w 50% concession	£0.75/ 2 nights £2.25/week various concession	£2.50 fic/w £2.00 n/f no concession	£1.50/w 50% concession	As above	£1.50/ week Concessions Free	Various
CD-ROM	£2.00/week	N/a	N/a	N/a	N/a	n/a	£12.00/week	n/a
Inter Library Loan	£1.20 50% concession Free VIP	£1.50	£0.60	£2.00	£1.00	80p (40p online)	£2.00	n/a

Charge	Coventry	Dudley	Sandwell	Solihull	Wolverhampton	Walsall	B'ham	Commercial
Reservation Adult	£0.60 50% concession Free VIP	Free/ £1.50 new books	Free in stock	£1.00	Free in stock	80p (40p online) Free 60+ 50% general concession	Free	n/a
Reservation Child	Free U16	Free	Free U16	Free	Free U18	Free	Free	n/a
Replacement Ticket Adult	£1.50 Free VIP	£1.00	£0.50 50% concession	£1.50 50% concession	Free	£1.00	£1/£1.50/£3	n/a
Replacement Ticket Child	£1.50	Free U14	£0.25	£0.75	Free	50p U17	50p/£1.50/£2.00	n/a
Computer Use First hour	Free	Free	Free	Free	free	Free	Free	£1.00+ for 30 min
Computer use additional hours	£1.00/hour 50% concession	N/a	N/a	N/a	N/a	n/a	n/a	As above
Printouts A4 black and white	10p	10p	10p	10p	10p	n/a	10p	n/a
Printouts A4 colour (inkjet)	50p	30p	20p	50p	£1.00	n/a	n/a	n/a
Colour A4 (laser)	£1.00	N/a	N/a	N/a	N/a	n/a	n/a	n/a
Colour A3 (laser)	£1.50	N/a	N/a	N/a	N/a	n/a	n/a	n/a
Photocopying A4 BW	10p	10p	10p	10p	20p	10p	10p	8p-12p
Photocopying A3 BW	20p	15p	25p	20p	20p	20p	20p	20p
Photocopying colour A4	£1.00	N/a	£1.00	£1.00	£1.00	£1.00	£1.00	60p-£1.50p + VAT
Photocopying colour A3	£1.50	N/a	£1.50	£2.00	£1.50	£1.50	£2.50	90p-£2.50 + VAT
Reader printer copies A4	20p	N/a	N/a	N/a	N/a	n/a	n/a	n/a

Charge	Coventry	Dudley	Sandwell	Solihull	Wolverhampton	Walsall	B'ham	Commercial
Reader Printer copies A3	40p	N/a	N/a	N/a	N/a	n/a	n/a	n/a
Research Local Studies	£15.00/hour	£15.00ph	£20.00/2 hrs	12.5 min/£7.50ph	£10 per enquiry	n/a	n/a	n/a
Room Hire	£8/£16 hour³	Various	£4.14-£11.85	various	Not available	n/a	£13-£108	n/a
Lost books	Actual cost of item	Actual cost of item	Full price?	£3.00-£16.00	Replacement cost /out of print £10.00-£0.40p	Average Price 50% 60+, 13-17 U13 Free	Sliding scale dependent on age	n/a
Fax UK	£1.00 page 1 + £0.50p per additional page	£1.00/50p additional page	£1.00 per page	£1.00 per page	£1.00/50p additional page	£2.00/£1.00 additional page	£1.50/£3.0	
Fax Europe	See below	£2.00/£1.00 additional page	£2.00 per page	£2.00 per page	£2.00/75p additional page	As above	n/a	
Fax Inter	£3.00 page + £1.50p per additional page	£3-4/ 50p/£2 additional page	£3.00 per page	£3.00 per page	Max £4.50/£2.00	As above	n/a	

³ Dependant on whether within or outside office hours

4 User & Client Information

Participation numbers and trends

Figures for participation for 2005/6 and 2006/7 (the latest available) show the following:

	2005/6	% change +/-	2006/7	% change +/-
Visits	2,107,887	+6.50%	2,150,051	+2.00%
Issues	1,557,335	-0.82%	1,516,701	- 2.61% ⁴
Computer use	266,874	+15.88%	259,756	-2.67% ⁵

Customer Satisfaction 2004-7

KPI	2004/5	2005/6	2006/7
BVPI 220	n/a	4	4

5 Stakeholder Issues

A short survey was conducted in 2007 to gauge user responsiveness to charging changes. This snapshot implies that in line with other user data take up of the service is not generally linked to price currently. However caution should be exercised, and user reaction monitored upon implementation of revised charges, as this is a small sample.

CULTURE, LEISURE AND LIBRARIES GROUP LIBRARIES VALUE FOR MONEY SATISFACTION QUESTIONNAIRE		
Question	Number of Responses (55)	%
1. What activity are you participating in today?		
Borrowing a book	41	74.55
Borrowing CD or DVD	12	21.82
Reading in Library	8	14.55
Studying in Library	2	3.64
Finding information	8	14.55
Using Internet	7	12.73
Checking e-mails	2	3.64
Meeting friend	4	7.27
Attending a class	-	
Attending a reading group	-	
Other	-	
2. What type of ticket do you have?		
Adult	33	60.00
Junior	3	5.45
Senior Citizen	16	29.09
Passport to Leisure and Learning	3	5.45

⁴ Due to closure of Earlsdon and Tile Hill during refurbishment programme

⁵ As note 4 above

CULTURE, LEISURE AND LIBRARIES GROUP LIBRARIES VALUE FOR MONEY SATISFACTION QUESTIONNAIRE		
Question	Number of Responses (55)	%
3. On a scale of 1 to 5, how would you rate accessibility of the library		
1. Very important	12	21.82
2. Important	4	7.27
3. No view	9	16.36
4. Not very important	2	3.64
5. Not important	3	5.45
4. How often do you visit this library?		
Almost every day	5	9.09
At least once a week	31	56.36
About once a month	17	30.91
Within last 6 months	3	5.45
Within last year	4	7.27
Longer ago	-	
Never	-	
I don't know	-	
5. Do you think service offers good value for money?		
Yes	51	92.73
No	1	1.82
6. How satisfied are you with the quality of service?		
Very satisfied	44	80.00
Fairly satisfied	8	14.55
Neither satisfied nor dissatisfied	1	1.82
Fairly dissatisfied	-	
Very dissatisfied	-	

6 Current Charges 2006/07 & Proposed Charges 2007 – 10

All charges listed will be increased by the agreed rate of inflation in September 2007, and then April annually, rounded to the nearest 1p. All prices represent maximum prices and may be reduced for marketing offers.

Charge	Coventry 2006/07	From Sept 2007	From Mar 2008	From Mar 2009	From Mar 2010
Adult Book loan	Free	Free	Free	Free	Free
Adult Book fines	£0.14p/day 50% concession Free VIP	£0.15/day 50% Age 60 and PTLL Free VIP	£0.16/day 50% PTLL Free VIP	£0.17/day 50% PTLL Free VIP	£0.18/day 50% PTLL Free VIP
Adult Spoken Word loan	£1.00/4weeks Free Age 60+ VIP	£1.10 (10% increase) Free Age 60+ VIP	£1.20 10% increase VIP Free	£1.30 (10% increase) VIP Free	£1.35 (5% increase) VIP Free
Adult Spoken Word fines	£0.26/day 50% concession Free VIP	£0.26/day 50% Age 60 and PTLL Free VIP	£0.26/day 50% PTLL Free VIP	£0.26/day 50% PTL&L Free VIP	£0.26/day 50% PTLL Free VIP
CD loan	£0.55p/week 50% concession Free VIP	£0.60/week (10% increase) 50% concession Free VIP	£0.65/week (10% increase) 50% PTLL Free VIP	£0.70/week (10% increase) 50% PTLL Free VIP	£0.75/week (7% increase) 50% PTLL Free VIP
CDs double+ loan	£1.10/week 50% concession Free VIP	£1.20/week (10% increase) 50% concession Free VIP	£1.30/week (10% increase) 50% PTLL Free VIP	£1.40/week (10% increase) 50% PTLL Free VIP	£1.50/week (7% increase) 50% PTLL Free VIP
CD overdue	Loan charge 50% concession	Loan charge 50% Age 60 and PTLL	Loan charge 50% PTLL	Loan charge 50% PTLL	Loan charge 50% PTLL
DVD premium loan	£2.50/ 2 nights 50% concession	£2.50/ 2 nights 50% concession	£2.75/ 2 nights (10% increase) 50% PTLL	£2.75/ 2 nights 50% PTLL	£3.00/ 2 nights (10% increase) 50% PTLL
DVD loan	£2.50/week 50% concession	£2.50/week 50% concession	£2.75/week (10% increase) 50% PTLL	£2.75/week 50% PTLL	£3.00/week (10% increase) 50% PTLL
DVD fine	Loan charge 50% concession	Loan charge 50%-Age 60 and PTLL	Loan charge 50%-PTLL	Loan charge 50%-PTLL	Loan charge 50% PTLL
CD-ROM Loan	£2.00/week	£2.00/week	£2.10/week	£2.15/week	£2.20/week
CD-ROM fines		Loan charge	Loan charge	Loan charge	Loan charge

Charge	Coventry 2006/07	From Sept 2007	From Mar 2008	From Mar 2009	From Mar 2010
		50% PTLL	50% PTLL	50% PTLL	50% PTLL
Inter Library loan	£1.20 50% concession Free VIP	£1.50 (30% increase) 50% concession Free VIP	£1.65 (10% increase) 50% PTLL Free VIP	£1.80 (10% increase) 50% PTLL	£2.00 (10% increase)
Reservation adult	£0.60 50% concession Free VIP	£1.50 new books (new charge) £0.60 other in stock 50% concession Free VIP	£1.50 new books £0.65 other in stock (10% increase) 50% PTLL Free VIP	£1.60 new books (7.5% increase) £0.70 other in stock (10% increase) 50% PTLL Free VIP	£1.70 new books (7.5% increase) £0.75 other in stock (7.5% increase) 50% PTLL Free VIP
Replacement Ticket	£1.50 Free VIP	£1.50 Free VIP	£1.60 (7.5% increase) Free VIP	£1.70 (7.5% increase) Free VIP	£1.75 (3% increase) Free VIP
Computer Use First hour	Free	Free	Free	Free	Free
Computer use additional hours	£1.00/hour 50% concession	£1.00/hour 50% concession	£1.20/hour (20% increase) 50% PTLL	£1.30/hour (9% increase) 50% PTLL	£1.40/hour (9% increase) 50% PTLL
Printouts A4 black and white	10p	12p	14p	16p	18p
Printouts A4 colour (inkjet)	50p	50p	60p	70p (20% increase)	80p (17% increase)
Colour A4 (laser)	£1.00	£1.00	£1.10	£1.20 (10% increase)	1.30 (14% increase)
Colour A3 (laser)	£1.50	£2.00 (33.5 % increase)	£2.10	£2.20 (10% increase)	£2.30 (5% increase)
Photocopying A4	10p	10p	12p	14p	16p
Photocopying A3	20p	20p	22p	24p	26p
Photocopying colour A4	£1.00	£1.00	£1.10	£1.20 (10% increase)	£1.30 (14% increase)
Photocopying colour A3	£1.50	£1.50	£1.60	£1.70 (7% increase)	£1.80 (10% increase)
Reader printer copies A4	20p	20p	22p	24p	26p
Reader Printer copies A3	40p	40p	45p	50p	50p
Research Local Studies	£15.00ph	£15.00ph	History Centre Charges (£15.00/hr)	History Centre charges (£15.00/hr)	History Centre charges (£15.00/hr)

Charge	Coventry 2006/07	From Sept 2007	From Mar 2008	From Mar 2009	From Mar 2010
Room Hire	£8/£16 hr ⁶	£8.00/£16.00 Concessions⁷ £25/£50 Commercial Organisations	£8.50/£17.00 Concessions £26/£52 Commercial Organisations	TBC with new Herbert service	TBC with Herbert Service
Lost books/items	Actual cost of item	Current cost in print OR £10.00 fiction hardback out of print £12.00 non fiction hardback out of print £2.00 paperback out of print	Current cost in print OR £10.50 fiction hardback out of print £12.50 non fiction hardback out of print £2.25 paperback out of print 2.5% increase	Current cost if in print OR £10.75 fiction hardback out of print £12.80 non fiction hardback out of print £2.30 paperback Out of print 2.5% increase	Current Cost if in print OR £11.00 fiction hardback out of print £13.10 non fiction hardback out of print £2.35 paperback out of print 2.5% increase
Fax UK	£1.00 page 1 + £0.50 per additional page	£1.00 per page (100% increase per additional page)	£1.00 per page (100% increase per additional page)	£1.00 per page (100% increase per additional page)	£1.10 per page (10% increase)
Fax Europe (all Faxes outside UK Inter)	Not available See below	Not available	Not available	Not available	Not available
Fax International	£3.00 page 1 + £1.50 per additional page	£3.00 per page (100% increase per additional page)	£3.00 per page (100% increase per additional page)	£3.00 per page	£3.30 per page (10% increase)

All charges will be increased by inflation annually and represent maximum charges. Special offers for marketing purposes may be used below these charges.

⁶ Dependent on whether in or out of usual office hours

⁷ Room Hire concessions include community and charitable groups

7 User & Financial Analysis

- 7.1 Costs of generating income vary, dependant on the item with some items generating a surplus and others not covering costs. Specific details are in the table below.
- 7.2 Income (not punitive charges) as a percentage of expenditure is due to increase slightly from 4.19% - 4.81%, based on a constant level of expenditure.
- 7.3 Based on charged for services, income (not punitive charges) per user is currently 12p rising to 13p in 2009/10 (£247 k ÷ 2.1m, £284 k ÷ 2.1m)
- 7.4 Fines – experience shows that increase will have little impact on defaulters but may also put more people off returning overdue items.
- 7.5 DVD – price increases **may** have a negative impact on a competitive market (it should be noted that the competitive position is complex – fewer hire shops are available however downloading is increasing amongst specific populations). Through marketing there may be a niche market for libraries to be tested. Usage and take up will be monitored carefully following marketing activity and special offers on price implemented.
- 7.6 CD charges – price increases may reduce take-up on a declining service, impacted by downloading music from the Internet. Through marketing there may be a niche market for libraries to be tested. Usage and take up will be monitored carefully following marketing activity and special offers on price implemented.

Libraries and Information Services Charges Rationale

Charge	Rationale
Adult Book loan	Free – statutory service
Adult Book overdue Already second highest in West Midlands comparators/neighbours Punitive charges difficult to market. Increased cost of overdue counter-productive for service. No additional income would be derived.	
Spoken Word Ave Cost of item/stock turnx4 years £25.00/6/4 £0.96 Cost of issue/discharge 0.61 min £0.10 Cost of shelving 0.32 min £0.05 Selection 1.00 min £0.15 Total £1.26	Cost recovery for service achieved by 2010 Increased income - outcome achieved income target
CD loan Ave cost of item/stock turn x 3years £10.00/6/3 £0.55 Cost issue/discharge 0.61 min 0.10 Cost shelving 0.32 min 0.05 Selection 1.00 min 0.15 Total £0.85 Cost of sales on CDs 2006/7 £27,000 Est staff costs 70,000 issues 2005/6 £21,000 Total cost £48,000 Income projected per 11 2006/7 £24,000 Deficit £24,000	Service take-up declining. New technology overtaking traditional formats. Investigate new services. Maintain service in short-term and develop new income streams Short term Market service and work to 70% cost recovery Income target for 70% recovery £33,600
CDs double+ Loan	As above
CD overdue	Loan period used as overdue. Front loading of penalty for late return results in increased availability of stock and income. Service declining due to new technologies

Charge	Rationale
<p>DVD premium Loan Ave cost item/stock turn x 3 years £35.00/12x3 £0.97</p> <p>Cost issue discharge £0.15 Cost shelving £0.05 Selection £0.15 Total £1.32</p> <p>Current performance Cost of sales on DVDs £40,000 Staff costs (est) 2005/6 50,000iss x £0.35 £17,500 £57,500 Total £67,000 Income (2006/7 projected Per 11) £10,000 Surplus £80,500 Income target 2010</p>	<p>Service performing well. New premium service aims at greater stock turn for items resulting in increased revenue. Aim for Cost recovery plus 40% for DVD service by 2010.</p> <p>The service needs constant monitoring to analyse the impact of new technologies (Video on demand etc) on the need for this service and its relevance to customers. Ensure that marketing in the 3 year period builds on decline of shops offering this service – a number of hirers will be reluctant to change to new technologies. Need to ensure new value-added income streams are developed based on core services to offset any decline in service take-up.</p>
DVD overdue	Contributes to above target as an additional issue. See CD
DVD loan As DVD premium loan	Except Ave cost of item/stock turn x 3 years £35.00/8x3 £1.45
CD-ROM	Small changes to charges. Commercial and copyright technicalities mean this is a difficult service to maintain to a good standard. Income down. Not offered by competitors. Poor take up. Phase out this service.
Inter Library Loan This is a non-returnable charge Actual cost £10.00 per loan (avg from research) Number of loans 373 (2006) Cost recovered @ £1.20 = £447 = 12%	New charges aim for 20% cost recovery by 2010 Research shows that there is a limit to the level at which this service can recover costs. However this is a service that is integral to the library service as part of a national network.
Reservation adult Service Costs Reservation 1.62 min £0.25 Cost transfer 0.62 min £0.10 Cost of postage £0.26 Shelf checks etc 0.62 £0.10 Total £0.71	Aim for cost recovery for in stock items and materials over 3 months by 2009 Aim for 50% = cost for materials under 3 months
Replacement Ticket Costs (membership) 11 min £1.74 Top quartile – no change	Aim 85% cost recovery 100% cost recovery by 2010
Computer Use First hour free	Free (Conditions of People's Network)

Charge	Rationale
Computer use additional hours Minimal staff input as can be booked online by customers as part of free one hour session. This service was introduced in September 2006. So far in 2006/7 it has generated approximately £8000 additional income. Current occupancy of computers in libraries averages 60%.	Aim for 70% by marketing additional hours. This will provide £16,000 additional income in a full year. It is proposed to increase this charge at 10% each year from September 2007 with accompanying increases in income targets each year. It is important to monitor the success of this service and market it appropriately. Demographic change may result in less dependency on public computers as citizens acquire their own facilities.
Printouts A4 black and white	Small changes. In line with anticipated comparator authority increases, reacting to private sector price setting
Printouts A4 colour (inkjet)	As above
Colour A4 (laser)	Small change – as above
Colour A3 (laser)	Small change – as above
Photocopying A4	Small change – cost of new/reconfigured coin boxes
Photocopying A3	As above
Photocopying colour A4	As above
Photocopying colour A3	As above
Reader printer copies A4	As above
Reader Printer copies A3	As above
Research Local Studies	Increased in line with Archive Office in preparation for History Centre
Room Hire	
Lost books/items	Currently, like some other authorities Coventry charges for the loss of a book/item at the actual cost of the book/item when purchased rather than a replacement cost. It is intended to charge a flat rate for out of print books according to category in order to provide income to replace with a like item. In print items will be charged for at the cost of the item at the time of loss. Aim 100% recovery of replacement cost for lost and damaged items costs
Fax UK	Bring in line with comparators
Fax Europe	Charge European calls at International flat rate
Fax International	International Flat rate for ease of administration. Charge additional pages at same rate as initial page to cover staff and line costs. Income target increased with performance to £12,000 from £5,000

Estimated Income

Fees & Charge Type	2006/7 Income	2007/08 Expected Income	2008/09 Expected Income	2009/10 Expected Income
Sale of Books and Publications	£3442	£3649	£3,868	£4,100
Sales - CD Rom	£717	£760	£806	£854
Hire – DVD	£65,736	£67,708	£69739	£71,831
Sales – General & Miscellaneous	£211	£224	£237	£251
Sales – Goods	£3856	£4087	£4332	£4592
Sales - Internet	£28,313	£30, 012	£31,813	£33,722
Sales – Photocopying	£20,638	£21,876	£23,189	£24,580
Sales – Search or Enquiry	£1398	£1,482	£1,571	£1,665
Sales – Second-hand Audio	£921	£949	£977	£1,006
Sales – Second Hand Books	£2697	£2,859	£3,031	£3,213
Hire – Talking Books	£3566	£3,673	£3,783	£3,896
Room/Studio Hire	£735	£779	£826	£876
Library Fees –Audio	£23,852	£24,568	£25,305	£26,064
Library Fees – Audio Reservations	£295	£304	£313	£322
Library Fees- Book Reservations	£5139	£5447	£5,774	£6,120
Library Fees – Lost/damaged Audio	£393	£405	£417	£430
Library Fees – Lost/damaged Books	£2,997	£3177	£3,368	£3570
Library Fees – Replacement Tickets	£5,654	£5,993	£6,353	£6,734
Library Fines – Overdue- Audio	£5304	£5463	£5,627	5,796
Library Fines – Overdue - Books	£58,290	£61787	£65,494	£69,424
Telephone/Fax Income	£12,965	£13743	£14,568	£15,442
Totals	£247,119	£258,945	£271,391	£284,488

Income targets increased by 6% per year except on audio/dvd which has been increased by 3%.

8 Recommended Charges for three years

As per the table in section 6.

COVENTRY CITY COUNCIL CHARGING REVIEW 2007 CULTURE, LEISURE, LIBRARIES & ADULT EDUCATION

Service Area Parks

1. Current Objectives

1.1. Fees and charges relating to the Parks Service are generated predominately through goods and services provided at Coombe Country Park, charges for sports pitches and courts hiring in parks, and rental charges for fairs and circuses. Charges have the following objectives:

- Partial recovery of costs of service provision –sports pitch hire and fairs in parks
- Full recovery of costs of service provision – some elements in Coombe Country Park

1.2. The Parks Service Rangers, based in the city centre have, historically, not charged for any of their services as they were set up to work only in the priority wards of Foleshill and Longford as part of a larger regeneration project. As the ranger's work has developed they have begun to work in other areas and with groups from other areas of the city. Consequently, under the current Parks Service restructure, the Rangers work area will be expanded to cover the whole city, mirroring the areas operated by Neighbourhood Management which are:- North east, North West and South. Once this change has taken place the Rangers will begin charging for Facilitated National Curriculum work for schools in line with the charges levied by the Education Rangers based at Coombe Country Park.

Introduction and Context

1.3. ***The Public Health Act 1875*** enabled authorities to purchase land for public walks and pleasure grounds. This was in part prompted by the donation of land by philanthropists. Later amendments allowed empowered authorities to lay land out for games.

1.4. ***Victorian Parks Movement*** in the mid 19th century first made the connection between green space and the health of city dwellers. This led to the creation of the first parks through a mixture of philanthropy, public subscription and the use of local taxation.

1.5. ***The Town and County Planning Act 1947*** which allowed local authorities to define the sites of parks and sports facilities within their local plans.

1.6. ***The Local Government (Miscellaneous Provisions) Act 1976*** which is current legal basis for the services. This brought together the various powers relating to the provision of leisure, sport and recreation facilities. This last act permits local authorities to provide recreational facilities as it thinks fit but does not place a duty on them to do so.

1.7. Parks in the 21st century are still a non-statutory service provided by Local Authorities. It is recognised that customer expectations are increasingly high in relation to public parks and open spaces, but also that customers are frequently prepared to pay for higher quality leisure services. This information is quantified by the research data provided by Business Development Research Consultants as part of a national study in 2006.

2. Net Expenditure and Income Performance

- 2.1 Table 1 below reflects the income trend for parks activities over the last 3 years. The income targets are set to recover 38% of expenditure for Sport in Parks and 7.5% of expenditure for Community Parks. The Sport in Parks service area consists of the pay and play facilities (Mini Golf, Pitch and Putt, Tennis and Bowls) at War Memorial Park, Allesley Park and Spencer Park, whilst the Community Parks Service area deals with Events and Activities in Parks and Open Spaces and the Urban Rangers operation.

Table 1 – Parks Income Trend

	2003/04	2004/05	2005/06	2006/07	2007/08 Budget
Allesley Park Mini Golf	20,761	36,622	36,554	34,122	This is currently presented as an overall income target
Memorial Pitch and Putt	11,965	23,150	20,498	13,723	
Memorial Tennis	4,438	6,450	11,485	8,726	
Spencer Park Tennis	4,186	2,802	4,240	2,560	
Memorial Park Bowls	1,019	1,200	1,881	1,379	
Spencer Park Bowls	1,296	1,022	1,256	1,037	
Football & Cricket	3,812	14,711	11,355	7,354	
Fairs & Circuses	7,949	10,023	6,250	9,272	
Total	55,426	95,980	93,519	78,173	

- 2.2 In 2006 – 2007 the net spend was set at £97,882 for Sport in Parks – this includes income from ticket sales for golf, pitch and put, tennis, and bowls, and expenditure for all park staff in Memorial, Spenser and Allesley parks and net spend of £196,049 for Community Parks – which includes income for fairs, circuses, and football block bookings and expenditure for parks manager (1), parks support staff (2.5) equipment etc.
- 2.3 Table 2 shows income performance for Coombe Country Park.

Fees & Charge Type	2006/07 Income (£)	2006/07 Income Budget (£)	2007/08 Income Budget (£)
Car Park Fee	138,952	159,260	166,622
Car Park Season Tickets	3,618	1,735	1,794
Car Park Penalties	1,044	2,885	2,983
Education	31,024	15,062	15,574
Fishery	9,379	12,421	12,843
Conference Room	3,834	2,477	2,561
Events	8,766	11,062	11,438
Total	196,617	204,902	213,815

Total Expenditure 2006/07 For Coombe	Total Coombe Income 2006/07 (excluding catering)	Income (excluding catering) as a % of expenditure (%)
£755,789.00	£196,617.00	17%

Due to car park vandalism and the loss of income during 2006/07 the income return on expenditure is less than previous years when it has been 42 – 44%

3. Benchmarking Fees & Charges for Parks

- 3.1. Benchmarking has been undertaken using comparative services, however due to the diversity of service that Coombe offers it is not viable to be consistent throughout, therefore different comparators have been used for benchmarking depending on the services they provide.
- 3.2. Benchmarking has been undertaken for sport in parks charges, and fairs/circuses etc. Results are variable, and many authorities indicate that they do not have a robust approach to the setting or review of fees and charges in this area.

3.3. Car Parking for Country Parks

Fees & Charge Type	Coombe	Kingsbury	Bradgate Park	Worcester Woods	Beacon Hill	Sandwell Valley
Pay & Display	£2.00	£2.50	Wk End – £5.00 Week Day – £4.00	Free	£1.50	Free
Mini Buses	£2.00	£7.50	Wk End – £5.00 Week Day – £4.00	Free		Free
Coaches	£12.00	£15.00	£12.00	Free		Free
Season Ticket	£32.00 £16.00 (PTLL)	£30.00	£100.00 £75.00 (Concession)	N/A	£40.00	N/A
Penalty Charge	£5.00 on day £16.00 up to 14 days £32.00 thereafter	N/A	£70.00	N/A	N/A	N/A

3.4 Education in Country Parks

Fees & Charge Type	Coombe	Space Centre (Leic)	Think Tank (B'Ham)	Black Country Museum (B'Ham)	Conkers (Staffs)
Cov LEA Per Child	£3.12	£4.25	£3.75	£5.90	£3.25
Non Cov LEA Per Child	£4.05	£4.25	£3.75	£5.90	£3.25
Cov LEA Min charge	£30.00	N/A	N/A	N/A	N/A
Non Cov LEA Min Charge	£40.00	N/A	N/A	N/A	N/A

3.5 Fishery Charges in Country Parks

Fees & Charge Type	Coombe	Hopesford Hall	Kingsbury	Makins	Stockton Res	Bishops Bowl
Day Ticket	4.00	6.00	2.20	7.00	6.00	5.00
Day Ticket (Specimen)	5.00	N/A	4.00	9.00		
Day Ticket Junior / PTLL	2.00	N/A	2.20	N/A	4.00	3.00
Full Season Ticket	70.00 35.00 (PTLL)	N/A	40.00 / 115.00	N/A	N/A	N/A
Day Season Ticket	35.00 17.00 (PTLL)	N/A	N/A	N/A	N/A	N/A
Mid Week Season Ticket	24.00 12.00 (PTLL)	N/A	N/A	N/A	N/A	N/A

3.6 Conference Room Comparisons in Coventry

Fees & Charge Type	Coombe	Elm Bank	Welcome Centre
All Day	£145.00	£170.00	£225.00
Per Hour	£23.00	N/A	N/A
Charity All Day	£72.00	N/A	£112.50
Charity Per Hour	£14.00	N/A	N/A

3.7 Events Field Charges – no comparators available

Fees & Charge Type	Coombe					
Weekend	1000.00	Researched Worcestershire, Warwickshire, Birmingham Check – Charlcote, Shugborough, Stoneleigh events fields charges				
One Day	600.00					
Half Field	450.00					
Per Acre	50.00					

3.8 Sport in Parks - Football (CIPFA 2005/6 comparisons)

CIPFA family group upper quartile price per pitch (Saturday afternoon) with changing is £50.00, median quartile is £37.10, and average for the family group is £35.67.

CIPFA family group upper quartile price per pitch without changing facilities is £25.00, median quartile is £22.20, average for the family group is £23.80.

Football	Coventry	Birmingham	Dudley	Sandwell	Solihull	Walsall	Wolverhampton
Senior with Changing Rooms	£31.50	£25.50	None	£32.00	None	£38.00	£41.00
Junior without CRs	£10.00	-	-	£10.00	-	-	-

3.9 Bowls

Coventry charges on the basis of per person per 2 hours, the other benchmarked authorities are based on per person per 1 hour.

CIPFA family group upper quartile is £2.35 per person per HOUR, median quartile is £2.00 and the average for the family group is £1.83.

	Coventry	Birmingham	Dudley	Sandwell	Solihull	Walsall	Wolverhampton
Adult	2.00	2.00	1.38	None	None	2.55	2.00
Junior	0.95	2.00	1.38	None	None	2.55	2.00
Senior Citizen.	1.40	2.00	1.38	None	None	2.55	2.00
PPTL	1.00			None	None		

3.10 Tennis

Please Note: Coventry charges on the basis of per person per hour not on Court per hour

CIPFA upper quartile is £3.70 per court per hour, median is £2.50 and family group average £3.21.

	Coventry per hour	Birmingham per court	Dudley per court	Sandwell per court	Solihull	Walsall per court	Wolverhampton per court
Adult	1.95	5.80	No charge	5.20	N/A	2.90	3.60
Junior	1.30	3.30	" "	3.20	N/A	1.40	1.80
Senior Citizen	1.35	3.30	" "	4.68	N/A	2.90	3.60
PPTL	1.00		" "				
Adult Coventry charge converted to court per hour			£3.90 singles £7.80 doubles				
Junior Coventry charge converted to court per hour			£2.60 singles £5.20 doubles				
Senior Citizen Coventry charge converted to court per hour			£2.70 singles £5.40 doubles				

3.11 Pitch and Putt

The CIPFA median quartile is £2.75, upper quartile £3.50, group average £2.44.

3.12 Fairs and Circuses

Day Charge	Coventry	Birmingham (Per rides)	Dudley	Sandwell	Solihull	Walsall (Per rides)	Wolverhampton
Any Day	£210	N/A				N/A	
Mon to Thur		N/A	£170			N/A	
Fri, Sat			£340				
Mon, Tues, Weds		N/A		£276		N/A	
Thur, Fri, Sat				£370			
Circus				£160			
Weekday		N/A				N/A	£105
Saturday							£260

4. User / Client Information

4.1. User information for Coombe Country Park is shown in the table below.

Type	2003/04	2004/05	2005/06	2006/07
Visitors	334,399	393,327	389,455	414,797
Cars	78,682	92,547	91,636	81,639
Education	5,309	5,122	7,555	6,323
Fishery – Season Tickets	Not Available	71	74	98
Fishery – Day Tickets	Not Available	1437	1107	1326
Conference Room	10	15	17	21

4.2. Parks Bookings General Participation Trends

	2003	2004	2005	2006
Allesley Park Mini Golf	16815	13854	12806	11727
Memorial Pitch and Putt	10032	9256	8102	5533
Memorial Tennis	7629	3568	3868	5203
Spencer Park Tennis	2717	1213	2522	1569
Memorial Park Bowls	1119	788	1078	943
Spencer Park Bowls	1108	891	827	691
Football and Cricket Pitch Bookings	131	490	366	230
Fairs and Circuses – number of bookings	5	5	4	5

5. Stakeholder Issues

5.1. A pair of short surveys were conducted in 2007 to gauge user responsiveness to charging changes. Responses are reflected in the tables below. This snapshot implies that in line with other user data take up of the range of services is not generally linked to price currently. However it does fluctuate considerably depending on the weather, and quality of facilities. Caution should be exercised, and user reaction monitored upon implementation of revised charges, as this sample size is not statistically valid.

5.2. A survey of 47 visitors to Coombe Country Park was carried out over a 5 day period on value for money and satisfaction, the following results were collated.

Do you think our park and facilities offers good value for money? (Coombe)	Responses	%
Yes	47	100%
No		0%
Total Responses	47	
How satisfied are you with the quality of the park and facilities?		%
Very satisfied	36	77%
Fairly satisfied	10	21%
Neither satisfied nor dissatisfied	1	2%
Fairly Dissatisfied		0%
Very Dissatisfied		0%
No opinion		0%
Total Responses	47	

5.3. A survey of 66 general park users was carried out over a period of 8 weeks, during the spring/summer of 2007. The following results were collated:

CULTURE, LEISURE AND LIBRARIES GROUP SPORT IN PARKS VALUE FOR MONEY SATISFACTION QUESTIONNAIRE		
Question	Responses	%
1. What Activity are you participating in today?		
Allesley Park Mini Golf – Full Round	14	21
– Part Round	5	8
Memorial Park Pitch and Putt – Full Round	16	24
– Part Round	2	3
Memorial Park – Tennis	14	21
– bowls	6	9
– Club/Group hire	0	0
Spencer Park – Tennis	1	2
– bowls	5	8
– Club/Group hire	2	3
2. What type of ticket do you have?		
Adult	24	36
Junior	8	12
Senior Citizen	20	30
Passport to Leisure and Learning	12	18
3. Scale of 1-5 how would you rate the price of your ticket in deciding whether to do the activity today.		
1. Very important	13	20
2. Important	10	15
3. No view	20	30
4. Not very important	9	14
5. Not important	2	3
4. How often do you visit this park to take part in activities?		
Almost every day	8	12
At least once a week	30	45
About once a month	10	15
Within last six months	11	17
Within last year	2	3
Longer ago	3	5
Never	0	0
I don't know	2	3
5. Do you think service offers good value for money?		
Yes	59	89
No	4	6
6. How satisfied are you with the quality of service?		
Very satisfied	27	41
Fairly satisfied	24	36
Neither satisfied nor dissatisfied	13	20
Fairly dissatisfied	1	2
Very dissatisfied	0	0

- 5.4. A survey of education facilities in Coombe is carried out following each session with regard to satisfaction, in 2006/07 50% of schools view the services as Excellent, 49% as Good and 1% as fair.
- 5.5. City Services are clearly a key stakeholder whose work in parks can influence directly charging levels that can be recommended in relation to quality, and customer satisfaction in relation to overall participation levels.
- 5.6. Work is underway for 2007/8 to develop a service level agreement with City Services, with agreed service standards for customer critical areas in parks. This is a key improvement area within the parks improvement plan.

6. Current Charges 2006/7 & Proposed Charges 2007 – 10

Current and proposed charges for **Coombe Country Park** are shown in the following tables. All charges shown will be increased by an agreed inflation rate annually (rounded up to nearest 10p or 5p). All charges represent the maximum charge and may be reduced for marketing purposes.

6.1. Coombe Car Park

Fees & Charge Type	Current Charges	2007/08 Proposed Charge	2008/09 Proposed Charge	2009/10 Proposed Charge	Rationale
Pay & Display	2.00	2.50	3.00	3.00	Increases on charges to remain comparable with benchmark comparators in September 2007/08 increasing further in April 2008 over inflation to remain in 2009.
Mini Buses	2.00	7.50	7.50	7.50	
Coaches	12.00	15.00	15.00	15.00	
Season Ticket	32.00 16.00 (PTLL)	33.00 16.50 (PTLL)	34.00 17.00 (PTLL)	35.00 17.50 (PTLL)	Season Tickets remain unchanged (inflation only) to remain comparable.
Penalty Charge	5.00 on day 16.00 up to 14 days 32.00 thereafter	10.00 on day 20.00 up to 14 days 40.00 thereafter	10.00 on day 20.00 up to 14 days 40.00 thereafter	10.00 on day 20.00 up to 14 days 40.00 thereafter	Penalty charges to increase to cover administration cost, act as deterrent and reflect daily fee increase.

6.2. Education Programmes at Coombe

Fees & Charge Type	Current Charges	2007/08 Proposed Charge	2008/09 Proposed Charge	2009/10 Proposed Charge	Rationale
Cov LEA Per Child	3.12	3.12	3.38	3.46	Increases to cover cost of casual education staff. Inflation cost rise only for non Coventry LEA's to narrow the discount gap. Inflation only (applied in 2009/10)
Non Cov LEA Per Child	4.05	4.05	4.05	4.05	
Cov LEA Min charge	30.00	30.00	30.00	35.00	Inflation only (applied in 2009/10)
Non Cov LEA Min Charge	40.00	40.00	40.00	45.00	

6.3. Fishery at Coombe

Fees & Charge Type	Current Charges	2007/08 Proposed Charge	2008/09 Proposed Charge	2009/10 Proposed Charge	Rationale
Day Ticket	4.00	4.00	4.50	4.50	Fishing season runs from 16 th June to 15 th March therefore the proposed charges will take effect from 16 th June 2008. Fishery day charges increase above inflation at the beginning of the fishing season (June 2008) to ensure that prices are rounded up to reduce the need for fishery bailiff to carry excessive change. Fees for 2009 will remain unchanged to reflect the over inflation rise in 2008.
Day Ticket (Specimen)	5.00	5.00	5.50	5.50	
Day Ticket Junior / PTLL	2.00	2.00	2.25	2.25	
Full Season Ticket	70.00 35.00 (PTLL)	70.00 35.00 (PTLL)	72.00 36.00 (PTLL)	72.00 36.00 (PTLL)	
Day Season Ticket	35.00 17.00 (PTLL)	35.00 17.00 (PTLL)	36.00 18.00 (PTLL)	36.00 18.00 (PTLL)	
Mid Week Season Ticket	24.00 12.00 (PTLL)	24.00 12.00 (PTLL)	25.00 12.50 (PTLL)	25.00 12.50 (PTLL)	
					Season tickets remain unchanged (inflation only) and rounded up to encourage regular, responsible usage as per Management Plan 2006/11. Benchmark comparators show that we are comparable within the market. Facilities of some comparators offer a range of facilities i.e. toilets and wash facilities, easier access to pegs by vehicle and are heavily stocked thus providing greater catch opportunities.

6.4. Conference Room at Coombe

Fees & Charge Type	Current Charges	2007/08 Proposed Charge	2008/09 Proposed Charge	2009/10 Proposed Charge	Rationale
All Day	145.00	160.00	160.00	170.00	Charge increases based on benchmarking exercise.
Per Hour	23.00	Delete			
Charity All Day	72.00	80.00	80.00	85.00	
Charity Per Hour	14.00	Delete			

6.5. Events Field at Coombe

Fees & Charge Type	Current Charges	2007/08 Proposed Charge	2008/09 Proposed Charge	2009/10 Proposed Charge	Rationale
Weekend	1000.00	1100.00	1127.50	1155.68	As the events field has not seen an increase in several years proposed 10% in 2007/08 followed by inflation only.
One Day	600.00	660.00	676.50	693.41	
Half Field	450.00	495.00	507.37	520.05	
Per Acre	50.00	55.00	56.37	57.77	

6.6. Current Charges 2006/07 & Proposed Charges 2007/10

Current and proposed charges for parks are shown on the tables below;

Charge	2006/07	From Sept 2007	From March 2008	From March 2009	% increase each year
Allesley Park Golf					
Full Round (18 holes)					
Adult	4.5	5.00	5.50	6.00	11, 10, 10
Junior	1.90	2.50	2.75	3.00	Half full price
Sen Citizen	2.60	2.50	2.75	3.00	Half full price
PTLL	1.00	2.50	2.75	3.00	Half full price
Part Round (9 holes)					
Adult	2.20	2.60	2.80	3.20	18, 8, 14
Junior	1.20	1.30	1.40	1.60	Half full price
Sen Citizen	1.55	1.55	1.60	1.70	Maintain
PTLL	1.00	1.30	1.40	1.60	Half full price
Crazy Golf - All ages inc PTLL					
	1.50	1.60	1.80	2.00	7, 12, 11
War Memorial Park Pitch and Putt					
Full Round (18 holes)					
Adult	4.05	4.50	5.00	5.50	11, 11,10
Junior	1.80	2.25	2.50	2.75	Half price
Sen Citizen	2.55	2.60	2.60	2.70	Maintain
PTLL	1.00	2.25	2.50	2.75	Half full price
Part Round (9 holes)					
Adult	2.05	2.30	2.60	2.80	12, 13, 8
Junior	1.05	1.15	1.30	1.40	Half full price
Sen Citizen		1.35	1.40	1.45	
PTLL	1.00	1.15	1.30	1.40	Half full price
War Memorial Park and Spencer Park Tennis					
Per court per hour					
Adult	1.95 per player	2.05	5.25	5.50	3,28,5
Junior	1.30	1.35	2.65	2.75	Half full price
Sen Citizen	1.35	1.40	Delete		
PTLL	1.00	1.00	2.65	2.75	Half full price
Court Reservation Fee	0.75	0.75	1.00	1.00	
Adult Tennis Coaching Courses per hour	NA	NA	£6.00	£6.50	New service Junior courses at half price
War Memorial Park and Spencer Park Bowls					
Per two hours					
Adult	2.00	2.10	3.00	4.00	3,42,33
Junior	0.95	1.00	1.75	2.00	Half full price
Sen Citizen		1.45	1.55	1.70	
PTLL	1.00	1.00	1.75	2.00	Half full price

Charge	2006/07	From Sept 2007	From March 2008	From March 2009	% increase each year
Football and Cricket Pitches					
Adult pitch and Changing Rooms	32.00	37.00	40.00	40.00	16,8,0
Junior (12 – 16 years)	10.50	14.00	16.00	16.00	33,15,0
Mini Soccer (under 11's)	10.00	10.50	11.00	11.55	5,5,51
Fairs and Circuses (per day)					
	210.00	250.00	265.00	278.00	20,10,10

6.7 Parks Charges Rationale

9 hole mini-golf	The proposed charge for Mini Golf at Allesley Park is based on the principle that the course may be equated to an 18 hole par three Golf Course rather than a traditional short nine hole Pitch and Putt Course which is the case with most of our comparator Local Authorities. This places it in between a traditional pitch and putt course and a standard 18 hole golf course. Therefore Coventry has no genuine comparators, as prices relate to courses like Brandon Wood. Usage (in good weather) indicates that the facility is popular, offering excellent value for money. Therefore increases are recommended in line with quality improvements through City Services, which the users have requested.
War Memorial Park Pitch and Putt	The charge proposed for War Memorial Park Pitch and Putt use has been based on the course being of 18 holes not the traditional nine, which is our comparators charging basis. Again user research indicates that the quality and value of this facility merits the increase proposed, with the objective of reaching median quartile pricing within 3 years. Newbold Common pitch and putt course in Leamington charge £3 for nine holes, compared with Coventry's proposed charge of £2.30 and £2.60
Football pitches	There is a wide variation between the benchmarked charges for football pitches . At the top end Wolverhampton and Walsall have a higher charge based predominantly on good pitch quality. Some authorities have seasonal charges where pitches are block booked to leagues or clubs for a set fee. In general the pitches in Coventry Parks are not of such a high quality and basing charges on the CIPFA median quartile. Junior prices are currently set under half adult prices, with a further reduction for under 11s, to support the Authority in it's work on obesity and physical activity.
Bowls	For bowls Coventry charges on the basis of per person per 2 hours, the other bench marked authorities are based on per person per 1 hour. Therefore to move towards the median quartile the price could increase to £4.00 based on 2 hour letting, this is being stepped up over 3 years.
Tennis	For tennis , Coventry charges on the basis of per person per hour not on Court per hour. Given that most of the Tennis played is

	<p>singles (approx 66% of Coventry's court usage in 2005/6) our court conversion charge is well below Birmingham and Sandwell, similar to Wolverhampton but higher than Walsall. On the basis of that there is a case for switching to court per hour charging at similar levels to Birmingham and Sandwell, and charging is moving towards the CIPFA upper quartile (£3.70 per adult court), as all courts are being re-painted in 2007, improving quality.</p> <p>A new charge for tennis is proposed to introduce coaching courses and sessions for juniors and adults, to increase participation, and create a future base of users.</p>
Fairs	<p>Fairs and Circus charges in Coventry are based on a daily rental charge for the venue. Four of our comparator authorities use the same method but have variation between their defined weekday and weekend periods. We host three major fairs on Hearsall Common, the Easter Fair (10 days), the Charter Fair at Late Spring Bank Holiday (9 days) and the September Fair (10 days).</p>
Circuses	<p>We have two Circuses a year running for five days each, they are charged the same daily rate as the fairs. There is a wide variation in charges across our comparators, the lowest comparator charges an average £182 per day, the highest £323. Dudley, one of our comparators, charge an average daily charge of £255. The amenities available to fairs across our comparators are quite basic as is Hearsall Common, however, an increase in the daily rental charge is proposed to put us in the median quartile. Planned improvements to the site over the next 12-18 months which would justify further increases in charges in years 2008/09 and 2009/10. The single daily rate charge for both fairs and circuses should be retained in favour of weekday/weekend variations that some of comparators have in order to simplify administration, and in recognition that holiday periods (M – F) are peak times for fairs similar to weekends.</p>

7. User and Financial Analysis

The table below shows Coombe's average user figures over a 4 year period with expected income generated based on the proposed fees and charges. Income as a % of expenditure is due to increase slightly from 27% to 30%.

7.1 Coombe Average User Figures, and Anticipated Income

Fees & Charge Type	User Figures	2007/08 Expected Income	2008/09 Expected Income	2009/10 Expected Income
Car Parking	88,607	£189,185	£265,821	£265,821
Education	6,333	£19,758	£21,405	£21,912
Fishery – Season Tickets	81	£5,670	£5,670	£5,670
Fishery – Day Tickets	1,290	£5,160	£5,805	£5,805
Conference Room	18	£2,880	£2,880	£3,060

Events	Mean Average	£9,643	£9,884	£10,131
Total		£232,296	£311,465	£312,399

7.2 Sport in Parks and Community Parks projected income based on full users for 2006/07

	2007/8	2008/9	2009/10
Allesley Park Mini Golf	34122	45982	50374
Memorial Pitch and Putt	13723	18703	20526
Memorial Tennis	8987	11037	11530
Spencer Park Tennis	2637	3363	3516
Memorial Park Bowls	1420	3001	3430
Spencer Park Bowls	1068	2525	2888
Football & Cricket	14000	15120	15120
Fairs & Circuses	10250	10865	11398
Total	101383	110597	118782

The overall subsidy for Sport in Parks per user was £3.81 based on full users figures for 2006/07.

7.3 The overall subsidy for Coombe Country Park per user is £1.15 based on 2006/07 visitors to the park.

COVENTRY CITY COUNCIL CHARGING REVIEW 2007 CULTURE, LEISURE, LIBRARIES & ADULT EDUCATION

Service Area Sports

1. Current Objectives

- 1.1. There are currently a range of charges for the sports development, inclusion, and health development services:
 - Ful/Partial (75 - 100% cost recovery) for sports development, sport specific and multi-sport courses and sessions
 - Partial (25% cost recovery) for health and inclusion targeted programmes that are generally being piloted for to generate an evidence base, and are externally funded (e.g. NDC sports programmes, One Body One Life)
 - Zero cost recovery for some externally funded programmes where a condition of funding is that services are provided free of charge to users (e.g. Positive Futures)
 - Fees are charged for participants in the annual Half Marathon and Fun Run.
 - A new citywide Health Referral Scheme will commence in October 2007. The Health Team will coordinate this scheme. Fees will be recommended by CCC for the Leisure Operators to charge. The Leisure Operators will keep the entrance fees and report all key performance indicators back to the Health Team.

Introduction and Context

- 1.2. Saving Lives – Our Healthier Nation is the public health white paper published in 1999, which called for new directions and new and effective partnerships at local level to tackle the underlying determinants of health. It set the twin goals of improving health and reducing health inequalities, recognising the important contribution that physical activity can make to achieve this.
- 1.3. Game Plan published by DCMS in 2002, contains both sport and physical activity objectives, with the challenging target of 70% of the population being moderately physically active by 2020. Sport England has since restated this to a target of 1% increase in the take up of sport and active recreation year on year to 2020.
- 1.4. Tackling Health Inequalities, A Programme for Action, was published in 2007 and sets out plans to tackle health inequalities over the next 3 years. It lays the foundations required to achieve the national inequalities targets by 2010.
- 1.5. Charges for sports activities and events are payable by cash, cheque and by post;
 - Payments can be collected by partner agencies on our behalf, such as Schools, Sports Trust and Sports Foundation
 - Payments can be collected directly by the Sports Development Team
- 1.6. External partners such as Coventry Sports Foundation and Coventry Sports Trust set the majority of sport and active recreation charges. It is proposed that their charges, along with those of other grant-supported partners should be reviewed with the annual review of delivery in September/October.

2. Net Expenditure and Income Performance

Sport

Description	Base Budget 2007/08	Actuals 2005/06	Actuals 2006/07
Income	£	£	£
Sports Dev - Fun Fitness (Sports sessions at schools)	(16,108)	(11,819)	(5,421)
Sports Dev Fees & Charges School Holiday Activities	(2,929)	(236)	0
Totals	(19,037)	(12,055)	(5,421)

2.1. The Sports Development team underwent an organisational review in September 2006. A number of new Strategic posts were created. Their primary aim in the first six months was to secure external grant aid funding for new projects. Nearly £500,000 funding was successfully secured via NRF. The change in focus resulted in income levels not being achieved in 2006/2007.

Sport

Description	Base Budget 2007/08	Actuals 2005/06	Actuals 2006/07
Expenditure	£	£	£
Wages for coaches	28,303		28,303
Facility Hire	8,619		0,00
Totals	36,922		28,303

2.2. Facility hire costs are in this year's budget as the wide range of community facilities now used charge for the use of their facilities. Some of these costs may be reduced in future years' as the public leisure contract and grant support agreements will include a requirement for reduced price or free use of facilities for an agreed number of sports development sessions each week.

3. Benchmarking

- 3.1. Sports Development sessions are delivered in a variety of different methods. Groups are targeted and a pathway to progression is considered catering for beginners, intermediate and advance level participation.
- 3.2. At a beginner and intermediate level generic sports coaches/leaders are employed to accommodate larger groups in multi sports sessions. As the pathways progress specific sports related coaches are employed to work with smaller groups and links for an exit strategy to local clubs are created.
- 3.3. Types of Sports Development sessions delivered:
- **School based sessions** – Operated during lunch periods but more frequently at the end of the school day. Targeted at beginner and intermediate levels in the form of multi sports sessions. The sessions usually last for two hours.
 - **School holiday sessions** – Operated during Half Term, Easter and Summer school holidays. Targeted at beginner and intermediate levels in the form of multi sports sessions. The sessions are programmed to last for 2 hours often from 10 - 12noon and from 1-3pm. School holiday sessions can be programmed at a variety

of venues independently or in association with other partner agencies. Children and Young people have a choice to pay for half a day or for the full day where staff will look after them during the lunch hour as well.

- **Coaching camps** - Operated during Half Term, Easter and Summer school holidays. Targeted at intermediate and advanced level children and Young people in the form of sports specific camps, such as table tennis, trampoline, fencing etc. The coaching camps last for a period of five days and have a much smaller group of individuals enrolled. These sessions often require more than one sports specific coach to be present and this hence increases the fees charged. Coaches would be looking to direct children and Young people to competitive sport and membership of local clubs.

3.4. Benchmarking has been undertaken using comparative services in Coventry by local providers and by looking wider at the sub regional level.

Activity	Coventry Sports Development	Coventry Sports Trust	Sports Foundation	Solihull B.C.	Warwick D.C.
School based sessions (Multi Sports)	£15	N/A	£1.00 (60 mins. max)	£3.16 (12 week block)	Free to £2 (pending on funding attained)
School Holiday ⁸ Multi Sports sessions – Minimum 2 hour blocks (am/pm)	£1	£3 - £4	£7.00	£3.16 (12 week block)	£1 - £2.50
School Holiday Multi Sports sessions – Full day 5 hour block	n/a	£10 - £14	£11.00	£15.50	£10
Sport Specific Camps – Coached sessions	n/a	N/A	£45 - £55	£50 - £65	£45
				Stratford	Leicester
Half Marathon	£15 non-affiliated to UKA £13	N/A	N/A	£21.00	£14.00
				Coventry	
Half Marathon – Fun Run		N/A	N/A	£4.00 Memorial Park Fun Run	

⁸ Previously charged at 50p

4. User and Client Information

In September 2006 the Sports Development team underwent an organisational review to make the service 'fit for purpose'.

- **2006 – 2007** - From the data available it is noted that 118 different Sports Development sessions were programmed and 6,581 attendances were recorded in these sessions. A budget of £28,000 was allocated to the delivery of sports sessions.
- **2007-2008** – A budget of £37,000 has been allocated for wages and hire of facilities for the delivery of multi sports sessions and coaching programmes.

5. Stakeholder Issues

There are a number of partners who programme after school and school holiday programmes. The vast majority of these are programmed at their own venues. Competition for the sessions is increasing as parents use these services as a cheaper option to paying child minding facilities whilst receiving good quality day care.

The Sports Development Team will continue to work in conjunction with its partner agencies at their venues but also independently in other community venues where no such sessions currently take place.

There is no data currently available on user satisfaction levels in Sports Development sessions or coaching camps. This data will be collected from 2007/2008 onwards as detailed in the Consultation Plan for Culture, Leisure and Libraries.

6. Proposed Fees and Charges from 2007/08 – 2009/2010

Activity	2007/08	2008/09	2009/10	2010/11	Rationale
Taster sessions	Free	Free	Free	Free	0% cost recovery – Introductory sessions also used for consultation purposes
School based sessions (After school Multi Sports – 2 hour sessions)	£30 fee charged to school for Instructor	£31.00	£32.00	£33.00	100% cost recovery – free use of school facilities payment is only requested to recover cost of Sports coach(s)
School Holiday Multi Sports sessions – 2 hour session (am or pm)	£2.00	£2.50	£3.00	£3.50	50% - 75% cost recovery – A large number of these sessions were traditionally operated free of charge. Market comparators show other organisations charging between £2.50 - £7.00 for such sessions*
School Holiday Multi Sports sessions – 5 hour session (All day)	£5.00	£6.00	£7.00	£8.00	50% - 75% cost recovery – A large number of these sessions were traditionally operated free of charge. Market comparators show other organisations charging between £10 - £15 for such sessions*

Activity	2007/08	2008/09	2009/10	2010/11	Rationale
Sport Specific Camps Coached sessions over 5 days 8 individuals registered on courses	£50.00	£52.50	£55.00	£57.50	60% - 75% cost recovery - – prices dictated by market forces v comparators **Small Grants are available
Half Marathon	£6 - £15	£6 - £15	£8 - £17.50	£8 - £17.50	Range of prices for each category of entrant. To come in line with Leicester charging levels.
Half Marathon – Fun Run	£3 - £5	£3 - £5	£4 - £6	£4 - £6	Range of prices for each category of entrant.

* The vast majority of these sessions used to be programmed free of charge. As part of our Consultation strategy young people will be asked about the programme quality and levels of acceptable fees and charges. The feedback received will assist with future pricing policies.

** The Sports and Physical Activity Team have commenced a new Small Grant Scheme this year. The scheme allows talented individuals, such as those participating on the Sports Specific coaching camps, to apply for funding (up to £250 a year) to develop their skills further and offset costs.

7. User and Financial Analysis

A budget of £37,000 has been allocated in 2007/2008 for wages and hire of facilities for the delivery of multi sports sessions and coaching programmes.

- 7.1. **Taster sessions** (0% recovery) - The team will organise a number of free taster sessions to adults and children to introduce them to sport. The sessions are also used to consult with individuals in order to find out which sporting activities they wish to engage in.

It is anticipated the team will organise 25 taster sessions each year
The team will target to attract 15 children/adults per session.

Fees & Charge Type	User Figures	2007/08 Expected Income	2008/09 Expected Income	2009/10 Expected Income
Sports Taster sessions	375	Nil	Nil	Nil

- 7.2. **After School Sessions** (100% recovery) –The Sports Development team can programme 30 weekly sessions in each academic year per school.
The team will target 15 schools per year, which will result in 450 sessions being delivered in schools. We expect to attract 15 children to each session and will charge £30 per session.

Fees & Charge Type	User Figures	2007/08 Expected Income	2008/09 Expected Income	2009/10 Expected Income
School based sessions (After school Multi Sports)	6,750	£13,500	£13,950	£14,400

- 7.3. **School Holiday Multi Sports sessions** (50 – 75% recovery) - The Sports Development team can deliver 40 days (8 weeks) of Sporting activities over the school holiday periods. The target is for 30 children to attend each day, and the charge will be £2.00 per session

Fees & Charge Type	User Figures	2007/08 Expected Income	2008/09 Expected Income	2009/10 Expected Income
School Holiday Multi Sports sessions	1,200	£2,400	£2,520	£2,640

- 7.4. **Sport Specific Camps (Coached sessions)** (60% - 75% recovery) –The Sports Development team will programme 10 Sports Specific camps a year during the school holiday periods. Coaching camps will be limited to 8 children attending in order to give high quality specialised coaching. We will charge £50 per person for each coaching camp.

Fees & Charge Type	User Figures	2007/08 Expected Income	2008/09 Expected Income	2009/10 Expected Income
Sport Specific Camps – Coached sessions over 5 days	80	£4,000	£4,200	£4,400

COVENTRY CITY COUNCIL CHARGING REVIEW 2007 CULTURE, LEISURE, LIBRARIES & ADULT EDUCATION

Arts and Heritage

The prices for arts and heritage services fall broadly into three categories:

- Group entry charges
- Event and visit charges
- Services such as copying

1. Objectives

- 1.1 The pricing within the service aims to recover between 25% and 80% of costs associated with services.

2 Introduction and Context

- 2.1 The current pricing structure at The Lunt Roman Fort has been in place, without adjustment, for several years. The admission charges no longer reflect the quality of the visit available nor do they make sufficient contribution to the operational costs of the site, as recommended in the Audit Commission's Guidance. This is particularly the case with school visits, the quality of which has improved in recent years with the additional West Midlands Museum Hub funding.
- 2.2 Arts and Heritage are confident with the rate of recovery for other fees and charges across the service. Market analysis has compared our charges with other similar institutions and we believe they are at the correct level. Furthermore, it is felt that the market would not withstand any further increases at this current time. Our long terms plans are to increase charges in line with inflation over a three-year rolling period with the next scheduled inflation increase in 2008/09 (with effect from 1st April 2008).
- 2.3 Customers can pay by credit and debit card, cash and invoice at the Herbert. The Lunt Roman Fort only has the facility for customers to pay by cash and invoice following their school Visit. Due to ongoing budget pressures at the Lunt Roman Fort there has been no available budget to put in place the necessary infrastructure for debit and credit card payments.
- 2.4 An historical arrangement has existed where the Herbert Museum is a non charging facility, to which the core budget has reflected this. The Herbert is classified as a Fully Registered Museum. The Lunt Roman Fort however has always been a charging facility and has secured Accreditation Museum Status.

3 Net Expenditure and Income Performance

- 3.1 Table 1 below shows income trends over recent years. Income levels have remained steady over the last four years largely due to the fact that there has been a major reduction in service and facilities offered at the Herbert due to the redevelopment. This year the service has focussed upon put systems and strategies to support our hire facilities and to make improvements to these facilities, along with a retail strategy this has resulted in a 23% increase income from 05/06 to 06/07.

Table 1. – Arts and Heritage Income Trends

Income Type	2003-04 Income	2004-05 Income	2005-06 Income	2006-07 Income	2007-08 Proposed Income*	2008-09 Proposed Income**
Sales- Books and Publications	£4,320	£4,614	£7,694	£7,337	£8,804	£10,565
Sales - General	£70	£0	£319	£513	£615	£738
Sales- Goods	£13,906	£9013	£10,480	£16,079	£16,079	£19,294
Sales- Photocopying	£0	£33	£131	£898	£1,077	£1,292
Herbert Rooms/Studios Hire	£5,563	£2,295	£4,381	£6,965	£12,341	£14,809
Herbert Training - General	0.00	£73	£5,180	£7,191	£7,191	£8,629
Herbert Equipment Hire	£8,613	£3,751	£4,426	£6,129	£7,513	£9,015
Exhibition and Event Income	£5,608	£682	£1,058	£1,029	£1,235	£1,482
Herbert Fees & Charges - General	£194	£873	£6,720	£7,248	£6,713	£8,055
Herbert Fees & Charges For Services - General	£263	£10	£20.00	£4,856	£4,856	£5,827
Lunt Admission Charges Public and Schools	£16,531	£6,689	£16,853	£16,630	£20,003	£32,593
Lunt Sales Goods	£12,730	£5,970	£11,790	£10,660	£12,792	£15,350
PVC Undercroft Tour	£165	£194	0.00	0.00	0.00	0
Archives Conservation Fees	£347	£70	£399	£406	£406	£487
Archives Lecture Fees	£84	0.00	£27	0.00	0.00	0
Archives Research Fees	£2,577	£1,491	£1,487	£1298	£973	£1,167
Archives Photocopying	£1,071	£1,657	£1,126	£898	£856	1,027
Archives Room Hire	£182	0.00	0.00	0.00	0.00	0
Total	£72,226	£37,420	£73,189	£90,599	£101,814.60	£127,873.22

N.B See Appendix 1 for calculations of 0708 and 0809 proposed income.

* assuming Fees and Charges were adopted for from October- March.

** full year effect of proposed fees and charges. In the Herbert's case this does not account for full expectations of full opening of museum.

3.2 Table 2 below shows the increased operational costs, now required to operate the Lunt Roman Fort and other services within the Arts and Heritage portfolio. The level of income has remained stable (as fees have remained unchanged for several years), but costs to deliver the service to the public and schools has increased by 95% from 2004/05 to 2006/07. During this period there has been no increase in admission charges and all budgets across Arts and Heritage have needed to contribute to the budgetary pressures at the Lunt Roman Fort.

Table 2 – Net Spend Arts and Heritage

Expenditure	£ 2003/04 Net Expenditure	£ 2004/05 Net Expenditure	£ 2005/06 Net Expenditure	£ 2006/07 Net Expenditure	£ 2007/08 Net Expenditure Projected
Herbert	£1,022,278	£1,384,085	£1,449,481	£1,356,654	£1,366,209
Lunt	£17,054	£20,545	£37,987	£45,362	£37,608*
PVC	£2,479	£0	£6,877	0.00	£10,908
Archives	£244,933	£235,345	£160,787	£139,300	£154,604
Depot Studios (Media)	£153,101				
Total	£1,439,845	£1,639,975	£1,655,132	£1,541,316	£1,569,329

*Assuming new fees and charges are implemented by September 07.

4 Benchmarking Fees and Charges

4.1 To compare the Herbert's fees and charges for recording media facilities, room hire and archives services, it was necessary to benchmark this against regional equivalents. Please note these were taken direct from the website the listed organisations and therefore they may not compare on levels of quality that our service offers.

Room Hire

Fees and Charges	The Herbert	Elm Bank	Bantock House/ Wolv galleries	Milton Keynes Gallery	Walsall	Leeds	Rugby
Education Space/Training Room Hire (based on hire for 3 hours)	£45	£55	£60	£60	£100	£100	
Gallery One Hire	£150	n/a	n/a	£225	£550	£1000	n/a
Exhibition hall	£40 per week	n/a	£25 per week	n/a	n/a	n/a	£32.50 per week

Media Recording Facilities

Fees and Charges	The Herbert	Hit Hot West Mids	Robannas West Mids	Musoplex, Dudley	8 Ball	Born in a Barn, Cov
Recording studios	£15 per hour	£20 per hour	£20 per hour	£30 per hour	From £15 per hour	From £20 per hour.

Archives

Fees and Charges	The Herbert	Staffordshire Council	Birmingham Council	Shropshire Council	York City Council	Nottingham Council
Talks	£10 per hour	£25-£30 per hour	n/a	£25-35 per hour	n/a	n/a
Research	£15 per hour	£19 per hour	£12 per hour	£20	£15 per hour	£20 per hour
Photocopying	£20p	£45p	£3.00	20p	n/a	n/a
Plan Copies	£11.00	n/a	£3.00	£3-5.00	n/a	n/a

4.2 To compare the Lunt Roman Fort admission prices for groups and individuals, it was necessary to benchmark against other national attractions, as there are no regional comparisons available due to the uniqueness of this visitor attraction site. Table 3 below demonstrates that the proposed charges are within the upper quartile of other regional attraction sites and also within the mean admission price in the majority of cases. Whilst the charges are not within the mean for "group admissions less than ten" or "public concession admission prices" we are unable to reduce these fees due to the operational costs to run the Lunt Roman Fort. Full benchmarking analysis is available below, in table 3.

Table 3 - Lunt Roman Fort Benchmarking Results

Fees and Charges	Lunt Roman Fort	Arbeia	Segedunum	Roman Army	Birdoswald
Attraction Admission Prices Public Adults	£2.50	£1.50	£3.95	£3.95	£3.80
Attraction Admission Prices Public Concessions	£1.50	£1.00	Free	£2.50	£1.90
Attraction Admission Prices Groups	1-10 in group £40	£10.00	£43.00	£22.50	£20.00
	11-20 in group £45	£20.00	£61.00	£45.00	£40.00
	21-35 in group £50	£35.00	£88.00	£78.75	£70.00

Benchmarking Analysis

Fees and Charges	Lunt Roman Fort	Benchmark Mean	Benchmark Median
Attraction Admission Prices Public Adults	£2.50	£3.30	£3.87
Attraction Admission Prices Public Concessions	£1.50	£1.35	£1.45
Attraction Admission Prices Groups	1-10 in group £40	£24.00	£21.25
	11-20 in group £45	£41.00	£42.50
	21-35 in group £50	£68.00	£74.75

5 User and Client Information

5.1 The service are unable to comment on the impact that increased fees have had on the levels of participation at the Lunt Roman Fort, as the fees and charges have not been increased for several years. The quality of the service offered however, has improved and has been praised by the Museum, Libraries and Archives Council during their recent Museum accreditation visit. This is also evident in the 20% increased participation levels for the Lunt Roman Fort from 2005/06 to 2006/07.

5.2 The service recently conducted a survey with our regular school customers. The survey aimed to scope our visitors views of the facility, services available and value for money. There was 26% return rate of questionnaires.

- 100% of respondents would consider using the Lunt Roman Fort again.
- 80% of respondents thought the Lunt Roman Fort compared more favourably with other school trips and activities with the remain 20% comparing about the same.
- The majority of respondents rated the important of the price of the ticket in deciding where to visit as least important.
- 100% rated the Lunt Roman Fort as offering good value for Money.
- 95% of respondents were very satisfied with their visit.

5.3 Table 4 below shows participation trends within Arts and Heritage services.

Table 4 – Arts and Heritage Participation Trends

Table 4 below indicate the participation trends at each of the three Arts and Heritage Sites.

5.4 The Herbert

Despite the fact that the Herbert Museum and Art Gallery has been partly closed during the development we have still been able to demonstrate some gradual increase in participation trends from the low point in 2004. It is expected that visitor numbers at the Herbert will remain at approximately the same level in 2007/08 as in 2006/07 as further part closure and disruption to the normal service occurs.

5.5 Priory Visitors Centre (PVC)

Visitor numbers have fluctuated since the opening of the PVC in 2001. Visitor numbers have now stabilised around the 25,000 per annum level.

5.6 The Lunt Roman Fort

The fluctuation in participation levels at the Lunt Roman Fort can be explained through a dip in visitors during 2004/05 as a result of closure for repair work to the ramparts.

Table 4. Participation Levels at Arts and Heritage Sites 2003-2009

Visitor Numbers	2003/04	2004/05	2005/06	2006/07	2007/08 projected	2008/09 projected
Herbert	47,604	43,523	50,551	58,565	58,500	160,000*
Lunt	17,531	6,392	15,953	14,485	15,933	17,526
PVC	26,052	30,212	25,432	26,447	27,400	28,400
Total	91,187	80,127	91,936	101,279	101,833	205,926

* based upon first yr opening figures of other redeveloped museums i.e. Sheffield

6 Stakeholder issues

School use is essential to this service, and will be monitored through exit surveys upon the implementation of revised charges.

7 Current Charges 2006/07 and Proposed Charges 2007/10

7.1 This report proposes that fees and charges at the Lunt Roman Fort are increased above inflation to the levels in Table 5 and then by ‘inflation only’ on a three-year rolling period thereafter. All other fees and charges for the Arts and Heritage services will also increase by inflation only on a three-year rolling period, beginning with the first inflation increase in 2007/08 (1st April 2008) detailed in appendix 1.

7.2 This paper provides an analysis of income and expenditure over the last three years, rates of subsidy and comparison with other institutions fees and charges. From this analysis it is proposed that the fees and charges are increased to this level for the Lunt Roman Fort.

Table 5. Proposed Charges Lunt Roman Fort 2007-2010

Admission Type	2006/07 Current Charge	2007/08 Proposed Charge	2007/08 % increase	2011/2012*
Full admission	£2.00	£2.50	25%	£2.75
Concessions	£1.00	£1.50	50%	£1.65
Family Ticket	£5.00	£7.00	40%	£7.70
Coventry LEA schools	£20 per group	1-10 in group: £40 per group**	100%	£44.15
		11-20 in group: £45 per group	125%	£49.65
		21-35 in group: £50 per group	150%	£55.20
Other schools and all other groups	£20 per group plus £0.60p per child	1-10 in group: £40 per group	54%	£44.15
		11-20 in group: £45 per group	41%	£49.65
		21-35 in group: £50 per group	22%	£55.20

* Increased on a three year rolling period rounded down to nearest 0.5p based on 2.5% inflation each year, for illustration only

** per session am or pm

7.3 The service currently charges an admin fee of £5 if the school has to be invoiced after the date of their visit. This fee will be dropped when the new charges are adopted.

7.4 The charges at the Lunt are for facilitated educational national curriculum led sessions.

8 Lunt Charging Rationale

This paper demonstrates that the Lunt Roman Fort has offered exceptional value for money over several years, the quality and ranges of services now offered have resulted in increased operational costs, which have previously not been matched in fees and charges. The recent accreditation of the site recognised the significant improvement in educational services offered to schools at the site. The recent survey conducted by the service further support the high quality of services available at the Lunt Roman Fort. Benchmarking evidence suggests that the proposed fees are consistently priced to national Roman visitor attractions and the service will still offer a fair level of subsidy to the public and school groups.

Table 7 demonstrates the rate of recovery the Lunt Roman Fort aims to recoup from the proposed fees and charges compared with current level of fees. During the next full financial year (2008/09) it is estimated that income rises by £15,963 from entrances fees and school visit fees at The Lunt Roman Fort compared to 2006/07 (based on 2006/07 visitor numbers). If the proposed Lunt Roman Fort admission and group charges are adopted, it is expected that income levels to rise to £32,593 equating to 51% of the 2007/08 projected expenditure current budget (£61,228). The service also aims to continue to review budget spend to find efficiency savings where possible and to increase marketing for the Lunt Roman Fort to increase visitor numbers further.

The fees and charges at the Lunt Roman Fort have remained the same for at least the last seven years, the 5-year income trend therefore is stagnant.

The operational costs to run the Lunt Roman Fort have increased due to staff pay increases, repair and maintenance costs and higher utility bills leading to a net expenditure increase of 120% in the last 3 years. In order to ensure the level and quality of service continues at the Lunt Roman Fort, the increased charges are necessary to align more accurately to operating costs, to achieve cost recovery rates of 51 – 66% for the service.

9 The Herbert, PVC and Archives Proposed Charges 2007-2010

Table 6.

Arts and Heritage	2004/05	2005/06	2006/07	Proposed Fees 2007/08	% Increase	Proposed Fees 08/09 (3 yr rolling inflation 2005-08)
Media Facilities Hire*						
Recording Studio Dry Hire Daytime Standard Fee	£20 per hour	£20 per hour	£10 per hour	£10 per hour	0	£11.05 per hour
Recording Studio Dry Hire Saturday Standard Fee	£50 per day	£50 per day	£50 per day	£50 per day	0	£55.20 per day
Recording studio Dry Hire standard fee Sunday	n/a	n/a	n/a	£30 per day	new charge	£33.11 per day
Recording Studio Wet Hire Daytime Standard Fee	£25 per hour	£25 per hour	£15 per hour	£15 per hour	0	£16.60 per hour
Recording studio through the night hire standard Fee	£50 per night	£50 per day	£50 per day	£50 per day	0	£55.20 per day
Midi Workstation Hire Standard	£5 per hour	£5 per hour	£5 per hour	£5 per hour	0	£5.50 per hour
On- Site DJ Decks Standard	£10 per hour	£10 per hour	£10 per hour	£10 per hour	0	£11 per hour
Off Site DJ Decks Standard	£30 per day	£30 per day	£30 per day	£30 per day	0	£33.10 per day
IT Suite Room Hire	£150 per day	£150 per day	£150 per day	£150 per day	0	£165.50 per day
IT Booth Hire	£5 per hour	£5 per hour	£5 per hour	£5 per hour	0	£5.50 per hour
Web Design	£25 per hour	£25 per hour	£25 per hour	£25 per hour	0	£27.60 per hour
Final Cut Video Edit Suites daytime standard fee	£120 per day	£120 per day	£120 per day	£120 per day	0	£132.45 per day
Final Cut Video Edit Suites weekend standard fee	£90 per day	£90 per day	£90 per day	£90 per day	0	£99.35 per day
Final Cut Video Edit suites through the night hire Standard	£90 per night	£90 per night	£90 per night	£90 per night	0	£99.35 per night
Avid Video Edit Suites daytime standard fee	£60 per day	£60 per day	£60 per day	£60 per day	0	£66.25 per day
Avid Video Edit Suites weekend standard fee	£45 per day	£45 per day	£45 per day	£45 per day	0	£49.70 per day
Avid Video Edit suites through the night hire Standard	£45 per night	£45 per night	£45 per night	£45 per night	0	£49.70 per night
Sony Video Edit Suites daytime standard fee	£60 per day	£60 per day	£60 per day	£60 per day	0	£66.25 per day
Production crew/ in house editor	£25 per hour	£25 per hour	£25 per hour	£25 per hour	0	£27.60 per hour
In house Grading Equipment standard	£9 per day	£9 per day	£9 per day	£9 per day	0	£9.90 per day
Media Equipment Hire	various	various	various	various	0	

Arts and Heritage	2004/05	2005/06	2006/07	Proposed Fees 2007/08	% Increase	Proposed Fees 08/09 (3 yr rolling inflation 2005-08)
After School Media Club	n/a	n/a	n/a	n/a		£2.00 per child per hour.
Room Hire						
Training Room Hire	n/a	£15 per hour	£15 per hour	£15 per hour	0	£16.55 per hour
Education Room Hire	n/a	£15 per hour	£15 per hour	£15 per hour	0	£16.55 per hour
Gallery One Hire	n/a	£50 per hour	£50 per hour	£50 per hour	0	£55.10 per hour
Café Hire	n/a	n/a	n/a	£50 per hour	n/a new fee	£55.10 per hour
Room Hire Refreshments	£1 per head	£1 per head	£1 per head	£1 per head	0	£1 per head
Exhibition Hall Hire	£40 per week	£40 per week	£40 per week	£40 per week	0	£44.15 per week
Archives						
Consultancy Charges	£50 per hour	£50 per hour	£50 per hour	£50 per hour	0	£55.20 per hour
Research Fees	£15 per hour	£15 per hour	£15 per hour	£15 per hour	0	£16.55 per hour
Plan Copies	£11	£11	£11	£11	0	£12.10
Reproduction Rights in publications	negotiable	negotiable	negotiable	negotiable	0	negotiable
Curatorial Talks	£25	£25	£25	£25	0	£27.60 per hour
PVC						
Undercroft Tours	£1	£1	£1	£1	0	£1

* concessions are offered at 50% of standard fee.

9.1 The Herbert, PVC and Archives Charging Rationale

All other charges within Arts and Heritage will remain unchanged currently, to allow the new range of services to become established. Current benchmarking and analysis suggests that the market would not stand any increase and to apply inflation rates to the lower charges would be insignificant in terms of additional income raised. Arts and Heritage plan to increase costs by inflation on a three year rolling programme, with the first of these scheduled for 2008/09.

10 User and Financial Analysis

Table 7. Cost Recovery Rates - Lunt Roman Fort

Fees and Charges Type	2006/07 Operational Cost	2006/07 Fee/charge	2006/07 Recovery Rate	2007/08 Projected Operational Cost	2007/08 Fee/Charge	2007/08 Recovery Rate
Lunt -Group 1-10 people	£69.11	LEA £20.00	29%	£71.45	£40.00	55%
		NON LEA £26.00	38%			
Lunt -Group 11-20	£71.11	LEA £20.00	28%	£73.52	£45.00	61%
		NON LEA £32.00	45%			
Lunt -Group 21-35	£73.11	LEA £20.00	27%	£75.59	£50.00	66%
		NON LEA £41.00	56%			
Public	£69.11	30 x £2.00=	87%	£71.45	30 x	104%

Fees and Charges Type	2006/07 Operational Cost	2006/07 Fee/charge	2006/07 Recovery Rate	2007/08 Projected Operational Cost	2007/08 Fee/Charge	2007/08 Recovery Rate
Admission Adult*		£60 per day			£2.50= £75.00	
Public Admission Child*	£69.11	36 x £1.00= £36 per day	52%	£71.45	36 x £1.50= £54.00	76%

*based on average visitor figures of 66 per day. Split 45% Adult and 55% child as detailed in 2005/06 statistics.

10.1 In 0607 The Lunt Roman Fort raised £16,630 through public and group admission in 2006/07. The Lunt Roman Fort had an annual gross expenditure in 2006/07 of £73,340. The income generated from fees and charges equated to 23% of the budget required to operate the service. In 2006/07 Lunt was only set up with a £20,759 plus the combined income levels of £27,670 (shop and entrance fees). The remaining £24,911 had to be found from other arts and heritage budgets, thus reducing their development potential. In essence unless fees and charges are increased the Lunt Roman Fort is dependent upon budget restrictions across other budgets to ensure the core service can operate within budget which is not a sustainable way forward.

10.2 The Lunt Roman Fort budget was set up to subsidise public and school visits and the service aims to continue this practice. Based on the calculated operational costs (staffing and consumable costs), the subsidy rates detailed in Table 8 (below) would enable the service to make a sound contribution towards operational costs and still ensure our fees and charges are good value for money and competitively priced. Furthermore the general Arts and Heritage budgets will no longer be required to contribute towards Lunt Roman Fort budgetary pressures, thus resulting in core budget for all Arts and Heritage service developments. Table 9 breaks subsidy rates down into further analysis and considers the reduction in subsidy per head by group size.

Table 8. Fees and Charges contribution to costs

Fees and Charges	Staff Cost	% Overheads	Service % Subsidy
Lunt Group Admission 1-10	£71.45	0	45%
Lunt Group Admission 11-20	£73.52	0	39%
Lunt Group Admission 21-35	£75.59	0	34%

Table 9. Lunt Roman Fort Subsidy Rates

Fees and Charges Type	2006/07 Operational Cost	2006/07 Fees and Charges	Subsidy per Group Session	Subsidy Per Head	2007/08 Projected Operational Cost	2007/08 Projected Fees and Charges	Projected Subsidy	Subsidy Per Head	Difference in subsidy per head from 2006/07 to 2007/08
Lunt Group 1-10	£69.11	LEA £20.00	£49.11	£4.90	£71.45	£40.00	£31.45	£3.14	-£1.76
		NON LEA £26.00	£43.11	£4.31					
Lunt Group 11-20	£71.11	LEA £20.00	£51.11	£2.55	£73.52	£45.00	£28.52	£1.40	-£1.15
		NON LEA £32.00	£39.11	£1.95					
Lunt Group 21-35	£73.11	LEA £20.00	£53.11	£1.51	£75.59	£50.00	£25.59	£0.73	-£0.78
		NON LEA £41.00	£32.11	£0.91					

11 Recommended Charges for 3 years.

- 11.1 Lunt Roman Fort fees adopted for implementation in 2007/08, as detailed in section 6.
- 11.2 All other fees and charges as detailed in section 6 are increased by Inflation only on a three year rolling period, with the first increase scheduled for 1st April 2008.

Appendix 1

The table below demonstrates how the projected Lunt Roman Fort 2007/08 and 2008/09 proposed income levels were calculated.

2007/08

Income Type	Projected Income	Description of calculation
School Income	£3,889.80+ £7,035= £10,924	Based on 06/07 school activity. Calculated April – October 07 actual income received and October to March with proposed fees and charges.
May Roman Event	£3,000	Actual income achieved from recent event.
Public Admission Income	£701+£3,560= £4,261	Calculated April – October 07 by current fees and charges and October to March with proposed fees and charges.
Allowance for activity increase	£1,818.50	Projected 10% activity increase.
Total	£20,003.50	As above

2008/09

Income Type	Projected Income	Description of calculation
School Income	£ 13,730	Based on 07/08 April- July activity and October-March 06/07 school activity costed at proposed fees and charges level.
May Roman Event	£3,000	Forecasted income for next yrs event.
Public Admission Income	£12,900	Based on 06/07 public admission activity, costed at proposed fees and charges level.
Allowance for activity increase	£2,963	Projected 10% activity increase.
Total	£32,593	As Above

Appendix 2. Background information – Lunt Roman Fort

Lunt Roman Fort – Proposal to change Individual, Family and Group admission fees

Background

The current pricing structure at Lunt Roman Fort has been in place, without adjustment, for several years. This structure does not really reflect the quality of the visit available or go far enough to cover staffing costs. The net effect of this is that we are under-selling our service and subsidising schools' usage of the site.

Proposal – Individual and Family admission charges

New visitor fees would be introduced at the start of the 2007 season, when public visiting commences on April weekends. The only associated direct costs of introducing this change would be the need to reprint the site leaflet (c. £300 - £400) and site signage (£100 - £150)

Full Admission: Currently £2 Proposed £2.50
 Concessions: Currently £1 Proposed £1.50
 Family Ticket: Currently £5 Proposed £7 (2 Adults & up to 4 children)

The direct costs of the site leaflet and signage will be recovered after the first 1000 customers have visited the site. However there are concerns regarding increasing the entrance fees to any higher than this amount due to the number of elements of the site that require repair i.e. the rampart.

ACTION

- Management to agree to the above proposed Visitor Fees
- Look at sponsorship for signage to cover costs
- Submit change of fee charges to CCC

Proposal – Group Admission Charges

Currently, different charges are applied to Coventry LEA and other schools. We propose scrapping this difference and introducing charges which apply to all groups, based on the number of participants.

Current Charges				
Group	Group size	Tour Fee	Charge per child	Charge for lunch on site
LEA school	Up to 35 children	£20 per group	nil	£5 per group
Non-LEA school	Up to 35 children	£20 per group	60p (paid by the school)	£5 per group

Examples: An Coventry LEA school visiting all day (2 sessions) and bringing 60 children will pay 4 x £20 plus £10 to stay for lunch = £90

Other schools visiting with the same numbers for the same time will pay £90 plus £36 (60 x 60p) = £ 127

Proposed Charges				
Group	Group size	Tour Fee	Charge per child	Charge for lunch on site
Any	1- 10	£40 per group	N/a	£5 per group
	11- 20	£45 per group	N/a	£5 per group
	21 -35	£50 per group	N/a	£5 per group

Examples: School visiting all day (2 sessions) and bringing 60 children will pay 4 x £50 plus £10 to stay for lunch = £210

As the session time for schools is usually two hours, the increased charges to schools would cover the third hour where staff come in to prep for the school and stay behind to close up the site after the visit.

The service would aim to only accept bookings of 21 children or more to allow the site to cover its costs per session but an optimum level of at least 42 children should be promoted to allow for session running costs for the site to be covered plus a profit.

In reviewing the bookings from previous months, there are only a handful of occasions where the Lunt Roman Fort has had groups of 21 or less. These groups tend to be schools with children with learning disabilities. Therefore, it is appropriate to operate the site with the small group number due to the staffing ratios required to work with groups of this nature. It would be unfair to increase the costs any further to this group.

Notes:

Visiting Times:

Session times for Lunt Roman Fort visits are 10am – 12noon & 12.30pm – 2.30pm

Staffing Costs:

There are currently 3 Lunt Roman Fort staff [Team Leader + 2 Museum Assistants] Normal arrangements for group visits require 2 staff (each person will take up to 35 in a group.) The most expensive combination is the Team Leader (G4) plus 1 Museum Assistant (G3.)

Team Leader current salary G4 scp 21 + 3 increments (weekend working) = £ 10.17 per hour
Museum Assistant current salary G3 scp 14 + 3 increments = £ 8.20 ph

Per session costs = 3hrs x £10.17 + 3hrs x £ 8.20 = £55.11

All day costs = 5.5hrs= £101.04

Fees and Charges Concessions

Concessions

Cabinet Member Plan strategic objectives include: “to support people from all communities to reach their potential and to improve access to services”. Corporate objectives include: “to actively promote equality so that people from different backgrounds have similar life opportunities”.

Equality of access to services provided by Culture, Leisure and Libraries is supported by reduced charging for target populations, concessions are proactively promoted to target populations through the Passport to Leisure and Learning Scheme. However outside of this there have been a range of historical local arrangements in place.

The current rationale for each of the different service areas to charge concession prices are as follows:-

Libraries – Current Arrangements

Children and Young people 15 years and under

Account for 20% of library membership. Children and young people are a Government and Authority priority in terms of their educational achievement and attainment and in supporting literacy and homework. Library Services both nationally and locally recognise the need to support parents, carers and children in library use and the deterrent effect of overdue charges and charges for requests for books. This deterrent effect is well documented both anecdotally and through research. Therefore Coventry has, for many years made no charges for overdue books and for requests for books to this age group. Charges for other materials are discounted at 50% while the usual concessions for visually impaired children apply. Where it is possible charges to children and young people are kept to a minimum.

Older People

Older people are recognised as comprising 35% of library users and are over-represented as a community group. Libraries are often an important community resource for this group providing leisure and educational opportunities. Libraries have for some time recognised this by providing 50% discounts for those over 60 years of age. These discounts apply to all services.

People with disabilities

Libraries have a crucial role to play in supporting people with Visual Impairments and Hearing Impairments. In particular there are no fees or charges for any library services for these two categories. In addition Libraries provide access to Braille and Talking Books and RNIB subscriptions free of charge to those visually impaired people who live in Coventry.

Sport in Parks – Current Arrangements

There are currently concessions for all sport in parks activities, i.e., Golf, Pitch and Putt, Tennis and Bowls for Juniors (Under 16s) and Senior Citizens (Over 65s). The decision to charge these concessionary prices has been a historical decision that has remained unchanged.

The parks service are to retain the junior and senior citizen concession pricing . Senior Citizens on benefits are also incorporated within Passport to Leisure and Learning. Under 18s football

pitch hire does currently carry a concession, however stepped changes could be implemented which would eventually delete this concession.

Sport – Current Arrangements

A range of externally funded programmes such as Positive Futures are free of charge to participants, where this is a condition of funding.

Arts and Heritage – Current Arrangements

Concessions apply for courses at Herbert Media. These include Passport to Leisure and Learning (or similar from another Local Authority), NUS or full time student, in receipt of benefits, or of state pension age, both 60 and 65 years.

Proposals to Lead to a Consistent Approach to Concession Charging Over the Coming 3 years

It is proposed that the following arrangements are followed consistently across the service:

Older People

Concessions to be provided in line with current provision, and through Passport to Leisure and Learning, to target those most in need.

Young People Including Those in Full Time Education

Concessions to be provided through Passport to Leisure and Learning, and reduced priced activities to be offered to all young people in full time education, through special offers discounting adult prices.

People With Disabilities

Concession charges and free use of library material is to remain for those with visual and hearing impairments.

Concessions to be provided through Passport to Leisure and Learning.

Passport to Leisure and Learning (refer to attached brochures for current scheme details)

The passport scheme fluctuates between 7,000 to 10,000 holders. A comparison with other Local Authorities running Passport to Leisure schemes showed prices vary from £18 to £1 or free. The majority of authorities, however charge in the region of £2- £3.

A survey of PTLL card holders undertaken in 2004, showed that 84% of respondents felt that having a PTLL card had changed their life for the better. 89% were very or fairly satisfied with the overall scheme, whilst 64% of holders were willing to pay more (up to £3 for the price of a card in 2004) in order to keep the Post Office as an issuing outlet.

It is proposed that these changes be brought in for April 2008, subject to negotiation.

Eligible Categories

To be extended to include:

- All Coventry registered carers
- All Coventry registered foster carers, and the children in their current care
- All young people in residential care homes
- Children from 0 – 8 years, whose parents qualify for or hold a Passport to Leisure & Learning
- All young people in full time education with an eligible parent

- All young people in full time education with a disability
- Non-residents who are eligible in the set criteria, at the additional price below

Discounted Activities

All providers to move to:

- Free swimming and fitness gym use (this is part of the potential public leisure contract, and would need to be negotiated with Coventry Sports Foundation through the grant support agreement)
- Half price on all other activities, including courses, and swimming lessons (providers would be requested to offer 2 concession spaces per course)

Issuing Sites

A total of 54 sites (including 42 post offices), currently issue adult passports. Currently the only site issuing junior passports is West Orchard House.

It is proposed that all issuing sites issue junior passport from January 2008. It is further proposed that all libraries and the mobile library service, Coombe Country Park, and one stop shops issue passports from April 2008.

Passport Price

The objective of the price of a passport is to cover all direct costs, and make a small contribution to indirect costs such as staff time and marketing.

Direct costs for PTLL cards issued through the Post Office are currently £3.19 per new member and £2.10 for a renewal. The Post Office remains the most popular issuing outlet in terms of location and convenience, issuing over 60% of all cards. Issuing for all other sites (other than West Orchards House) amounts to 94p. Issuing from West Orchards House amounts to 69p per card, whilst the direct costs for issuing children's passports amounts to 42p per card. However, less than a tenth of all cards are issued at West Orchards House. Whilst further promotional activity should result in an increased take-up at other issuing venues, raising the price of the Passport card will help to improve the efficiency of the Post Office contract.

The current price has not increased since 1995 and is set at £2 per passport, free for young people aged 8 to 15 years.

The proposed increases are: 60% increase from September 07, followed by a smaller stepped approach of 17% increase in 08/09, 14% in 09/10 and 13% in 2010/11.

	2007/8 from Sept	2008/9	2009/10	2010/11
Passport to Leisure and Learning – Adult	£3.50	£4.00	£4.50	£5.00
Passport to Leisure and Learning - Child	£1.75	£2.00	£2.25	£2.50
Non-Resident Passport - Adult	£10	£12	£14	£16
Non-resident Passport - Child	£5	£6	£7	£8

EXTRACT FROM SCRUTINY BOARD (4)
**(COMMUNITY SERVICES, HEALTH (POLICY AND INEQUALITIES), CULTURE, LEISURE
AND LIBRARIES, NEIGHBOURHOODS AND COMMUNITY SAFETY)**

8th August, 2007

22. Charging Review 2007 Culture, Leisure and Libraries

The Scrutiny Board considered a report of the Director of Community Services, which would be presented to Cabinet on 11th September, 07, seeking their approval of the proposed fees and charges for Culture, Leisure and Libraries for the period 2007- 2011.

The Director of Community Services, John Bolton, reported that the Audit Commission Publication "The Price is Right – Charging for Public Services" recommended that a planned and strategic approach be taken to the setting of fees and charges. Culture, Leisure and Libraries had already interpreted this guidance into a charging strategy for the service area.

A consistent approach had been adopted through the charging strategy to the review of charges and to setting revised fees and charges for services across Culture, Leisure and Libraries. This review addressed the recommendations of the charging strategy, which included consideration of the following areas:

- Objectives
- Context
- Benchmarking
- Stakeholder information
- User information
- Financial analysis
- Charging Objectives

The reviews had been approached to ensure that charging decisions were strategic, planned, targeted, and that quality services were prioritised. This approach avoided patterns of charging that were illogical, not comparable, unfair and confusing, it ensured that potential income was realised, to support service improvement, and that the requirements of Best Value legislation were met.

The details of each review were detailed in an appendix to the report. The Board noted that there had not been a consistent approach to concessions, and charging for school groups across the service area, this was reviewed in the concession paper, also attached as an appendix to the report, however, charges for education groups were proposed within each review.

Each review contained the rationale for the recommended charges over three years, and the ongoing analysis of these changes would be conducted for each service.

The Board questioned John on aspects of the report, particularly in relation to the reasons for the differentiation between charges at a number of leisure attractions and facilities, increased concessions for children and young people who want to take part in activities, the balance of costs between having fees in place and collecting them, increased charges for special events at leisure facilities and concessionary fees for senior citizens.

The Cabinet Member, Councillor Sawdon, together with John Bolton, agreed to incorporate the views of the Scrutiny Board into the report that would be considered at Cabinet on 11th September, 2007.