



Committee: CABINET

Date: TUESDAY, 14 FEBRUARY 2012

Venue: LANCASTER TOWN HALL

Time: 10.00 A.M.

A G E N D A

1. **Apologies**

2. **Minutes**

To receive as a correct record the minutes of Cabinet held on Tuesday, 17 January 2012 (previously circulated).

3. **Items of Urgent Business Authorised by the Leader**

To consider any such items authorised by the Leader and to consider where in the agenda the item(s) are to be considered.

4. **Declarations of Interest**

To consider any such declarations.

5. **Public Speaking**

To consider any such requests received in accordance with the approved procedure.

Reports from Overview and Scrutiny

None

Reports

6. **Charges for Bins and Boxes (Pages 1 - 6)**

(Cabinet Member with Special Responsibility Councillor Smith)

Report of the Head of Environmental Services

7. **Community Engagement – Wellbeing (Pages 7 - 18)**

(Cabinet Member with Special Responsibility Councillor Sands)

Report of the Head of Community Engagement

8. **Draft Corporate 2012/15** (Pages 19 - 28)
(Cabinet Member with Special Responsibility Councillor Blamire)
Report of the Head of Community Engagement
9. **Museums Service** (Pages 29 - 34)
(Cabinet Member with Special Responsibility Councillor Sands)
Report of the Head of Community Engagement
10. **Accommodation** (Pages 35 - 49)
(Cabinet Member with Special Responsibility Councillor Hamilton-Cox)
Report of the Head of Property Services
11. **Budget & Policy Framework 2012/13**
(Cabinet Members with Special Responsibility Councillors Blamire & Bryning)
Report of the Head of Financial Services (Report to follow)
12. **Treasury Management Strategy 2012/2013**
(Cabinet Member with Special Responsibility Councillor Bryning)
Report of the Head of Financial Services (Report to follow)
13. **Exclusion of the Press and Public**
Members are asked whether they need to declare any further declarations of interest regarding the exempt reports.

Cabinet is recommended to pass the following recommendation in relation to the following items:-

“That, in accordance with Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that they could involve the possible disclosure of exempt information as defined in paragraph 1 & 2 of Schedule 12A of that Act.”

Members are reminded that, whilst the following items have been marked as exempt, it is for the Council itself to decide whether or not to consider each of them in private or in public. In making the decision, Members should consider the relevant paragraph of Schedule 12A of the Local Government Act 1972, and should balance the interests of individuals or the Council itself in having access to information. In considering their discretion Members should also be mindful of the advice of Council Officers.

14. **Senior Management Structure Review** (Pages 50 - 58)

(Cabinet Member with Special Responsibility Councillor Blamire)

Report of the Chief Executive

ADMINISTRATIVE ARRANGEMENTS

(i) Membership

Councillors Eileen Blamire (Chairman), Janice Hanson (Vice-Chairman), Jon Barry, Abbott Bryning, Tim Hamilton-Cox, Karen Leytham, Ron Sands and David Smith

(ii) Queries regarding this Agenda

Please contact Liz Bateson, Democratic Services - telephone (01524) 582047, or email ebateson@lancaster.gov.uk.

(iii) Apologies

Please contact Members' Secretary, telephone 582170, or alternatively email memberservices@lancaster.gov.uk.

MARK CULLINAN,
CHIEF EXECUTIVE,
TOWN HALL,
DALTON SQUARE,
LANCASTER LA1 1PJ

Published on Friday, 3 February 2012.

CABINET

**Charges for Bins and Boxes
14 February 2012**

Report of Head of Environmental Services

PURPOSE OF REPORT			
To provide Cabinet with details of an option to introduce charges for wheeled bins and recycling boxes as part of the 2012/13 budget setting process.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan		20 th Jan 2012	
This report is public			

RECOMMENDATIONS OF HEAD OF ENVIRONMENTAL SERVICES

- (1) That Cabinet considers whether to introduce charges to householders for the delivery of wheeled bins and recycling boxes as part of the 2012/2013 budget.
- (2) That should Cabinet decide to introduce charges, it is recommended that Cabinet approves a charge of £15+ VAT for the delivery of a wheeled bin.
- (3) That Cabinet approves a charge of £4+ VAT for the delivery of a recycling box.
- (4) That the charge is introduced in the 2012/2013 financial year as soon as is practically possible.

1.0 Introduction

- 1.1 Cabinet previously considered this subject at the meeting of 15th Feb 2011 when the following was resolved-

'That Cabinet does not approve the introduction of charges to householders for the delivery of wheeled bins and recycling boxes as part of the 2011/12 budget but gives consideration to the possibility of introducing such charges as part of the 2012/13 budget proposals.'

- 1.2 The Council's corporate plan includes as an aim delivery of the objectives of the Lancashire Waste Strategy 2008-2020. This strategy contains challenging targets for reduction, reuse, recycling and composting of household waste.

The Council now has in place comprehensive arrangements which will in theory allow us to meet these targets. However, in practice we know that not all households make full use of these arrangements. In order to encourage households to reduce, reuse and recycle it is important that we have in place policies that support this corporate aim.

- 1.3 Households in the District are supplied with a 240 litre wheeled bin for residual waste, a 240 litre bin for garden and food waste (or a smaller caddy for properties without gardens) and three 55 litre boxes for recyclable materials. Householders with special circumstances where they need extra capacity for residual waste can apply for a 140 litre extra grey bin and those with large gardens can, on request, be supplied with extra green bins.
- 1.4 Householders are also encouraged to put their numbers on the bins. When new bins are issued the house number to which they belong is marked on the bin. This helps prevent other householders using the bins.
- 1.5 Customers request replacement or extra bins via the customer service centre. The reasons for such requests vary and include: extra capacity, bin lost, bin stolen and bin damaged. The current policy is that these are provided at no charge to householders.
- 1.6 Between January 2011 and December 2011, 4,470 replacement bins 4,332 replacement boxes and 5,000 replacement lids were delivered to householders. The actual cost of purchasing containers in this period was £110,000 Further costs are incurred in administration, delivery, storage etc. The current policy means it is difficult to control this area of expenditure and this in turn creates pressures on the overall waste collection budget.
- 1.7 It is not always possible to check if a request for a replacement bin is genuine and it appears that some householders falsely claim they have lost their grey bin in order to receive an extra one. This enables them to deposit all their waste in grey bins and avoid the need to separate materials for recycling. Officers undertake random checks and targeted campaigns to identify any unauthorised additional bins and return them to the Depot. In the year 2010/11 521 unauthorised grey bins were recovered. Furthermore, it appears some people use recycling boxes and lids for purposes other than recycling.
- 1.8 There are a total of fourteen waste collection authorities in the Lancashire Waste Partnership and *nine* of them levy a form of charge for the delivery of bins.
- 1.9 The table below gives an indication of what some other Councils currently charge or propose to charge-

Council	Replacement Wheeled bin (240litre)	Box	Box lid	Bin lid	New Developments
Blackburn	£10				£80.46
Blackpool	£15				£30.00
Burnley	£24.60	Free			£24.60
Chorley	£43.40	Free			£43.40
Fylde	£31.15	Free		£12.05	Developers responsibility

Harrogate	£59.50	£7.88	£4.52		
Preston	£11	Free			£11.00
Solihull	£26 – Supply £41.00 - Delivery	£3 – Supply £11.50 - Deliver y	0.50p – Supply £8.00 - Delivery		
Rosendale	£ 23	Free			£23.00
South Ribble	Free	Free			Developer Charge
Ribble Valley	Admin charge	Admin charge			£90.00 + VAT

1.10 As can be seen there is quite a range of charges. At the higher end it appears that Councils are incurring a charge to cover the purchase of the bin / box. Effectively the bin / box becomes the possession of the householder. Officer advice is that this would cause major problems for us with enforcement. At the lower end the charge is for delivery and administration. The ownership of the bin / box remains with the Council. Officer advice would be that if a charge were to be introduced it is set as a contribution to the costs incurred in purchasing replacement bins/ boxes, storing them, administering them, delivering them etc. The bins / boxes would still remain the possession of the Council. The charge proposed is therefore at the lower end of the range.

2.0 Proposal Details

- 2.1 It is proposed that nominal delivery/admin charges of £15 + VAT for a wheeled bin and £4 + VAT for a recycling box are charged. This charge would contribute to the costs incurred by the Council in delivery, administration, storage and procurement of the boxes. This would be applied in all cases, including where householders move into a home and require bins / boxes. The exception would be where the container is damaged in the collection process. The bins and boxes would remain the possession of the Council.
- 2.2 It is estimated that the introduction of this charge would result in a full year saving of £106,400 within the waste collection service.
- 2.3 It is proposed that this charge is introduced as soon as is practically possible in the 2012/13 financial year.

3.0 Details of Consultation

- 3.1 The outline of this proposal has been brought forward through the budget setting exercise.

4.0 Options and Options Analysis (including risk assessment)

	Option 1: Introduce a charge	Option 2: Don't introduce a charge
Advantages	<ul style="list-style-type: none"> Fewer requests for bins. Saves costs 	<ul style="list-style-type: none"> Maintains status quo

	<ul style="list-style-type: none"> • Increased recycling rates. • Reduction in calls to Customer Service Centre. • Fewer receptacles left out in streets. 	
Disadvantages	<ul style="list-style-type: none"> • Customer dissatisfaction • Increased administration to deal with payment 	<ul style="list-style-type: none"> • No control over supply of bins and boxes which then impacts on overall waste budget. • Does not encourage recycling
Risks	<ul style="list-style-type: none"> • This option could lead to increased incidences of fly tipping 	This option could lead to not achieving recycling and waste reduction targets.

5.0 Conclusion

5.1 The introduction of charges to cover the costs of deliveries of wheeled bins and recycling boxes together with the associated administration will save costs, support our enforcement activities and potentially lead to enhanced recycling rates.

RELATIONSHIP TO POLICY FRAMEWORK

As outlined in the report

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

The charge would be applied to all householders requesting bins and boxes.

LEGAL IMPLICATIONS

The Council has a duty imposed under section 45 of the Environmental Protection Act (EPA) 1990 to collect household waste in its area. Section 46 of the EPA provides that the local authority can define the type, quantity and size of waste receptacles. In making requirements the authority may, as respects the provision of the receptacles determine that they be provided by the authority free of charge, propose that they be provided, if the occupier agrees, by the authority on payment by him of such a single payment or such periodical payments as he agrees with the authority, require the occupier to provide them if he does not enter into an agreement within a specified period or require the occupier to provide them.

Residents who decline to pay for the supply of a wheeled bin may be served with a Section 46 notice under the Environmental Protection Act 1990 and or other relevant legislation. The notice will require the provision by the householder of the necessary containerisation for their waste. Failure to comply with this notice may lead to the issuing of a fixed penalty notice and or prosecution by the Council

Retaining ownership of the waste receptacles, as proposed within the report, would enable the Council to control use of the bins with section 46 notices.

The government has recently launched a consultation on how these fines are applied and at what level. The purpose of this consultation is to seek views on proposed amendments to Section 46 of the Environmental Protection Act 1990, which sets out the penalties which

local authorities may apply to householders who present their waste incorrectly for collection.

These amendments will abolish the criminal offence currently provided for in Section 46. A new, civil sanction will be put in place instead. Local authorities will continue to be able to issue fixed penalties in limited circumstances. "Harm to local amenity" will be introduced as a test before such a penalty can be imposed. The test aims to ensure that penalties are targeted at those who behave in a way which reduces the quality of their neighbours' surroundings.

This consultation lasts for eight weeks and closes on 9 March 2012.

FINANCIAL IMPLICATIONS

Section 93 of the Local Government Act 2003 provides power for local authorities to charge for discretionary services and the introduction of a delivery/admin fee falls within this jurisdiction.

The 2012/13 draft revenue budget for the purchase of replacement bins and boxes is £144,200 (including an inflationary amount of £4,200) which is significantly higher than the approved original budget for 2011/12 which was £81,700.

It is anticipated that the introduction of charging a delivery/admin fee will increase control and therefore ultimately lead to a reduction in numbers required. The reduction has been estimated at 31% which is in line with actual reductions achieved by Preston City Council when they went through a similar process. However, without charging it will remain very difficult to police and similar numbers to this year would again be expected.

The bins currently cost £18.30, the boxes are £2.80 plus £0.60 for the lid so whilst the delivery/admin fee levels outlined in section 2.0 of this report do not contribute towards the recovery of those costs, it allows for recovery of the overheads attached with their issue. The fee level would be reviewed annually as part of the budget process.

Therefore the recovery of overheads will be offset against the cost of waste collection. The cost of the replacement bins/boxes which is estimated to be in the region of £111,800 once inflation and the anticipated reduction in numbers are applied. The income achievable through charging is estimated at £74,000, leading to a £106,400 saving on next years draft revenue budget, assuming a full year of charging (allowing for getting the arrangements up and running, savings of around £50,000 would be assumed in the first year). However, it should be stressed that these costs/income levels are estimates and therefore uncertain at this moment in time. In their infancy, any significant variances will be highlighted in future monitoring/PRT reports and budget levels will be reviewed annually as part of the budget process.

The level of fees are considered to be set at low enough levels that it is not practical to introduce discounted charges for households of low incomes. However, where extreme hardship can be demonstrated it is expected that the fee would be waived.

It is also expected that a number of efficiencies will arise from this proposal i.e. lower call volume within customer services, fewer deliveries due to lower demand. Again, these are unquantifiable at this time but should any significant savings arise they will be highlighted in future monitoring/PRT reports.

OTHER RESOURCE IMPLICATIONS

Human Resources:

None

Information Services:

Implications for the customer service centre are outlined within the report. Information Services have confirmed that an introduction of the proposals within the report would cause no significant problems.

Property:

Outlined within the report

Open Spaces:

None

SECTION 151 OFFICER'S COMMENTS

The s151 Officer would advise that these proposals be considered in context of the Council's priorities and its future financial prospects, as well as the need to be clear, efficient and fair in charging service users, balanced against the impact on council tax payers more generally.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

Contact Officer: Mark Davies
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**Community Engagement – Wellbeing
Fees & Charges 2011/12**

14th February 2012

Report of Head of Community Engagement

PURPOSE OF REPORT			
This report sets out options for increasing the level of fees and charges at Salt Ayre Sports Centre, Community Pools, Recreation Grounds, Williamson Park and Platform.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan	20/01/2012		
This report is public.			

RECOMMENDATIONS OF COUNCILLOR SANDS

- (1) That the charges for Salt Ayre Sports Centre, Community Pools, Williamson Park, Parks and Recreation Grounds and the Platform are increased in line with the proposed percentages (rounded to nearest £0.10) and arrangements as set out in Appendix 1 with effect from 1st April 2012, generating potential additional income of £11,300 over and above the minimum budgetary requirement to cover inflationary increases.

1.0 Introduction

Figures for income generation are set each year as part of the budget process. This report sets out to demonstrate possible increases to revenue across Salt Ayre Sports Centre, Community Swimming Pools, Williamson Park, Parks and Recreation Grounds and the Platform from 1st April 2012.

2.0 Proposal Details

2.1 Appendix 1 details the current charges and the options for increases. The charges are rounded to the nearest 10p.

2.2 Increasing Charges

The setting of charges within each facility is very much led by customer demand and as such is not always easily addressed by simply applying one percentage increase across the board. Some competitors within the industry apply different strategies and in some cases opt not to

increase charges on the basis that customer resistance would result in dramatic reduction in throughput and therefore a decrease in income.

- 2.3 This report sets out increases to key charges (activities which generate majority of total income) with varying percentage increases based on officers knowledge of market demand and supply, factors such as inflation and VAT and the need for the Council to operate services which provide value for money.

2.4 **Monitoring**

Officers within Wellbeing and Finance will closely monitor impact of any price adjustments and as such will be able to respond to market demand from trend analysis as required by making adjustments or reviewing whether an activity remains viable in order to address under performance in any given area of activity.

Formal monitoring of financial performance will continue to be reported via the Performance Review Team (PRT) process on a quarterly basis.

Salt Ayre Sports Centre

Salt Ayre Sports Centre is the main revenue earning facility and as such the potential impact of increasing charges as proposed within appendix 1 is £9,800 above anticipated budget. This is the significant proportion of the overall figure of £11,300 above anticipated budget with Williamson Park providing the balance of £1,500. The opportunity to increase prices slightly above inflation for certain activities enables officers to maximise the potential for income generation on certain activities which may withstand customer resistance. This strategy is supported by close links to the Council's marketing and promotion team which seeks to implement approaches that predict and react to market forces or Council priorities.

Based on a 2010/11 throughput figure of 357,582 (the last full years figures available) the subsidy per user for Salt Ayre Sports Centre was £3.58 based on a total net revenue expenditure of £1,279,697. Removing the non controllable support recharges and capital charges totalling £668,673 reduces the total net revenue expenditure and net subsidy per user to £611,024 and £1.71 respectively.

Salt Ayre sports centre is integral to the Health and Fitness Referral programme offered by the Active Health Team which provides all surgeries within the district the opportunity to 'refer' patients for sport and physical activity exercise as part of a health improvement scheme. Similarly, the sports centre accommodates the successful Lancaster and Carnforth swimming clubs (early morning access) and a range of other sports and community clubs in the district for which the facilities prove essential in enabling active participation for people of all ages and abilities.

Access to facilities at Salt Ayre and the Community Pools continues to provide opportunities for people to participate in sport and physical activities at reduced rates without requiring a membership fee. The swimming sessions for £1 at all facilities will continue as part of the Council's approach to encourage high participation levels in physical exercise. All facilities are integral to work with partner agencies such as the Police and County Council when offering diversionary activities particularly for children and young people. Various schemes are in place (often externally funded) which are aimed at encouraging people who may not normally access opportunities to sport and physical exercise to take part in activities in a safe and controlled manner.

3.0 Options and Options Analysis

	Option 1 To approve the increase in fees as recommended in the report	Option 2 To approve a different increase (either in percentage or £ income terms).	Option 3 To do nothing and retain the existing fees and charges.
Advantages	This option makes a small additional contribution to the 2012/13 budget process, whilst retaining fees at competitive levels.	This option potentially allows for a greater increase in revenue, therefore making a greater contribution to the 2012/13 budget process.	This option would mean no price increases for customers (and so the 'subsidy' of associated services by all council tax payers would increase, irrespective of whether they use those services or not). This option could, potentially, have a positive effect on income generation should throughput increase significantly as a result of no increases, but there is no strong evidence to support this.
Disadvantages	Any increase in fees is likely to be unpopular with customers.	Alternatively, if an increase less than the 2.6% general inflation assumption is approved, it would not meet the current budget requirements, and revenue raising opportunities would be lost. An increase in fees above the recommended amount is likely to meet with customer resistance. This could result in reduction in income generation and as such customer dissatisfaction that may be difficult to respond to.	Lost opportunity to raise additional revenue through fees and charges in areas that may stand an increase. This option will not meet the current budget requirements, requiring additional income or savings to be generated from other activities / services undertaken by the council.

<p>Risks</p>	<p>There is always a risk that customers will choose not to access services especially with any increase in charges.</p>	<p>There is always a risk that customers will choose not to access services if fees are too high or move to one of the key competitors in the district.</p> <p>There is a risk that even current income levels will fail to be achieved if fees are perceived to be too high.</p>	<p>This option increases the difficulties of securing a viable budget at a time when additional income and savings are required.</p> <p>There is no compensating increase in throughput and the Council suffers loss of income.</p> <p>Perceived greater unfairness by tax payers generally.</p>
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4.0 Officer Preferred Options

- 4.1 The officer preferred option is Option 1. This option allows for increased revenue whilst retaining fees at affordable and competitive levels. The flexibility for the Head of Community Engagement to reduce charges from their maximum figure in line with particular promotions for activities would help to respond to changes in market demand throughout the year and this is noted on the Appendix.

RELATIONSHIP TO POLICY FRAMEWORK

Fees and charges form an integral part of the budget setting process, which in turn relates to the Council's priorities. Under the Medium Term Financial Strategy (MTFS), income generation is a specific initiative for helping to balance the budget.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

The proposed increases are considered to be fair and reasonable.

FINANCIAL IMPLICATIONS

The 2012/13 draft budget assumes that throughput for all areas will continue at similar levels as has been projected for 2011/12. An inflationary increase of 2.6% in respect of fees and charges totalling £34,800 for all areas included within this report has been added in line with the council's policy on fees and charges. All fees may be increased by more than this amount, as long as any impact on usage is taken into account.

For Salt Ayre Sports Centre, Community Pools and Williamson Park, in terms of fees and charges these are classed as subsidised as they do not recover the cost of the service provision and are intended to make the service widely accessible.

For the Platform and Parks and Open Spaces, their charges seek to minimise losses / maximise revenue and ideally should be based on a commercial rate.

The report sets out a number of options for Members' consideration, one of which not only meets the draft budget but also gives the flexibility to consider setting fees and charges over and above those currently projected.

Option 1 as set out in the table below is expected to provide an additional £11,300 income over and above that currently included within the draft budget. This option has an inherent risk associated with it as any increases could potentially impact on usage, although is mitigated to some extent as is based on managers' current experience of their respective areas.

	2.6% Inflation included in 2012/13 Draft Budget	Proposed Additional Income
Budgetary Requirement (Inflation Increase)	(34,800)	--
SASC	20,600	(9,800)
Community Pools	8,700	0
The Platform	800	0
Williamson Park	4,200	(1,500)
Recreation Grounds/Parks	500	0
Total Budget Shortfall/(Surplus)	34,800	(11,300)

Should Members seek to approve a different general increase under option 2, the exact impact on the draft budget cannot be properly quantified at this stage until the financial implications are further analysed based on what is proposed. The Head of Community Engagement would need the flexibility to apply a range of fee increases where appropriate that would not only meet the current budget requirement of £34,800, but also allow an additional contribution to be made to the 2012/13 draft budget in line with any general increase as agreed by Members. Depending on the increase chosen, this option could have significantly increased risks (assuming a higher increase is chosen), i.e. associated with increased customer resistance and any differing trends in activities undertaken which will inevitably impact on the actual income raised. There could be a need to report back on this option, prior to it being finally approved. Alternatively, if the increase chosen by Members is below 2.6%, then the financial implications would be similar to those in option 3.

Under option 3 there is no strong evidence to suggest that throughput would increase, therefore there is a high risk that income would be very similar to 2011/12 and not meet the budget requirement currently included in the 2012/13 draft budget. This could result in a potential shortfall of up to £34,800.

Members are reminded that, if option 3 is taken forward, then as it falls outside of the current budget framework and it will impact on the need to make more savings in other areas of activity, then it would need to be referred onto Full Council as part of Cabinet's overall budget proposals. This may also apply to option 2.

SECTION 151 OFFICER'S COMMENTS

Members are advised to consider the proposals in context of draft priorities and financial prospects, as well as service objectives and value for money.

LEGAL IMPLICATIONS

There are no legal implications arising as a result of this report

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no comment to add.

BACKGROUND PAPERS

Fees & Charges 2011/12 report to Cabinet

Contact Officer: Simon Kirby

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E-mail: skirby@lancaster.gov.uk

Ref:

Appendix 1

Platform	Current Gross Price (rounded) 2011/12	Proposed Gross Price (rounded to nearest 10p) 2012/13	Total Proposed % Increase (including 2.6% inflation)
Hire Charges - Community Rate (Hall Only)			
Daytime 9.30am to 12.30pm			
Mon, Tues & Weds	40.00	41.00	2.5%
Thurs	45.00	46.20	2.7%
Fri	55.00	56.40	2.5%
Sat, Sun & Bank Holidays	130.00	133.40	2.6%
Coffee Morning rate available Mon - Thurs only	25.00	25.70	2.8%
Morning Christmas Fair	50.00	51.30	2.6%
Daytime 1.00pm to 5.00pm			
Mon, Tues & Weds	45.00	46.20	2.7%
Thurs	60.00	61.60	2.7%
Fri	70.00	71.80	2.6%
Sat, Sun & Bank Holidays	140.00	143.60	2.6%
Evening 6pm to 10.30pm (meetings) etc			
min charge (upto 3 hours) under 100 persons	95.00	97.50	2.6%
up to 150	180.00	184.70	2.6%
Festival Use - Platform Forecourt			
Additional Charge for Fri, Sat, Sun Afternoon +PA & Tech Incorporating wet weather indoor availability	new price	55.00	N/A
Concerts/Events open to General Public			
Hall Only	365.00	374.50	2.6%
Technician to operate inhouse PA/Lights	95.00	97.50	2.6%
Hire Charges - Commercial Hire (Hall Only)			
Daytime 9.30am to 12.30pm			
Mon to Fri	85.00	87.20	2.6%
Sat, Sun	195.00	200.10	2.6%
Daytime 1.00pm to 5.00pm			
Mon to Fri	95.00	97.50	2.6%
Sat & Sun	210.00	215.50	2.6%
Bank Holidays	280.00	287.30	2.6%
Evening 6pm to 11.00pm			
Mon to Wed	365.00	374.50	2.6%
Thurs, Fri, Sat, Sun	455.00	466.80	2.6%
Bank Holidays	525.00	538.70	2.6%
plus extra security costs if necessary			
Evening after 11pm			
Mon to Thurs per hour	65.00	66.70	2.6%

Fri, Sat, Sun & Bank Holidays per hour	90.00	92.30	2.6%
Bank Holidays per hour	110.00	112.90	2.6%

Festival Use - Platform Forecourt

Additional Charge for Fri, Sat, Sun Afternoon +PA & Tech Incorporating wet weather indoor availability	new price	95.00	N/A
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Additional Charges

Hire of house PA/Lights inc Technician 5 hrs	100.00	100.00	0.0%
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Salt Ayre Sports Centre	Current Gross Price (rounded) 2011/12	Proposed Gross Price (rounded to nearest 10p) 2012/13	Total Proposed % Increase (including 2.6% inflation)
Main Hall			
Court Hire per hour			
Adult Peak	9.00	9.50	5.6%
Adult Off Peak	8.00	8.50	6.3%
Junior Peak	7.50	7.50	0.0%
Junior Off Peak	6.50	6.50	0.0%
Early Bird per person (2 Hrs)	4.00	4.50	12.5%
Main Hall Sports Hire per hour			
1/2 Hall Sport	48.00	48.00	0.0%
1/2 Hall Events	37.00	37.00	0.0%
Gymnastics (per lesson)	4.50	4.60	2.2%
Fitness Classes Peak	4.50	5.00	11.1%
Fitness Classes Off Peak	4.00	5.00	25.0%
Cycle Racing Circuit	28.00	30.00	7.1%
Swimming			
Adult	3.50	3.60	2.9%
Junior	2.00	2.00	0.0%
Senior Citizen	2.40	2.60	8.3%
Senior Citizen with Card	2.20	2.30	4.5%
Family Swim	9.00	9.50	5.6%
Parent & Toddler	3.40	3.40	0.0%
Spectators (all)	1.50	1.50	0.0%
Shower	3.50	3.75	7.1%
PTL	2.40	2.40	0.0%
Pool Classes Peak	4.50	5.00	11.1%
Pool Classes Off Peak	4.00	5.00	25.0%
Swim Tuition per lesson	4.25	4.40	3.5%
Swim Passes			
Early Bird 6 Month	75.00	80.00	6.7%
Adult 6 Month	140.00	145.00	3.6%
Senior 6 Month	110.00	115.00	4.5%
Junior 6 Month	75.00	75.00	0.0%
Adult 1 Month	38.00	40.00	5.3%
Junior 1 Month	22.00	22.00	0.0%
Learner Pool	32.00	32.85	2.7%
Main Pool	55.00	56.50	2.7%

Whole Pool	75.00	77.00	2.7%
Clubs Non Vat	46.00	47.20	2.6%
Reflexions (Priced monthly)			
Membership - Full	34.00	35.00	2.9%
Membership - Off Peak	26.00	28.00	7.7%
Membership - Monthly	45.00	46.00	2.2%
Membership - 55+	22.00	24.00	9.1%
Membership - Corporate	28.00	30.00	7.1%
Membership - Junior	17.00	18.00	5.9%
Heatwaves			
Casual	5.50	6.00	9.1%
Studio			
Fitness Classes Peak	4.50	5.00	11.1%
Fitness Classes Off Peak	4.00	5.00	25.0%
Fitness Classes PTL	2.40	2.40	0.0%
Projectile Hall			
Fitness Classes Peak	4.50	5.00	11.1%
Fitness Classes Off Peak	4.00	5.00	25.0%
Athletics Track			
School Events (with equipment)	260.00	267.00	2.7%
School Events	130.00	133.40	2.6%
Hourly Rate non vat	33.00	33.90	2.7%
Outdoor Hire (Per Hour)			
Full Synthetic Pitch	34.00	34.00	0.0%
1/2 Synthetic Pitch	18.00	18.00	0.0%
Aquarius Room			
Aquarius Room Hire	24.00	24.65	2.7%

Community Pools	Current Gross Price (rounded) 2011/12	Proposed Gross Price (rounded to nearest 10p) 2012/13	Total Proposed % Increase (including 2.6% inflation)
Swimming			
Adult	3.50	3.60	2.9%
Junior	2.00	2.00	0.0%
Senior Citizen	2.40	2.60	8.3%
Senior with card	2.20	2.30	4.5%
Family Swim	9.00	9.50	5.6%
Six Month Pass			
Adult	140.00	145.00	3.6%
Junior	75.00	75.00	0.0%
Senior	110.00	115.00	4.5%
Early Bird	75.00	80.00	6.7%
Classes			
Senior	3.40	3.50	2.9%
Adult	4.20	4.50	7.1%
Parent and Child	3.40	3.40	0.0%
Pool Hire			
Clubs non vat	42.00	43.00	2.4%
Swimming Lessons			
8 week course	4.25	4.40	3.5%
Ducks & Ducklings	4.50	4.50	0.0%

Parks, Recreation Grounds & Open Spaces	Current Gross Price (rounded) 2011/12	Proposed Gross Price (rounded to nearest 10p) 2012/13	Total Proposed % Increase (including 2.6% inflation)
Grass Pitches			
Grass Pitch (2 hours)			
Adult Game	40.90	42.00	2.7%
Junior Game	20.50	21.00	2.4%
Bowls (Summer Season Ticket)			
Adult	46.00	47.20	2.6%
Senior Citizen/Junior	23.00	23.60	2.6%
Bowls (Winter Season Ticket)			
Adult	31.50	32.30	2.5%
Senior Citizen/Junior	15.75	16.20	2.9%
Clubs Per Season/Team			
Adult	220.00	225.70	2.6%
Senior Citizen/Junior	115.00	118.00	2.6%
Bowls Casual Per Hour			
Adult	3.50	3.60	2.9%
Senior Citizen/Junior	1.75	1.80	2.9%
Exclusive Green Use			
Half Day 3 hours	34.00	34.90	2.6%
Full Day 6 hours	50.00	51.30	2.6%
Tennis Per Person Season Ticket			
Adult	56.00	57.50	2.7%
Senior Citizen/Junior	24.00	24.60	2.5%
Casual Per Hour			
Adult	3.50	3.60	2.9%
Senior Citizen/Junior	1.70	1.70	0.0%
Lost Ball	2.50	2.60	4.0%
2 adult 2 children	6.50	6.70	3.1%
Multi Use Games Areas (MUGA)			
Happy Mount Park			
55 mins with lights	28.00	28.70	2.5%
Adult Without lights	25.00	25.70	2.8%
Junior Without lights	12.50	12.80	2.4%
Adult Without lights			
Junior Without lights			
10x 1hr sessions - no refunds			
Adult/Junior with floodlights 12 sessions(2free)	280.00	287.30	2.6%
Adult no floodlight 12 session (2free)	250.00	256.50	2.6%
Junior Without lights 12 session (2free)	125.00	128.30	2.6%
Ridge Ryelands Palatine			
Adult Without lights			
Junior Without lights			
Playing Fields			
Football Club per Season			
Adult with changing rooms	400.00	410.40	2.6%
Adult without changing room	215.00	220.60	2.6%
Junior	190.00	194.90	2.6%

Cricket club per season -

Adult with changing	400.00	410.40	2.6%
Adult without Changing	215.00	220.60	2.6%
Junior	190.00	194.90	2.6%

Cricket per match

Adult	60.00	61.60	2.7%
Junior	33.00	33.90	2.7%

Launching Permits

Powered Craft	15.50	15.90	2.6%
Datatag (one off charge)	50.00	51.30	2.6%
Non Powered Vessel	15.50	15.90	2.6%

Registration of Commercial Vessels

All Vessels

Quad Bike Access Permits for Shellfish Collection	55.00	56.40	2.5%
Day Permits - All Vessels	11.00	11.30	2.7%

Moored Vessel Registration

Access to Carleton Terrace & Moorings

Stone Jetty Permits - Disabled Anglers Vehicles	12.50	12.80	2.4%
Grosvenor Access Permits - Disabled Anglers Vehicles	6.50	6.70	3.1%

Quad Bikes - Bond	250.00	256.50	2.6%
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Williamson Park	Current Gross Price (rounded) 2011/12	Proposed Gross Price (rounded to nearest 10p) 2012/13	Total Proposed % Increase (including 2.6% inflation)
Butterfly House			
Adult Admission BH	3.50	3.60	2.9%
Child Admission BH	2.50	2.60	4.0%
Concession Admission	3.00	3.20	6.7%
Butterfly House			
Family Admission (2 x Adult 2 x Children)	11.00	11.50	4.5%
Butterfly House			
School Booking Half Tour	3.50	3.60	2.9%
School Booking Full Tour	4.25	4.40	3.5%
Birthday Party Tour	25.00	27.00	8.0%
Junior Zoo Keeper Course	20.00	22.00	10.0%
Wildlife Detective Session	3.50	3.75	7.1%
Events			
Wedding Hire	420.00	440.00	4.8%
Wedding Corkage Alcoholic Drinks	5.50	5.50	0.0%
Wedding Corkage Soft Drinks	3.50	3.50	0.0%
Evening Hire	350.00	375.00	7.1%
Ashton Memorial Day Hire	150.00	180.00	20.0%
Ashton Memorial 1/2 Day Hire	75.00	90.00	20.0%
Art Exhibition (1 week)	25.00	27.00	8.0%
Car Parks			

Car Parking Permits	20.00	21.00	5.0%
Short Stay Car Park	0.60	0.70	16.7%
Long Stay Car Park	1.20	1.30	8.3%
Gift Shop			
Orienteering Map purchase	1.60	1.70	6.2%

Prices listed are maximum charges and are all subject to variation in line with market demand and specific promotional campaigns. A flexible approach with regard to setting charges is required in order for officers to maximise marketing opportunities and respond to industry trends, which could include the introduction of new activities at competitive charges.

CABINET

Draft Corporate Plan 2012/15

14 February 2012

Report of Head of Community Engagement

PURPOSE OF REPORT			
To provide Cabinet with the opportunity to consider Priorities and Actions for the Corporate Plan for the three year period commencing 2012 – 2015.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan	February 2012		
Project Appraisal Undertaken	N/A		
This report is public			

RECOMMENDATIONS OF THE HEAD OF COMMUNITY ENGAGEMENT

- (1) That Cabinet approves four Corporate Priorities for the council’s Corporate Plan 2012 – 2015 as Economic Growth; Health and Well Being; Clean, Green and Safe Places; Community Leadership.
- (2) That Working Together in Partnership is treated as a theme that underpins all Corporate Priorities as a way of achieving added value and efficiencies across all operational areas and service delivery.
- (3) That Managing the Council’s Resources is treated as a theme that underpins all Corporate Priorities to ensure that operational areas and service delivery are managed efficiently, effectively and sustainably.
- (4) That Cabinet notes that Recommendations 1, 2 and 3 are put forward as a result of existing Actions identified in the current Corporate Plan, the additional fourteen priority areas recommended by Cabinet, feedback from engagement workshops and the draft budget information and options set out in the Budget and Policy Framework Update report.

1.0 Introduction

- 1.1 The Corporate Plan brings together the council’s strategic priorities, actions and outcomes that it wishes to deliver in the medium term. The actions identified in the Corporate Plan drive the allocation of resources that are included in the council’s medium term budgets, capital programme, HR Strategy, IS Strategy and Medium Term Corporate Property Strategy as well as the related service business plans.
- 1.2 The Corporate Plan forms part of the Policy Framework and, as such, must be approved by Council.
- 1.3 This report is presented to Cabinet to allow members to consider how the Corporate Plan for the period 2012 to 2015 should be presented to reflect current priorities and challenges as well as the aspirations and outcomes the council wishes to achieve for the benefit of the district.

- 1.4 In order to understand the needs of local communities, during the autumn, the council engaged in conversations with residents in urban and rural areas, community leaders and partners including the voluntary, community and faith sector, the business sector, the arts and culture sector and parish councils.
- 1.5 Feedback from these conversations has been informative and has highlighted a range of views around some key themes, including community leadership and involvement, pride in the district, building on our strengths, income generation and support for businesses, working together and communicating more. Details of the key themes arising from these conversations are attached at Appendix B.
- 1.6 The current Corporate plan for 2011 – 2014 has four Priorities:
- Economic Regeneration – Energy Coast, Visitor Economy and Housing Regeneration
 - Climate Change – prioritising reducing the council's energy costs and increasing income
 - Statutory responsibilities – fulfilling at least the minimum statutory duties with a focus on keeping the streets clean and safe
 - Partnership Working and community leadership – working with partners to reduce costs, make efficiencies and create resilience within the district
- The intention to protect the most vulnerable in our society is a thread that runs through all the above priorities
- 1.7 Cabinet has recently identified fourteen priority areas of activity that it wishes to take forward as part of the 2012/15 strategic planning and budget process. These are:
- Increased provision for social housing (including the potential for council housing new build)
 - More allotments because of the very long waiting lists, including the allotment initiative at Heysham
 - A programme for renewable energy on council houses – to increase energy production, to reduce bills for tenants and as a potential financial investment for the council
 - Protection of heritage on the Canal Corridor site
 - Support for the arts in the district
 - Continued funding for PCSO's
 - Look at levels of street cleansing and improvement of open spaces, including visitor and street signage
 - Diversionary activities for young people
 - Housing Regeneration
 - Council housing opportunities - new regulations
 - Council tax benefits localisation and grant reduction
 - Implications of business rate changes as far as can be forecast
 - Apprenticeships
 - Working with the voluntary sector to reduce the amount of rough sleeping the in the district

1.8 The council currently has a three year Corporate Plan which was approved by full council in May 2011. However, it is recognised that priorities change over time, reflecting current opportunities and challenges and the changing needs of local communities. It is important that the council is able to adapt to changes in a planned and considered way and, to facilitate this, the Corporate Plan is refreshed annually in the context of changing needs and aspirations in the district, financial forecasts and desired council tax targets and any other relevant resource implications.

2.0 Proposal Details

2.1 The council currently has four agreed Priorities, which have remained the same for a number of years. As members are aware, these are **Economic Regeneration**, (including Energy Coast, Visitor Economy and Housing Regeneration), **Climate Change**, **Statutory Services** and **Partnership Working and Community Leadership**.

2.2 However, the current range of Outcomes, Actions and Success Measures as well as the additional priority areas identified by Cabinet, do not fit ideally with the Corporate Priorities as they stand, in some areas. This suggests that there is an opportunity for Cabinet to consider and refresh the Priorities to be recommended to council, to fully reflect the council's current aspirations and direction of travel.

2.3 The Outcomes, Actions and Success Measures as well as the additional priority areas identified by Cabinet, fall broadly under four potential Corporate Priorities;

- **Economic Growth**
- **Health and Well Being**
- **Clean, Green and Safe Places**
- **Community Leadership**

2.4 These potential Priorities allow significant areas of work around the district's economy, its places and its communities to be reflected fully in the Corporate Plan, also recognising the importance of health, well being and quality of life for local people. The council's current activities fit well with these Priorities as do Cabinets 14 additional priority areas of activity.

2.5 It is recognised that the council is working together more and more with partners, with the community as well as internally across the council. This has become an important way of doing business and is likely to be the only way that local services can be delivered efficiently, effectively and sustainably in the future. In this context it can be seen that **Working Together in Partnership** is an increasingly important way of working that cuts across all operational areas and service delivery. It is proposed that the Corporate Plan reflects this approach and treats Working Together in Partnership as a cross cutting theme in the 2012 – 15 Corporate Plan.

2.6 In previous years, the Corporate Plan has included aspirations around Corporate Performance. Given current budgetary and resource pressures and the potential for this pressure to increase in the coming years, it is more important than ever that the council can manage its operations and its resources efficiently and effectively but also that local communities feel they can trust the council to do this well. This means getting the most from council assets and resources, maximising the potential of staff, increasing income, reducing waste and improving effectiveness without raising costs. It is proposed that **Managing the Council's Resources** is important to all operational areas and service delivery and is also treated as a cross cutting theme in the 2012 – 2015 Corporate Plan.

3.0 Details of Consultation

3.1 The feedback from the council's engagement work in autumn 2011 is referred to in this report and is attached at Appendix B

4.0 Options and Options Analysis

4.1 This report presents three options for Cabinet members' consideration. The options are all based around current priority areas, including the 14 additional priority areas recommended by Cabinet.

4.2 **Option 1:** Develop the 2012 – 15 Corporate Plan around four Corporate Priorities;

- **Economic Growth**
- **Health and Well Being**
- **Clean, Green and Safe Places**
- **Community Leadership**

Working in Partnership and **Managing the Council's Resources** to be treated as themes that support all priorities.

Appendix A sets out these corporate priorities, related actions and cross cutting themes for consideration.

4.3 **Option 2:** Current Corporate Priorities are retained and members consider where existing and planned future areas of work best fit.

4.4 **Option 3:** Cabinet considers alternative Priorities.

5.0 Officer Preferred Option (and comments)

5.1 The officer preferred Option is **Option1**, which more closely reflects the council's current aspirations and direction of travel.

6.0 Conclusion

6.1 The Corporate Plan is a central part of the council's Policy Framework stating the key priorities, the actions that are necessary to deliver the priorities and the outcomes that the council hopes to achieve for the district.

6.2 The council's strategic planning arrangements create an opportunity each year to consider the changing needs and aspirations of local communities and shifting priorities, opportunities and challenges and to refresh the Corporate Plan to reflect these. The draft budget information and options set out in the Budget and Policy Framework Update also need to be considered for the development of the council's Corporate Plan for 2012 – 2015.

6.3 It has been recognised that some priority areas do not fit comfortably within the existing agreed Priorities. Proposals to address this have been prepared for cabinet members' consideration with a view to developing recommendations for full council.

RELATIONSHIP TO POLICY FRAMEWORK

The Corporate Plan is a central part of the policy framework stating the key priorities, the actions that are necessary to deliver the priorities and the outcomes that the council hopes to achieve for our district over the next three years

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

None directly arising from the report

LEGAL IMPLICATIONS

None directly arising as a result of this report

FINANCIAL IMPLICATIONS

Options presented need to be considered in the context of the financial forecasts and desired council tax targets as set out in the Budget and Policy Framework Update – General Fund Revenue Budget and Capital Programme.

OTHER RESOURCE IMPLICATIONS

Human Resources: None at this stage although the council's workforce planning needs to be aligned with the Corporate Plan.

Information Services: No additional requirements for ICT support at this stage but the council's IS Strategy will need to be aligned with actions identified in the Corporate Plan in due course.

Property: No additional implications at this stage although the council's Medium Term Corporate Property Strategy will need to be aligned with the Corporate Plan in due course.

Open Spaces: None as a direct result of this report.

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been consulted and has no further comments at this stage

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments to add

BACKGROUND PAPERS

Appendix A – Options: draft Corporate Priorities

Appendix B - Feedback from engagement workshops

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Ref: Strategic Planning & Performance\Corporate Plan 2012-2015

ECONOMIC GROWTH	HEALTH & WELLBEING	CLEAN, GREEN & SAFE PLACES	COMMUNITY LEADERSHIP
<ul style="list-style-type: none"> • National grid infrastructure project • Heysham's nuclear new build and promote offshore wind industry • Develop a Community Infrastructure Levy (CIL) Framework • Develop proposals for the Connecting the Heysham Gateway scheme • Lancaster Canal Corridor • Develop an Area Action Plan for Morecambe • Lancaster Square Routes scheme • Museums Partnership review • Work with the Duchy to consider options for the long term use of Lancaster Castle • Support arts in the district working with the Arts Partnership • Townscape Heritage Initiative 2 • Develop a brand development plan • Deliver a programme of events and festivals • Develop apprenticeship programmes • Lancaster Science Park • Improve Cultural assets 	<ul style="list-style-type: none"> • Planning for sufficient, good quality housing across the district • Deliver social and affordable housing schemes • Complete housing schemes in the West End • Deliver improvements in private sector housing via enforcement and support • Bring empty properties back into use • Tackling homelessness • Deliver the Housing Revenue Account Capital Programmes • Work with the voluntary sector to reduce rough sleeping in the district • Leisure and entertainment facilities • Develop strategic Health and Well Being arrangements in the district • Work with public sector partners to deliver health activities for children and young people and older people • Deliver effective environmental health services 	<ul style="list-style-type: none"> • Deliver Grey/Green Fleet Review actions • Deliver energy efficiency works at Salt Ayre Sports Centre • Complete council buildings improvement programme • Consider how best to manage the council's future energy requirements • Explore opportunities arising from Government "green deal" scheme, including feed in tariffs • Work with partners to keep the streets clean and safe • Implement agreed actions for Public Realm with an emphasis on street cleansing and improvement of open spaces • Deliver the Lancashire Waste Strategy • Provision of more allotments • Deliver diversionary activities for young people • Fund Police and Community Support Officers (PCSOs) for 2012/13 • Parks and open spaces; Williamson's Park and Happy Mount Park 	<ul style="list-style-type: none"> • Consider implications of Council Tax benefits and business rates proposals • Continue shared Revs and Bens service with Preston City Council and implement future welfare reforms • Reduce costs through shared services with Lancashire County Council • Support the Children's Trust Board and develop CYP plan • Deliver Member development/training programme • Deliver innovative approaches to engage with our communities • Continue development of a single customer service function • Develop the resilience and capacity in the Voluntary Community and Faith Sector (VCFS) • Community Safety Partnership and new arrangements around Police and Crime Commissioners (PCC's) • Meet all accountability and transparency requirements • Deliver Property Services Review

ECONOMIC GROWTH	HEALTH & WELLBEING	CLEAN, GREEN & SAFE PLACES	COMMUNITY LEADERSHIP
<ul style="list-style-type: none">• Markets• Develop the districts tourism offer guided by the Cultural Heritage Strategy			<ul style="list-style-type: none">• Maintain resilience in emergency planning

Managing the Council's Resources – Getting the most from council assets and resources, achieving Value for Money, continuing to find efficiencies and add more value to services



Partnership Working – 'Working Together' with partners and communities to achieve efficiencies and improve outcomes.



Appendix B: Key Themes from Public Service Conversations – October 2011

Provide education to influence behaviour

- Take a long term view on the situation
- Involve and encourage young people and schools
- Help young people to understand the situation, money management and civic responsibility

Provide community leadership

- Provide leadership for local projects
- Encourage people to get involved and volunteer
- Provide civic leadership and be brave in making difficult decisions
- Business sector to be visible and vocal about support for inward investment and development opportunities

Support/facilitate/enable community involvement

- Promote Help Direct who can provide guidance on volunteering including health and safety and legal protection
- Creation of social enterprises
- Small pots of funding and support for community groups – this can benefit many people
- Enable people to take of themselves and provide support/places for them to go for this
- Encourage areas that are able to take care of themselves
- Reduce red tape
- Provide free venues for meetings – this can help to build better relationships although consider impact on other community venues who have to charge
- Work with and support voluntary sector
- Council act at centre of expertise to enable parish councils to increase their role
- More support from County Council for rural projects

Continue to celebrate our district

- Everyone engaged had a passion and pride for the district
- Protect services that make money for the district
- Make people feel good about where they live
- Celebrate cultural diversity
- Celebrate what the district has to offer to attract tourism and inward investment

Build on what we currently have in place

- Carry out an audit of what is currently in place
- Work with the voluntary sector, volunteers and community groups
- Help Direct time banking scheme
- Further development of neighbourhood watch scheme for other public services
- Encourage unemployed, retired and young people to volunteer

Create community hubs

- Use community premises to deliver public services e.g. churches
- Develop community schools

Improve communication

- Encourage people to take more responsibility for their own lives
- Be honest and strong with messages e.g. if you don't do this we can spend our time doing this, this and this
- Be careful not to pressurise people into volunteering or making them feel bad that they do not volunteer
- Suggestion schemes for public services and local residents
- Clearer communication on which public services to contact about services
- Encourage pride by promoting the area e.g. clean city
- Consider translation issues
- Increased communication on local projects
- Be clear about what public services have to and what public services choose to provide
- Examine ways to improve communication between voluntary sector organisations
- Develop a pride campaign in partnership with public, private and voluntary sector
- More promotion of volunteering opportunities e.g. beach cleaning
- Market the district to attract tourism and inward investment
- Rural broadband coverage

Explore income generation

- Charge for attractions provided by Lancaster City and Lancashire County Councils
- Charge for services and assets where possible

Continue conversation and encourage more involvement

- More discussion events with all groups
- Promote suggestions@lancaster.gov.uk and other ways that people can get involved and have their say
- Targeted engagement with vulnerable people and young people
- Gain views from a more representative sample
- Continue conversation with the voluntary and arts sectors
- Hold issue specific forums
- Provide a single point of contact within each public service for the voluntary sector
- Important to continue the dialogue with local businesses

Continue to work together

- Share resources and information
- Work with parish councils
- Joint services both back office and frontline
- Work across county boundaries
- Consider needs in the district not across the county – one size does not fit all
- Work with Lancaster University on marketing the district and retaining talent
- More co-ordination between public services and other organisations on infrastructure issues e.g. road works
- Try to retain public service jobs and keep them local

Protect services for vulnerable people

- Encourage people to take care of vulnerable people in their area
- Avoid centralisation of services and maintain local services

- Take Total Family concept forward but need to consider support for people without family
- Retain preventative measures
- Rural community

Carry out community impact assessments

- Think in a joined up way about impact of decisions e.g. rural communities, local charities
- Consider hidden benefits that lower cost services provide
- Protect public service jobs – reduction would have a big impact on communities as many people in the district are employed by public services

Support local businesses

- Start up business support – a role that local business can play in this
- Recognition of self employed businesses in area
- Procurement using local suppliers where possible
- Businesses can play a role as ambassadors for the district – needs co-ordination
- Work with university in identifying potential investors

CABINET

**Museums Service
14th February 2012**

Report of Head of Community Engagement

PURPOSE OF REPORT			
To update members on review of Museums Partnership and agree future management responsibilities.			
Key Decision	X	Non-Key Decision	Referral from Cabinet Member
Date Included in Forward Plan		August 2011	
This report is public			

RECOMMENDATIONS OF COUNCILLOR SANDS

- (1) That the City Council continues with the existing partnership agreement with Lancashire County Council for a further year in order to continue ongoing dialogue aimed at developing a new shared service arrangement for the museums service in the district .
- (2) That further reports are brought back to members during 2012/13 presenting more detailed information that will form the basis of the new arrangements prior to their implementation.

1.0 Introduction

- 1.1 Lancaster City Museum is housed in the late 18th century Old Town Hall, a Grade II* listed building in Market Square, Lancaster. It opened as the town's Museum and Art Gallery in 1923. In addition to the museum the two ground floor galleries host an annual programme of temporary exhibitions ranging from local artists and societies to commemorating significant events and anniversaries. The City Museum is open six days per week closing on Sunday. It has free admission to all.
- 1.2 Since 1929 the King's Own Regiment collection has also been located within the City Museum.
- 1.3 Lancaster Maritime Museum is situated in two buildings on St George's Quay. The first, opened in 1985. Displays explore Lancaster's maritime past, Morecambe Bay and Morecambe itself. The Maritime Museum is open 7 days a week and is free to local residents and charges £3 to non residents, £2 concessions and accompanied children are free.

- 1.4 The Cottage Museum is in the conservation area on Castle Hill by the Castle gateway. This small 18th century cottage is spread over five floors and offers an insight into Victorian life. Admission charges are adults £1, concessions 75p accompanied children free.
- 1.5 The Museums Service, managed by Lancashire County Council, in Lancaster has, since 2003, been the subject of a Partnership Agreement between Lancashire County Council and Lancaster City Council. The establishment of the Museums Service Partnership Agreement came about as a result of deliberations for 2003/2004.
- 1.6 Lancaster City Council funds the management of these three museum's heritage attractions in Lancaster. Two others, not funded by the City Council, are part of Lancaster Castle and the Judges' Lodgings Museum.
- 1.7 The City Council own and have maintenance responsibilities for Lancaster City Museum, Lancaster Maritime Museum and the Cottage Museum. All the collections prior to the Museums agreement and those collected on behalf of the City after that agreement, belong to Lancaster City Council. All Museum staff that previously worked for Lancaster City Council were transferred to Lancashire County Council in April 2003.
- 1.8 Cabinet, at a meeting on 19 January 2010, resolved that:

Lancashire County Council be issued with 24 months notice to terminate the Museums Partnership Agreement from 1 April 2010 (i.e. to be implemented after 31 March 2012), and that officers of the City Council, over the ensuing period, examine options of future service provision, whilst examining cost savings. (Min No 113 refers).

2.0 Proposal details

- 2.1 Over the past twelve months officers from the City Council have met with County Council officers to review the effectiveness of the partnership and understand the allocation of costs. It is clear that the partnership was in need of a refresh and a joint officer working group has worked together to understand the operation of the Service and good working relationships have been established.
- 2.2 The Museum building's profile, visibility and accessibility is currently diminished by a cluttered streetscape, undesirable use of its front steps as casual seating and anti-social behaviour. It is anticipated that the Square Routes proposals will go some way to improving the perception and operation of the City Museum and that in due course the Museum will both influence and become an integral part of the cultural offer in the Square.
- 2.3 The recent initial Square Routes project and accompanying lighting to the museum portico provide just one small example of how the City Museum could integrate better with the new space being provided within Market Square. There are significant opportunities to engage with partner organisations and the successful street markets to help raise both the profile of the museum and also the level of interest within the city centre.

- 2.4 A revitalised City museum would take its place within a growing cultural offer in the centre of Lancaster that includes the existing museums, the Square Routes project and, possibly, the Castle. From discussions with the chief executive of the Duchy of Lancaster it is understood that a feasibility study on the future of the castle is planned and which will report in 2014. Bearing in mind the potential complexity of development at the Castle (due particularly to its long-term use as HMP Lancaster and its Listed status) it is unlikely that development would be completed much before 2019, thus giving the City Museum a seven year window before the Castle comes on-stream. It should be noted that the future use of the Castle is not known.
- 2.5 A stakeholder workshop undertaken by consultants on 26th May 2011 sought views from staff, Friends Groups and interested parties alike on the current operation of the museums and how they may look in the future. Consensus was reached that the City Museum needed to review the way it presented its exhibited material, with a greater emphasis being placed on modern methods of interpretation. This was reinforced by the recognition that space in the City Museum is at a premium. In this sense, 'modern thinking' was seen as using a thematic rather than a chronological approach to interpretation incorporating techniques that, as far as possible, are immersive and chosen from a palette of multi-media approaches which will appeal to a wide range of visitors of all ages.
- 2.6 There was further agreement that 'modern' museums made significant investment in branding and public relations to raise their profile. In this regard it is felt the City Museum does not have a strong identity nor does it market itself sufficiently and, as a result, is probably not the first port of call for visitors to the city.
- 2.7 The future of Maritime and City Museums were seen as being all-year attractions, museums rather than a wider 'cultural centres' that needed to balance their social role as an educational and community resource and visitor attraction with a greater emphasis on a commercial approach.
- 2.8 The 2011/12 net general fund revenue budget for the Lancaster Museums Partnership is £724.2K, of which £549K covers the annual management fee paid to Lancashire County Council, allocated £250.9K City Museum, £28.3K King's Own Museum, £265.3K Maritime Museum and £4.5K Cottage Museum based on information provided by County during the review. It should be noted however that circa £200K per annum is expended on specialist and technical advice, design, marketing, learning and senior management / other support services, therefore allocations across the individual museums are subject to change year on year depending on the specific activity required in any given year. The remaining budget consists of £2K for premises related insurance, and £173.2K notional costs (split £30.3K internal recharges and £142.9K capital charges).
- 2.9 In taking forward negotiations with Lancashire County Council the focus will be on the following areas:
- Value for money considerations – such as can the per capita subsidy be reduced by either increasing visitor numbers or reducing costs by identifying efficiency or other savings that might be achieved as part of any new arrangements.

- A clear strategy to be developed for the future management of City, Maritime and Cottage Museums and within that, the relationship with the Judges Lodging Museum and eventually the Castle
- Development of clearer cohesive arrangements around programming and pricing
- Whilst retaining a shared approach with the County Council County there will need to be a clearer understanding of the direct services provided and their true costs.
- Issues such as information technology provision, financial management systems, procurement, inventories of equipment and tools, subcontracts etc will need to be considered as part of any new arrangements.

2.10 It is highlighted that independent advice will be sought to advise the Council on specific areas where the City Council currently has no expertise e.g. disposal, curatorial and conservation issues. It is estimated this would cost approximately £10K and could be met from currently unallocated budgets being carried forward, subject to the final outturn position. No additional budget is being sought therefore, although there is risk attached to this approach.

3.0 Details of Consultation

A stakeholder event took place on the 26 May 2011 (see paragraphs 2.5-2.7)

4.0 Options and Options Analysis (including risk assessment)

No options are being put forward at the moment. The recommendation is to continue negotiations for a further year. The City Council is not yet in a position to respond to any changes to the current arrangements.

5.0 Conclusion

This report sets out the latest position with regard to the partnership with Lancashire County Council for Members consideration.

RELATIONSHIP TO POLICY FRAMEWORK

Management of the Museums is an important element of the Council's priorities of Economic Regeneration – and is cited within the Corporate Plan: 'An improved future for the district's museums is secured'.

CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

Will all be taken into consideration during the development of new arrangements.

LEGAL IMPLICATIONS

Legal Services have been consulted and at this stage have no further comments to make.

FINANCIAL IMPLICATIONS

At this stage it has not been possible to identify the financial implications arising from this ongoing work and in particular whether there is scope for significant cost savings that will impact upon the 2013/14 budget process. The ongoing negotiations will examine the potential for making efficiency or any other savings going forward.

For illustration of how County currently allocates the management fee between the 4 museums a table is provided below:

Management Fee Allocation	City Museum	KORR	Maritime Museum	Cottage Museum	Total
Expenditure	£'000	£'000	£'000	£'000	£'000
Employee	121	28.5	124.6	5	279.1
Premises	17.7	0	27.8	1	46.5
Transport	1	0.5	1	0	2.5
Supplies & Services	24.5	6.3	36.5	0.5	67.8
Conservation/Exhibitions/Design/Marketing/Senior Management Staff	72.9	0	72.9	0	145.8
Central & Technical Support	26.5	0	26.5	0	53
Total Expenditure	263.6	35.3	289.3	6.5	594.7
Fees & Charges Income	(12.7)	(7)	(24)	(2)	(45.7)
Net Total	250.9	28.3	265.3	4.5	549

From the information illustrated above it can be derived that circa £400K is allocated against direct costs associated with the running of each museum, whilst circa £200K is expended across all four areas for specialist and technical advice, design, marketing, learning and senior management/other support services. It should be noted at this point however, that these indirect costs are currently charged as an equal apportionment of total costs for all the museums falling under County's control (1/11th) and doesn't necessarily fit actual activity in

any given year, therefore. Negotiations are still ongoing to determine how best to allocate budgets in future years including level of partnership working/contracting with County and/or other providers regarding specialist advice and those activities best undertaken in-house.

The table also shows the total current level of fees and charges income – around £46K per year.

Visitor numbers for 2010/11 were 53,311 (the target for 2011/12 being 54,000), the per capita subsidy cost being £14.00, when taking account of support service costs and notional capital charges (or £10.23 if only taking account of County's management fee).

The report identifies a potential cost of £10K if the advice of independent specialists are sought. It is assumed that these costs would be met from either making a request for carry forward of any unused budgets, if the 2011/12 outturn allows, or alternatively other sources would need to be found in next year, as there is no specific budget available.

OTHER RESOURCE IMPLICATIONS

Human Resources:

Officers from Human Resources have been included within dialogue with County Council and will prepare definitive implications relating to staff should any variation of the museums operation be agreed. At this stage it is too early to consider if any TUPE implications apply until a clear way forward has been agreed and staff informed of any changes.

Information Services:

None identified to date.

Property:

The three museums referred to above are owned by Lancaster City Council

Open Spaces:

No implications

SECTION 151 OFFICER'S COMMENTS

The s151 Officer has been consulted and has no further comments.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has nothing further to add.

BACKGROUND PAPERS

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CABINET

**ACCOMMODATION
14 February 2011**

Report of Head of Property Services

PURPOSE OF REPORT			
To consider a variety of accommodation issues that have arisen since the undertaking of the major building works in 2011.			
Key Decision	X	Non-Key Decision	
		Referral from Officer	X
Date Included in Forward Plan	14 February 2012		
This report is public			

RECOMMENDATIONS OF HEAD OF PROPERTY SERVICES

- (1) Cabinet is asked to consider whether it wishes to see any further improvements made to the Council’s accommodation as identified in the report.
- (2) That in view of the health and safety aspects identified, approval be given to the proposals to improve security at the Town Halls and White Lund Depot together with renewal of the carpet in the Morecambe Town Hall Council Chamber.
- (3) If any improvements are to be taken forward, they will need to be referred onto Full Council as part of Cabinet’s overall budget proposals.

1.0 Introduction

- 1.1 This report provides Cabinet with options for:
 - the refurbishment of Morecambe Town Hall Council Chamber;
 - it looks at increasing the room booking appeal for multiple uses of Council Chamber and the 1st floor committee rooms by the installation of additional toilet facilities,
 - the allocation of rooms with Morecambe & Lancaster Town Halls
 - examines security upgrades to both Morecambe and Lancaster Town Halls.
- 1.2 The report tries to identify the various issues in priority order.

2.0 Proposal Details

2.1 Improve security to Morecambe Town Hall/Lancaster Town Hall/White Lund Depot

2.1.1 There is a need to improve security at these buildings as the current arrangements pose potentially significant financial and people risks.

2.1.2 From a financial risk point of view, there have been incidents in the past where members of the public have been found wandering through the corridors and the depot 'lost'. It is quite feasible, therefore, that, without restricted access to certain areas, an intruder could steal or maliciously damage property. In incidents such as this, the council's insurance would be invalidated as the theft or damage did not occur by forcible and violent entry into the property. The cost of any such loss or damage would thus have to be borne by the council.

2.1.3 With regards the people risk, it is clearly unsafe to have staff, members or the general public in the buildings who are not identified as being present. Not only is there a risk that they could be left inside the building during an emergency evacuation, but there is also a chance of an isolated incident where an individual could be trapped and/ or injured and yet go unnoticed for quite some time. If such a situation were to occur, not only would there be the usual health and safety implications to deal with but, also, it is highly likely that legal action for compensation could be made against the council on the basis that it was negligent to have inadequate security arrangements.

2.1.4 In making their decisions, members should consider these risks and decide whether to mitigate them by improving security, or else recognise and accept them without change.

Morecambe Town Hall

2.1.5 Following the office remodelling to Morecambe Town Hall there is now a need to upgrade and improve the security throughout the building. Currently the Customer Services Centre (CSC) records visitors to the building and generally this is effective, although visiting Staff, Members and the General Public do walk up the main stair case to the first floor, this creates a major safety risk as visiting Staff, Members and the General Public may not be identified as being present in the building should an emergency occur. At this stage there are two options to consider at Morecambe Town Hall:

Option A upgrade existing door entry key pad system linked to the fire panel to allow door to fail open and upgrade CCTV to the inside and outside of the building. This will improve the security to the main staircase and first floor corridor and to all the exterior of the building. At this stage it is proposed to install 4 additional CCTV cameras to the inside and 8 additional Cameras to the exterior. This will identify people straying into restricted areas, identify intruders and assist Building Attendants during out of hours. As the building is Listed, appropriate consents would be required.

Option B is a computer controlled management security system. This would be based on a Key Fob/ID card system that would be placed against a

“reader” which authorises access into the building. The “reader” is connected to computer software which records the presence of an individual in the building. This system can be used for as many different sets of doors limiting access for visitors to certain parts of the building. With this system there will still be a need to upgrade the CCTV system to the internal and external of the building.

- 2.1.6 **Burglar Alarm System:** At present Morecambe Town Hall has only a limited burglar Alarm to the Ground floor Customer Services area. There is a need therefore to improve detection of intruders. This report seeks approval to install a wireless system throughout the building giving full intruder protection.

Option	Cost
OPTION A Upgrade Door Key Pad System	£3000.00
OPTION B Full key fob security system	£12,800.00
13 no CCTV inside & out	£13,000.00
Burglar Alarm (wireless)	£5,000.00

Preferred option: It is recommended that finance is approved to upgrade the Door Keypad System and to install additional CCTV cameras, together with the installation of a wireless burglar alarm system throughout the building at a combined cost of **£21,000.00**

Lancaster Town Hall

- 2.1.7 There is a need to increase the security system to Lancaster Town Hall (LTH). At LTH the CSC record visitors to the building and issue passes but as many offices or function rooms within the building have little or no door security; visitors can accidentally access these offices or function rooms. At this stage there are two options to consider:

Option A - Keypad & Additional CCTV: This option looks at introducing new key pads to office/corridor doors with no security and upgrading the office/corridor doors with key entry pads and linking the whole system to the fire panel to allow doors to fail open. As part of the security upgrade it will be necessary to increase the number of CCTV cameras within the building. This will identify visitors who stray into restricted areas.

Option B - Full key fob security system: Due to the position of Male and Female lavatories to the ground and first floors, visitors require access to many parts of the building. Option B is a computer controlled management security system. This would be based on a Key Fob/ID card system that would be placed against a “reader” at each the door which authorises access into the building/corridor/room etc. The “reader” is connected to computer software which records the presence of an individual in the building. This system can be used for as many different sets of doors limiting visitor access to certain parts of the building. With this system there will also be a need to upgrade the CCTV system to the internal corridors.

- 2.1.8 **Burglar Alarm System:** As with Morecambe Town Hall there is a limited burglar Alarm to the Ground floor Customer Services area. There is a need

therefore to improve the detection of intruders. This report seeks approval to install a wireless system throughout the building giving full intruder protection.

Option	Cost
OPTION A Upgrade Key pad system 4 no Basement 14 no Ground floor 4 no First Floor	£17,600.00
OPTION B Full key fob security system	£35,000.00
6 no CCTV inside & out	£6,000.00
Burglar Alarm (wireless)	£7,000.00

Preferred option: It is recommended that finance is approved to upgrade the Door Keypad System and to install additional CCTV cameras. Also to install a wireless burglar alarm system throughout the building at a combined cost of **£30,600.00.**

Lancaster Town Hall Front Doors

2.1.9 For some time there has been concern that the front doors at LTH remain open even though there is no reception facility there. It has previously been indicated by members that they prefer the main doors to remain open with the inner doors locked. Cabinet is asked to consider whether this arrangement should continue.

White Lund Depot

2.1.10 There is a need to increase security at White Lund Depot (WLD). At WLD the security guard monitors visitors to the site but the offices and out buildings have little or no door security; visitors can accidentally access these buildings. Furthermore there are numerous vehicle movements in and out of the depot on a daily basis which clearly increase the security risk. The value of equipment, materials, vehicles etc on site is considerable. At this stage there are three options to consider:

Option A - Full key fob security system in office building: Option A is a computer controlled management security system. This would be based on a Key Fob/ID card system that would be placed against a “reader” at each of the doors which authorises access into the building/corridor/room etc. The “reader” is connected to computer software which records the presence of an individual in the building. This system can be used for as many different sets of doors limiting visitor access to certain parts of the building. Due to the frequent ‘out of hours’ use of WLD and relatively intermittent access to offices for staff working mostly off site, it is judged that a key fob system is better suited to WLD than the use of key pads.

Option B- Vehicle Security - allowing automatic barrier access to White Lund Depot: This is similar to the security system above but attached to vehicles and would ensure that only Council vehicles could enter and leave the depot. Other vehicles would have be permitted manual access and egress via the security officer.

Option C-Main Entrance Doors - intercom system, allowing controlled access to the main office building – this would allow staff within the depot to control, access via the main doors. It still would not prevent accidental access via other doors.

Option	Cost
Option A - Full key fob security system in office building	£6,000
Option B- Vehicle Security - allowing automatic barrier access to White Lund Depot	£10,000
Option C-Main Entrance Doors - intercom system, allowing controlled access to the main office building	£600

Preferred option: For the safety of staff option A would be priority. However, it is recommended that finance is approved for Options A and B. This would cost £16,000

2.2 Renew carpets in Morecambe Council Chamber

2.2.1 The existing carpets are threadbare and held together with tape and provide a safety risk to users of the room. The options to deal with this are as follows:

CATEGORY	ITEM	COST
CARPETS	Teviot carpet tiles Basic appearance.	£3,800
	80% wool contract Axminster Normally used in prestige rooms	£10,500 (Ulster mix range) £9,400 (Eden range) £9,700 (Gowan range) £10,100 (Lever range)

This is a straightforward choice between a more prestige look within the chamber or a more functional office appearance.

2.3 First floor committee rooms

2.3.1 The refurbished committee rooms are becoming popular for meetings within the council. Initially, it was expected that the rooms would be used as office accommodation, but the existing staff structure has resulted in the rooms being returned for other uses. However, in order to maximise the letting opportunities of these rooms, it is necessary to consider the existing furniture and the provision of toilet facilities.

2.3.2 The fire regulations limit the maximum number of people that can use the committee rooms. Each of the three rooms has a maximum limit of 50 people but if the three rooms are opened out into a single space, the maximum occupancy remains at 50 unless the event is very closely managed. It is highly unlikely that three separate meetings could be held with 50 people in each – there is insufficient noise separation between the rooms to allow for such use.

- 2.3.3 Even with such limits on capacity, it is considered that the rooms are suitable for a variety of events from weddings to meetings. The existing furniture is serviceable at present but could be improved by either refurbishing the existing items or buying new furniture. Refurbishment costs are likely to be in the order of £10-12,000. New furniture would be £25-30,000.
- 2.3.4 One specific element that does need to be considered is the provision of additional toilet facilities. If the rooms are to be let to outside organisations, or even for meetings attended by non-council personnel, additional facilities are required. Regulations exist in respect of the number of facilities required and provided that the rooms are not let for a combined total of more than 100 people, it would be possible to accommodate new male and female toilets in room F8 – the room currently used as an IT training room/hot desking room/business continuity room.
- 2.3.5 Prior to the Council releasing finance to complete the toilet works to F8 a full cost benefit analysis will be commissioned to establish the true demand for the committee rooms and potential income that will be generated. At this stage an estimate has been submitted as a guide to the Council design and construct costs are likely to be in the order of £57,200.

2.4 Room allocation at Morecambe & Lancaster Town Halls

- 2.4.1 As indicated above, if new toilet facilities are to be provided, it will be necessary to consider the current use of rooms. This raises a number of issues that affect Morecambe Town Hall. Plans are attached which identify the appropriate rooms in MTH.
- 2.4.2 The consequence of converting room F8 to toilets is the loss of space for the small IT training facility/hot desking space/emergency control centre (if the Lancaster base is not available).
- 2.4.3 There are three other areas to consider in this respect. Room F7 is currently occupied by Morecambe Town council who have indicated that they wish to remain in MTH but move to room G5 on the ground floor close to the reception area. Room G5 is currently vacant. To the rear of the CSC is another small office G28 which is currently used for small meetings.
- 2.4.4 The CSC is running short of interview space and G28 is the most suitable alternative for conversion in due course if it is not possible to use any space currently forming part of the customer waiting area..
- 2.4.5 MTH currently has no members' room and there is a demand for members for such space. Room F7 would be a suitable location for a small members' room.
- 2.4.6 This would leave room G5 which would be suitable for use as a hot desking area (for which there is regular demand), a small IT training area for localised training and for allocation as the emergency control centre.
- 2.4.7 If all of these room allocations were to be agreed, there would be no appropriate space for Morecambe Town Council and due notice would need to be served on them. It should be noted that the Town council are looking for

advice on their future accommodation situation as soon as possible due to the need to determine future budget allocations.

- 2.4.8 Alternatively, if G28 is not required as interview space, Morecambe Town Council could be allocated room G5.

2.5 Morecambe Council Chamber

2.5.1 As part of the Municipal Building works to Morecambe Town Hall the Council Chamber has been decorated, the high level leaded ornate windows and glass suspended ceiling refurbished to complement the art deco environment within the chamber. There are still some snagging works outstanding which are being resolved with the contractor.

2.5.2 Following meetings with Group Leaders last autumn, it has been identified that the main reasons for considering a Council Chamber refurbishment are as follows:

- a) The existing chamber does not fully meet all the needs of its users.
- b) Furniture is old and does not provide the necessary comfort for all users.
- c) The existing furniture does not provide accessibility for all users.
- d) The Chamber's Visual and Audio facilities for presentations are inadequate.
- e) The existing carpet is threadbare and in many places is held together by tape to prevent trip hazards (see section 2.2 above)
- f) Operational usage is limited to Council Meetings and general meetings.

2.5.3 The art deco grade ornate Council Chamber with long dais at one end of the room and opposite facing public gallery is listed, any restoration works will require the necessary consents from English Heritage. The room can accommodate 60 members although due to the shape of the furniture space does become a premium. To accommodate a full council meeting, additional temporary furniture has to be brought in.

2.5.4 The following furniture options have been identified:

OPTION 1 RESTORATION OF EXISTING FURNITURE

- a) The furniture in the Council Chamber is original and can be restored. Beneath the black varnish is an oak finish which can be polished to a good finish and the tables, chairs and public benches can be stripped back and re-polished.
- b) Reupholster the existing damaged green chairs.
- c) Create new bespoke tables to complete the outer circle of tables which will cater for all council members at full council and remove the need for the folding tables currently used.
- d) The restoration option provides a solution that ensures that the furniture and seating within the Council Chamber will fulfil the Council's obligations in this respect appearance and under the Disability Discrimination Act 1995 & 2005.

The following estimates have been obtained from local companies:

CATEGORY	ITEM	COST
FURNITURE	Reupholster existing damaged green chairs	£1,700
	Strip and re-polish existing black furniture including all chairs and public	£9,500

	benches	
	New bespoke tables to complete the outer circle to replace folding tables currently used	£15,600
		£26,800

The benefit of this option is that existing original furniture is utilised and would remain in keeping with the Listed Building status. However, the existing furniture is not very flexible and alternative uses of the Chamber are very limited.

OPTION 2 RENEW FURNITURE

- a) Provide new furniture which will need to be in keeping with the Council Chamber decoration.
- b) New furniture should be of a high quality finish and can have some personalisation i.e. banding and inlay.
- c) The new furniture solution must be re-useable in the event that the Council wishes to hold its meetings elsewhere in the future.
- d) The new furniture should provide a flexible seating space that will not only accommodate full Council but also training sessions, hot desking, general meetings when required and the development of future chamber use.
- e) New seating and benches need to be stacked and stored into a minimal space.

CATEGORY	ITEM	COST
RENEW FURNITURE	New furniture for Council Chamber	£9,700 Banding & inlay to all table tops £1,800
	New chairs (based on 100 chairs) including members and public gallery	Range from £18,100 to £33,800 based on examples of chairs supplied on quote.

This option does have the benefit of flexibility although issues relating to the buildings listing will need to be addressed.

2.6 Provide an audio visual system

2.6.1 The following specifications have been identified:

- a) An audio facility would help to boost the sound of delegates' voices and facilitate all users of the Council Chamber to hear comfortably. This was a particular issue raised by the group leaders.
- b) The audio solution should include a new induction loop to replace the existing facility
- c) The audio solution should be re-locatable to other sites to allow meetings to take place wherever required.
- d) The visual solution should allow any users of the Council Chamber to see clearly any presentation from any viewing angle.
- e) The visual solution should allow the presentation of any document from whatever source. e.g. paper documents, laptops or PC's.
- f) The solution should allow for the audio & visual recording of meetings.
- g) The solution should ensure that the Council will meet its obligations with regard to the provision and use of audio visual aids under the Disability Discrimination Act 1995 & 2005.

- j) An ability to automatically zoom in on speakers would be preferable.
 k) Ability to web cast any meeting to the Internet.
 l) Power and network facilities should be available to each delegate to enable laptop or other devices to be used.

2.6.2 This is a highly technical area and it appears that there are three options available, the first two providing good audio visual and option three providing basic voice amplification only.

ITEM	COST
OPTION A Cableless radio conference system incl:	
Hand Held Voting System	
Sound reinforcement / public address to relay audio to public seating area	
Radio / lapel microphones for public and hands free presentations	
Infrared hard of hearing system	
Digital recording and transcription	
Projectors and Multimedia	
Radio touch screen master control	
Autotrack video cameras	
Equipment Rack to house all the AV control equipment	
Engineering to programme system and training	
Engineering for additional training and to attend first meeting	
Project Management, Staff training, help desk and first years maintenance	
TOTAL OPTION A	£105,000
OPTION B Cableless radio conference system with voting incl:	
Hand Held Voting System	
Sound reinforcement / public address to relay audio to public seating area	
Radio / lapel microphones for public and hands free presentations	
Infrared hard of hearing system	
Digital recording and transcription	
Projectors and Multimedia	
Radio touch screen master control	
Autotrack video cameras	
Equipment Rack to house all the AV control equipment	
Engineering to programme system and training	
Engineering for additional training and to attend first meeting	
Project Management, Staff training, help desk and first years maintenance	
TOTAL OPTION B	£119,500

OPTION C - 9 fixed gooseneck microphones for bench + 16 radio microphones to give coverage around the chamber, with all associated speakers, control gear etc	
TOTAL OPTION C	£27,700

2.6.3 The choice of system, if any system is required, is for cabinet to determine in terms of the facilities that they would wish to see utilised within the Council Chamber for the benefit of members and the public who attend meetings.

3.0 Details of Consultation

3.1 As this is an internal matter for the council to consider, there has been no formal external consultation.

3.2 However, the work undertaken to produce this report followed from a meeting with Group Leaders to discuss concerns within Morecambe Town Hall.

4.0 Options and Options Analysis (including risk assessment)

Individual options are provided against each of the issues contained in the report.

5.0 Officer Preferred Option (and comments)

5.1 The officer preferred options where appropriate are identified against each section of the report.

<p>RELATIONSHIP TO POLICY FRAMEWORK</p> <p>There is no direct relationship to the policy framework.</p>
<p>CONCLUSION OF IMPACT ASSESSMENT (including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)</p> <p>The proposals result from and are part of the council’s drive to reduce the quantity of its office accommodation to ensure that its operating base is more sustainable.</p>
<p>LEGAL IMPLICATIONS</p> <p>There are no legal implications arising from the report.</p>
<p>FINANCIAL IMPLICATIONS</p> <p>No specific revenue or capital funding is currently set aside for any of these works, although the one-off costs associated with the smaller renewals / refurbishment / upgrade options for carpeting, furniture and security could justifiably be financed from the existing Renewals Reserve.</p>

If any of the other proposals (toilets and council chamber technology) are taken forward, they would need to be included as growth within Cabinet's budget proposals for referral on to Council (this also applies to any recurring costs, as budget provision does not currently exist). In essence, this would mean that such proposals would need to be financed through making savings in other areas, not taking other growth forward, or by applying any available surplus Balances (see Budget report elsewhere on the agenda).

The revenue impact of the proposals is set out below, grouped into the high priority security and carpeting works and the more discretionary elements. The 'highest and lowest' cost options ultimately assume that all proposals would be taken forward in some way – clearly, though, if some proposals are rejected, the costs could be lower still.

It should also be noted that as per paragraph 2.3.5 in terms of the committee room works, there is no data at present to establish whether there would be sufficient demand to make this worthwhile; this information would be required before making any final decision to invest.

Scheme	Ref	One off costs £000	Additional recurring cost £000
LTH security	1	31.0	1.3
MTH security	2	21.0	0.8
WLD security	3	16.0	0.0
MTH Council Chamber carpet tiles	4	4.0	0.0
MTH Council Chamber carpet axminster	5	11.0	0.0
Lowest cost option (1+2+3+4)		72.0	2.2
Highest cost option (1+2+3+5)		79.0	2.2
MTH committee room furniture restoration	6	12.0	0.0
MTH committee room furniture purchase	7	30.0	0.0
MTH committee room toilets	8	57.0	0.0
Lowest cost option (6+8)		69.0	0.0
Highest cost option (7+8)		87.0	0.0
MTH council chamber furniture restoration	9	27.0	0.0
MTH council chamber furniture purchase	10	45.0	0.0
MTH council chamber technology A	11	105.0	0.3
MTH council chamber technology B	12	120.0	0.3
MTH council chamber technology C	13	28.0	0.1
Lowest cost option (9+13)		55.0	0.1
Highest cost option (10+12)		165.0	0.3
Total lowest cost		196.0	2.3
Total highest cost		331.0	2.4

In addition, should notice be served on Morecambe Town Council to vacate Morecambe Town Hall, then there would be an annual loss of revenue rental income of £2.6K, which would also need to form part of Cabinet's budget proposals.

In the figures above, it has been assumed that the ongoing cost of the security at White Lund Depot (estimated at £1K pa) would be totally off set by savings on stock losses.

OTHER RESOURCE IMPLICATIONS

Human Resources:

There are no Human Resource implications

Information Services:

Is will be involved in arranging to move equipment where necessary to allow any agreed accommodation moves to take place.

Property:

The report has been prepared by Property Services and contains the property implications.

Open Spaces:

There are no opens space implications

SECTION 151 OFFICER'S COMMENTS

Members are advised to consider these proposals in context of their overall priorities and the Council's financial prospects, as well as service objectives, risk (particularly for some proposals) and value for money.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer has been consulted and has no further comments

BACKGROUND PAPERS

None applicable

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Ref: N/A

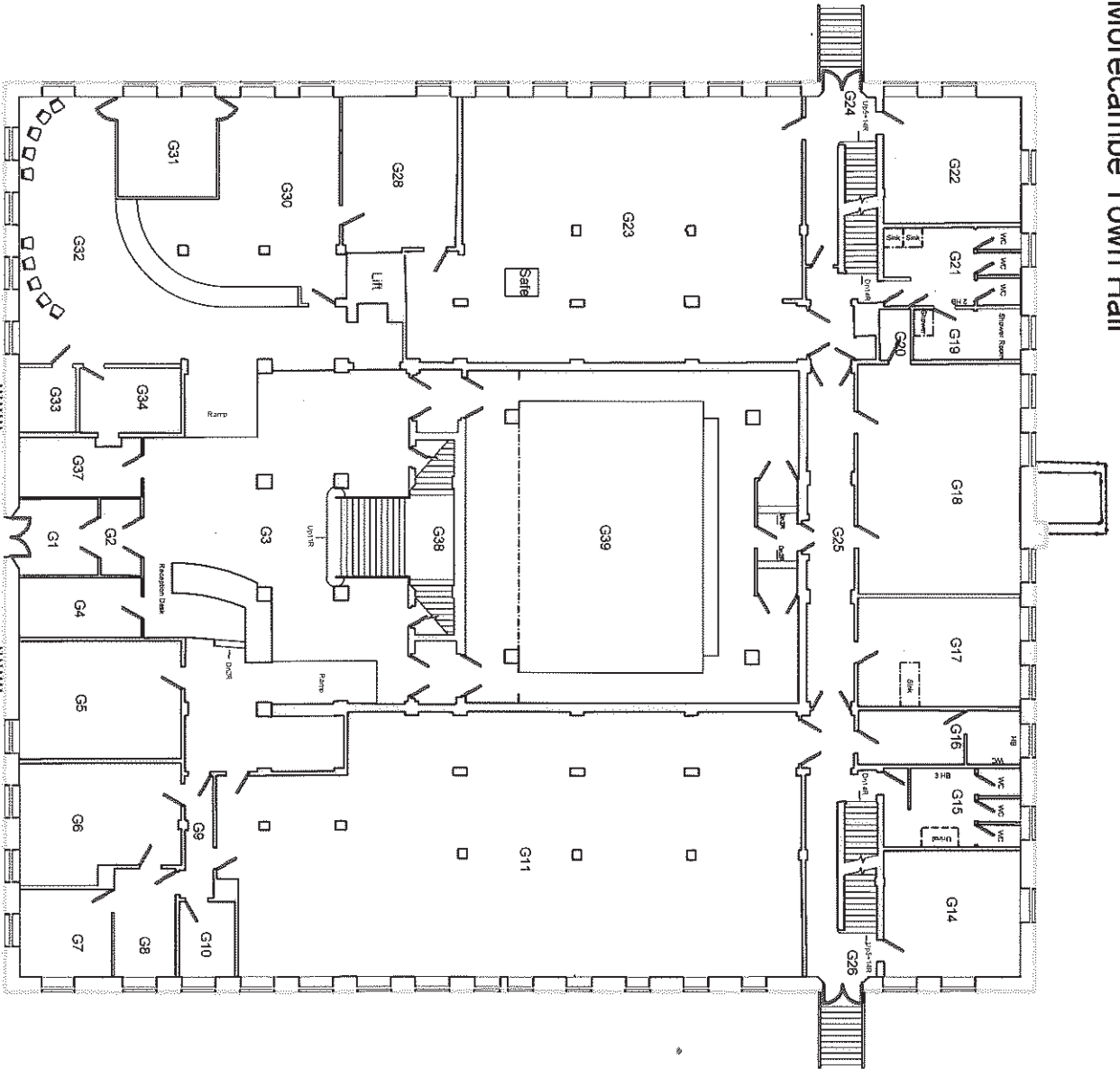
Morecambe Town Hall



Scale: 1:100 @ A2

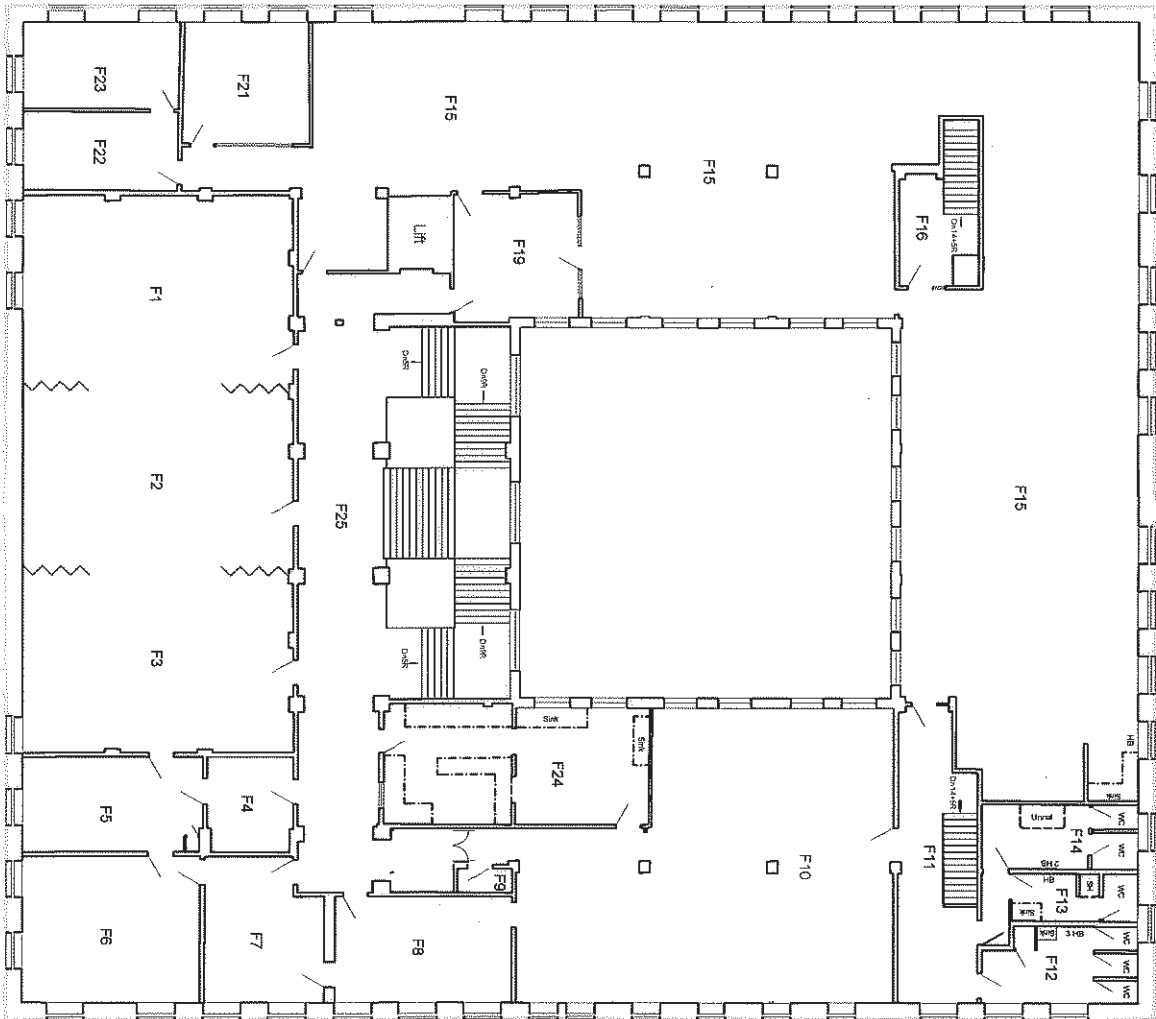
Basement Floor Plan

Morecambe Town Hall



Scale: 1:100 @ A2

Ground Floor Plan



Scale: 1:100 @ A2

Morecambe Town Hall

First Floor Plan

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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