

Brighton & Hove City Council

For general release

Meeting: Culture, Recreation & Tourism Committee

Date: 12 September 2007

Report of: Acting Director of Cultural Services

Subject: Admission Charges for the Royal Pavilion and Preston Manor

Ward(s) affected: All

1 Purpose of the Report

1.1 To set out the proposed changes to admission charges for the Royal Pavilion and Museums Division for 2008/9 - 2010/11.

2 Recommendations

2.1 To approve the proposal to extend the Brighton and Hove residents' scheme from winter only to the whole year commencing in March 2008.

2.2 To approve the increases to admission charges, as set out in Appendix A of this report, and to note the proposed reductions for children, the retired, those on benefits, students and the special rates for group visits.

2.3 To approve price setting for a three year period for 2008-11, to improve advance publicity and customer service in particular for group business clients and to bring this in line with three year budget planning.

3 Brighton and Hove Residents' Scheme

3.1 The Brighton & Hove residents' scheme currently offers discounted entry to the Royal Pavilion from October–February. The rest of the year residents pay the normal admission price. Exit surveys of visitors to the Royal Pavilion demonstrate that the proportion of residents to non-residents attending changes little throughout the year, indicating the current scheme has little impact on determining when residents visit. An off-site survey of Brighton & Hove residents, who had visited before, reported that for 41% visiting friends & family was most significant motivator for them to visit. 15% of residents who had not visited before said they would be encouraged to visit with friends & family if there was a year round resident discount and a further 38.5% said they would if there were one-off events. 60% of residents interviewed off-site had no existing knowledge of the residents' scheme.

- 3.2 It is proposed to make the residents' scheme available throughout the year at the Royal Pavilion from 1 March 2008. This new residents' offer will be supported through a major campaign to tie in with the Chinoiserie exhibition next year called 'The Pavilion Revealed' aimed specifically at local residents to promote greater understanding and appreciation of the Royal Pavilion.
- 3.3 Residents currently represent only 9% of admissions to the Royal Pavilion, amounting to approximately 10% of the population of Brighton & Hove visiting each year. Under the new proposal, residents will pay half the full adult price year round.
- 3.4 It should be noted that the Royal Pavilion annual free day will continue as now and Brighton and Hove School parties will continue to enjoy free admission throughout the year.
- 3.5 Offering a significant reduction on standard admissions for residents year round will help support marketing the Royal Pavilion, by providing a clear consistent campaign promoting a residents' rate that isn't time limited and giving mixed messages. It may encourage more residents to bring visiting friends and family to the Royal Pavilion if resident members of the party can enjoy admission at a reduced rate year round.

4 Admission Charges and Income Generation

- 4.1 The Division generates nearly 60% of its revenue budget, deriving income charges from admissions, functions, retail and guiding and filming. The income target for 2008-09 is £2.9million and is rising to £3.1million in 2010-11. Of this target, nearly 50% is due to be generated through admission charges and mostly from the Royal Pavilion.
- 4.2 The annual admission target has been raised in line with inflation since 2003. In 2007-08 it was raised above inflationary levels in order to meet savings targets and service pressures. After a difficult start to the year, the current percentage drop against target is 6.8%.
- 4.3 Achieving this income target was based on achieving increases in visitor figures and the development and implementation of new marketing strategies. These include:
- web promotions with companies such as Last Minute; targeting group markets through direct mail campaigns and marketing through Tourism South East;
 - new distribution of print to attractions that have visitors with similar interests and profiles;
 - partnership development with Sussex and City attractions to improve the group offer for Brighton;
 - special high profile marketing campaigns eg Southern FM's 'Summer Sorted' campaign to attract families for the 'Dragon Quest' competition.
- 4.4 In October there will be historical re-enactment by the nationally acclaimed *Past times* and in January a high profile conservation week showcasing the work of our in-house

team and the specialist stone masons working on the building. Work on these new strategies began in January and it is still too early to judge the effectiveness of all of these strategies.

- 4.5 In 2006 audio guides were introduced at the Royal Pavilion. The price of audio guides is included in the admission price. There has been a 90% take up of audio guides. Recent visitor research shows that the Royal Pavilion is perceived as providing excellent value for money with surveys showing 82.9% rated their overall impression of the Royal Pavilion as excellent value.
- 4.6 The Royal Pavilion's admission prices are lower than many comparable historic sites and visitor attractions (see table below). Where other sites are lower, the sites are smaller or are part of much larger organisations eg the National Trust (NT), where there are economies of scale. Many of these sites take a commercial and business approach to price setting, based on market research and trends, rather than working on straight-forward inflation increases and will make an assessment of what the market will bear, as well as taking into account fluctuations in numbers, which can drop or rise in response to a variety of external factors, ranging from the weather, to terrorism and a range of events and activities, which compete for people's leisure time.

Prices of other visitor and heritage attractions

2007-08 prices	Adult	Child	Concession	Includes Audio Guide	Price of Audio where given if separate
Foredown Tower	£2.60	£1.60	£2.10	N	
Preston Manor	£4.10	£2.40	£3.40	N	
Charleston	£6.50	£4.50	£6.00	N	
Bateman's NT	£6.85	£3.45		N	
Bodiam Castle NT	£6.85	£3.45		N	
Standen NT	£7.50	£3.75		N	
Fountains NT	£7.50	£4.00		Y	
Uppark NT	£7.50	£3.75		N	
The Royal Pavilion	£7.70	£5.10	£5.90	Y	
Petworth House NT	£8.10	£4.00	£8.10	N	£2.00
Chatsworth	£9.50	£3.50	£7.50	N	
Igtham Mote NT	£9.50	£4.75		N	
Shugborough NT	£10.00	£6.00		N	
Chartwell NT	£10.80	£5.40		N	
Sea Life Centre	£10.95	£7.50	£8.50	N	
The Roman Baths, Bath	£11.25	£6.50	£8.75	Y	
Cragside NT	£11.55	£5.50		N	
Arundel Castle	£12.00	£7.50	£9.50	N	
Kensington Palace	£12.00	£6.00	£10.00	Y	
Leeds Castle	£14.00	£8.50	£11.00	N	£2.50
Windsor Castle	£14.20	£8.00	£12.70	Y	

Harewood House	£14.50	£9.20	£13.50	N	
Buckingham Palace	£15.00	£8.50	£13.50	Y	
Waddesdon Manor	£15.00	£11.00	£15.00	N	£2.00
Warwick Castle	£17.95	£10.95	£12.95	N	£3.50
London Dungeon	£20.00				

4.7 The prices proposed in Appendix A will mean that the Royal Pavilion still remains competitive, but will bring the prices closer to those of competitors. The service recognises the need to provide a range of reduced admission prices to support access and therefore makes reductions for children, the retired, those on benefits and students. There are also special rates for group visits.

5 Three Year Price Setting Cycle

5.1 In line with three year budgeting, it is recommended that consideration be given to setting prices for admissions for the next three years. This would help improve marketing, in particular to the Travel Trade, which in the high season represents up to 50% of admissions. Many agents are making bookings and agreeing packages with their clients up to 18 months in advance and any unexpected price increases are usually borne within the agent's profit margins.

5.2 Clear communication and advanced notification of annual price changes is vitally important for good customer relations and repeat business. Furthermore, the new website, which will be launched in January 2008, will provide the opportunity for on-line payments, special promotions and advance sales of tickets. It is, therefore, important that prices are accurate and available for purchase to customers in advance of the start of the financial year. Providing agreed prices would mean that we could maximise coverage in the industry press, and provide correct information at trade fairs, which would help secure bookings.

6 Consultation

6.1 In 2006-7 Sussex Arts Marketing were commissioned to research the resident and South East visitor market and customer attitudes, to build understanding and develop strategies and approaches to increase visitor numbers and sustainability. A review of Travel Trade business and opportunities for growth is currently underway, initial findings have informed this report. Prices and marketing approaches of regional and comparable venues are reviewed on a regular basis.

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APPENDIX A

PROPOSED CHARGES

	Current 2007/8	Proposed 2008/9	Proposed 2009/10	Proposed 2010/11
Royal Pavilion				
Adult	£7.70	£8.50	£9.00	£9.50
Child	£5.10	£5.00	£5.20	£5.40
Concession	£5.90	£6.50	£7.00	£7.50
Residents		£4.25	£4.50	£4.75
Child residents	Free	Free	Free	Free
Adult Groups/promotions	£6.70	£7.50	£8.00	£8.50
Concession Groups	£5.90	£6.00	£6.50	£7.00
B&H Schools	Free	Free	Free	Free
Preston Manor				
Adult	£4.10	£4.50	£4.70	£5.00
Child	£2.40	£2.50	£2.70	£3.00
Concession	£3.40	£3.50	£3.70	£4.00
Residents	£2.10	£2.25	£2.35	£2.50
Adult Groups	£3.40	£4.00	£4.20	£4.50
Concession Groups	£3.40	£3.00	£3.20	£3.50
B&H Schools	Free	Free	Free	Free
Foredown Tower				
Adult	£2.60	£3.00	£3.20	£3.40
Child	£1.60	£1.70	£1.80	£2.00
Concession	£2.10	£2.20	£2.40	£2.60
Groups	£2.10	£2.50	£2.70	£2.90
B&H Schools	Free	Free	Free	Free

Meeting/Date	Culture, Recreation & Tourism Committee /12 September 2007
Report of	Scott Marshall, Acting Director of Cultural Services
Subject	Amendments to service, and admission, tariffs in the Royal Pavilion, & Museums Division
Wards affected	All

<p>Financial Implications</p> <p>The 2007/08 income budget for visitor admissions to the Royal Pavilion is approximately £1.425 million, this is based on achieving 285,000 visitors. Early projections for the year are that numbers will be slightly down and a shortfall in income of approximately £50,000 may be realised. Visitor numbers are dependent on a number of factors including the weather and so the projections can fluctuate throughout the year.</p> <p>The proposed fee increases would generate some surplus income from 2009/10 onwards, however, some fall in visitors numbers can be expected due to the price increases and this surplus would be required to offset those losses the extent of which are very difficult to predict.</p> <p>Preston Manor generates approximately £20,000 income per annum in visitor admissions and Foredown Tower £3,000. The proposed price increases for these venues will create a small amount of additional revenue.</p> <p>Accountant consulted: Patrick Rice Date: 14 August 2007</p>
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<p>Legal Implications</p> <p>There are no direct legal implications, nor are there are any adverse Human Rights Act implications arising from this report.</p> <p>Lawyer consulted: Dianne Bates Date: 14 August 2007</p>

<p>Corporate/Citywide Implications</p> <p>The Royal Pavilion & Museums play a vital role in the cultural, learning and economic life of the city, and its visitor offer.</p>	<p>Risk Assessment</p> <p>Many services have to generate income in order to contribute towards the costs of the provision. If museums are not run and marketed effectively, and consequently generate reasonable amounts income, the service to the public is placed at risk.</p>
<p>Sustainability implications</p>	<p>Equalities implications</p> <p>Concessionary admission charges are available to Senior Citizens, students, unemployed people, and people with a disability. There is an annual free day. Brighton and Hove schools don't pay admissions</p>
<p>Implications for the prevention of crime and disorder</p> <p>None</p>	

Background papers

None

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