

# **ECONOMIC DEVELOPMENT & CULTURE COMMITTEE**

**Agenda Item 27**

Brighton & Hove City  
Council

**Subject:** Royal Pavilion & Museums Fees & Charges  
**Date of Meeting:**  
**Report of:** Strategic Director Communities  
**Contact Officer:** **Name:** Janita Bagshawe **Tel:** (29)2840  
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**Key Decision:** Yes/No  
**Wards Affected:** All

## **FOR GENERAL RELEASE/ EXEMPTIONS**

### **1. SUMMARY AND POLICY CONTEXT:**

1.1 To set out the proposed changes to fees and charges for admission charges, guiding, commercial hire and image reproduction to assist with business planning. Prices for 2013/14 were previously agreed in September 2010.

### **2. RECOMMENDATIONS:**

- 2.1 To approve the changes to charges for admission and guiding for the period April 2014 – March 2015, as set out in Appendix A.
- 2.2 To approve proposed prices for corporate hire and weddings at Royal Pavilion & Museum venues 2013/14, as set out in Appendix C.
- 2.3 To note the success of RPM's on-line image store to date and approve minor changes to charging from September 2012 - March 2014, as set out in Appendix E.

### **3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

#### **3.1 Proposed new charges**

##### **Royal Pavilion Admission Charges**

- 3.1.1 Admission charges were last taken for Cabinet member approval in September 2010. This was following the Chancellor's announcement of an increase in VAT to 20% in June 2010 which came into effect on

4th January 2011. Approval was at that time given for prices up to March 2014.

- 3.1.2 Travel Trade and group bookings make up 42% of business to the Royal Pavilion, bringing in excess of 147,000 visitors and approximately £800,000 worth of income.
- 3.1.3 Due to booking timescales, marketing strategies for travel trade must be planned a year to 18 months in advance to fit in with industry press offers. It is therefore imperative that prices are agreed well in advance to maximise coverage in industry press, and provide correct information at trade fairs to secure bookings. To allow sufficient planning for this key business area. attached in Appendix A are prices for approval for the period April 2014 to March 2015
- 3.1.4 The charging practices and visitor trends of comparable visitor attractions are kept under review on a continuous basis. These charges show that the Royal Pavilion is still good value for money (currently £10.00 for adults compared with £13.00 at Arundel castle and £10.90 at Petworth House).  
(See Appendix B for further price comparisons).
- 3.1.5 Recent visitor research shows that the Pavilion is still perceived as providing good value for money. In 2011/12 visitor numbers increased 11% on previous year's figures. Figures for 12/13 to date are slightly down (3.9%) on the same period last year, although it is felt this is attributable to the exceptionally wet weather and the Olympics.

#### **Preston Manor Admissions**

- 3.1.6 63.6% of visitors to Preston Manor are children in school groups, many of whom are from outside Brighton & Hove. This particular market is highly price sensitive, given rising price of coach prices.
- 3.1.7 During 2012/13 non school visits are up on last by 12.5% partly due to good take up promotional offers linked to Royal Pavilion admission.

#### **Exhibitions**

- 3.1.8 Prices were increased to £6.00 in 2011/12 from £5.00. This had no negative impact on visitor figures. The paid exhibition 2011/12 received 15,422 visitors an 62.10 % increase on figures in 2010/11 and 58.0% up on those for 2009/10. Prices are in line with those charged for other local authority Museum exhibitions for example The Towner Art Gallery Eastbourne is currently charging £5.50. Residents continue to enjoy admission at half price - £3.00.

#### **Guiding**

- 3.1.9 Guiding prices for 2013/14 were due to increase to £4.50. However we have noticed some resistance to increased pricing amongst tour

bookers. It is proposed to hold guiding prices at £4 for the next two years, Specialist guided tour prices will however increased as planned.

### **3.2 Commercial Hire**

- 3.2.1 In line with many corporate hire venues, 2009-2011 were difficult years for the Royal Pavilion & Museums due to the economic downturn. Pricing was held in both 2010/11 and 2011/12. Wedding ceremony prices during the peak season were increased from 2010/11 but otherwise have also remained static.
- 3.2.2 Corporate events and weddings are marketed through the RPM's own specific marketing materials as well as via the website and in a variety of industry specific websites and publications.
- 3.2.3 In 2011/12 a commercial review of corporate hire and weddings was undertaken which highlighted a number of opportunities for development of the sales team and associated sales and marketing activity which RPM is now implementing. The review also included a comprehensive competitor analysis of the corporate events market, which has encouraged a pricing review (see Appendix D for competitor pricing).
- 3.2.4 The review also explored the potential to grow events business at Preston Manor. The property has been used for a relatively small number of events to date such as small dinners in the Manor's dining room, or Marquee events on the croquet lawn. For 2012/13 with support via the ACE Major Grants scheme RPM is developing the functions offer including licencing the venue for ceremonies to be followed by wedding breakfasts or larger marquee events on the lawns.

Proposed prices for 2013/14 for Corporate Hire and weddings are attached in Appendix C.

### **3.3 Image Reproduction**

- 3.3.1 In September 2010 new charges were introduced for image reproduction to enable the launch of the RPM's on-line image store. Since September 2010. The store has had in excess of XXX views, XXXX press images have been downloaded and XXXX images downloaded for private use generating XXXX income for the service.
- 3.3.2 Research has been carried out into current pricing of other Museum image services including those of the V&A, National Gallery, Science Museum, Ashmolean Museum and Museum of London. It is recommended pricing remains the same with the exception of high

resolution image sales which we propose reducing from £10 to £5 to increase sales. Pricing is attached in Appendix D.

#### **4. CONSULTATION**

- 4.1 *Admission charges:* Sealife Centre, Leeds Castle, Historic Royal Palaces; Petworth House, Arundel Castle, Roman Baths, Waddesdon manor & Gardens, Warwick Castle; Charleston; Firlle Place; Michelham Priory.
- 4.2 *Admission charges:* on-going user surveys of customers. 20,700 surveyed at Royal Pavilion 11/12, 170 surveyed at Preston Manor 11/12, 1,120 surveyed at Radical Bloomsbury the 11/12 charged exhibition
- 4.3 *Corporate Hire:* Jubilee Library, Hove Centre, Brighton Centre, Lighthouse, Sallis Benny, Historic Royal Palaces.
- 4.4 *Image Reproduction:* V&A, National Gallery, Science Museum, Ashmolean Museum and Museum of London.

#### **5. FINANCIAL & OTHER IMPLICATIONS:**

##### **5.1 Draft Financial Implications:**

The Fees and Charges in this report have been reviewed in accordance with the Corporate Fees and Charges Policy and the Budget Update and Process 2013/14 report to Policy and Resources on 12th July 2012.

The 2012/13 admissions budget is currently £2.2m and is expected to rise to £2.3m in 2013/14 and £2.34m in 2014/15 after allowing for inflation and indicative savings proposals ( as included in the 2012/13 Budget Report).

It is estimated that the proposed increases in Corporate Hire and Wedding Rates will generate additional income of £x in 2013/14.

It is estimated that the proposed increases to high resolution image sales will generate additional income of £ xxx in 2013/14.

It is estimated that the proposed increases to Admission Fees will generate additional income of £xx in 2014/15.

It is anticipated that the additional income generated from these fee increases together with actions to maintain and/or increase visitor

numbers and develop business opportunities will contribute to the achievement of the income targets for the Royal Pavilion and Museums for 2013/14 and 2014/15. The revised fees would be included in the budget strategy currently being developed for approval in due course.

Finance Officer Consulted: Michelle Herrington      date: 20.08.12

#### 5.2 Legal Implications:

The proposed changes to the fees and charges referred to in this report are considered to be reasonable and there are no adverse legal implications arising from the recommendations in the report..

Lawyer consulted:      Bob Bruce      date: 20.08.12

#### 5.3 Equalities Implications:

Concessionary admission charges are available to Senior Citizens, students, unemployed people, and people with a disability. A charity group rate is offered. There is an annual free day. Resident adults are offered half price admission and resident children don't pay admission. Brighton and Hove schools don't pay admissions. Brighton & Hove young people and children in care also gain free admission whether resident in Brighton & Hove or not through the Children & Young People's Trust Listen Up scheme.

#### 5.4 Sustainability Implications:

Many services have to generate income in order to contribute towards the costs of the provision. If Royal Pavilion & Museums are not run and marketed in the same way as comparable visitor attractions, and consequently do not generate the required income, the service to the public will potentially be placed at risk.

#### 5.5 Crime & Disorder Implications:

None.

#### 5.6 Risk & Opportunity Management Implications:

Failure to increase charges will have an impact on the service's ability to meet income targets and efficiency savings.

#### 5.7 Corporate / Citywide Implications:

The Royal Pavilion & Museums play a vital role in the cultural, learning and economic life of the city, and its visitor offer. An economic Impact study carried out 2011/12 estimated a contribution of £28 million to the local economy.

### 6. **EVALUATION OF ANY ALTERNATIVE OPTION(S):**

6.1 Action is required to meet income targets and provide pricing information with sufficient lead in times to secure groups business.

**7. REASONS FOR REPORT RECOMMENDATIONS**

Recommendations are made on a financial basis.

7.1 **Admission charges.** To continue to remain competitively priced within the visitor attraction industry. Advance price setting important for good customer relations and means that we can maximise coverage in the industry press, and provide correct information at trade fairs to help secure bookings.

7.3 **Commercial hire Prices.** To agree prices for commercial hire.

7.4 **Image Reproduction:** To note success of image reproduction service to date and minor price changes to increase the volume of high resolution sales in line with other museum pricing.

**SUPPORTING DOCUMENTATION**

**Appendices:**

- A Proposed Admission charges
- B Admission charges comparator prices
- C Proposed Corporate Hire and Wedding Rates
- D Corporate Hire comparator prices
- E Proposed Image reproduction and Licensing Charges

## 2012/15 Admission Charges

(Charges are VAT exempt under XXXXX)

Dates	2012/2013	2013/14	2013/14	2014/15
	Current	Previously Agreed	Proposed changes	Proposed
<b>Royal Pavilion</b>				
Adult	£10.00	£10.50		£11.00
Adult groups/promotions	£9.00	£9.45		£10.00
B & H Schools	Free	Free		Free
Child	£5.70	£5.90		6.00
Child Group	£5.10	£5.30		£5.50
Concession Senior/Student	£8.00	£8.50		£9.00
Concession Group	£7.20	£7.65		£8.00
Family 1 Adult & 2 Children	£15.70	£16.40		£17.00
Family 2 Adult & 2 Children	£25.70	£26.90		28.00
Resident Adult	£5.00	£5.25		£5.50
Resident Child	Free	Free		Free
<b>Preston Manor</b>				
Adult	£6.00	£6.20		£6.40
Adult groups/promotions	£5.40	£5.50		£5.60
B & H Schools	Free	Free		Free
Child	£3.20	£3.30		£3.40
Child Group	£2.90	£3.00		£3.20
Concession Senior/Student	£5.00	£5.10		£5.20
Concession Group	£4.50	£4.60		£4.80
Family 1 Adult & 2 Children	£9.20	£9.50		£9.80
Family 2 Adult & 2 Children	£15.20	£15.70		£16.1
Resident Adult	£3.00	£3.10		£3.20
Resident Child	Free	Free		Free
<b>Exhibitions</b>				
Adult	£6.00	£6.00		£6.00
Adult groups/promotions	£5.40	£5.40		£5.40

B & H Schools	Free	Free		Free
Child	Free	Free		Free
Child Group	Free	Free		Free
Concession Senior/Student	£4.00	£4.00		£4.00
Concession Group	£3.60	£3.60		£3.60
Resident Adult	£3.00	£3.00		£3.00
Resident Child	Free	Free		Free
Guided Tours	£4.00	£4.50	£4.00	£4.00
Corporate/Specialist Guided tours	£5.50	£6.00		£6.50



### Comparator Pricing

Prices 2012/2013			
	CHILD	ADULT	CONC
<b>Royal Pavillion</b>	<b>£5.70</b>	<b>£10.00</b>	<b>£8.00</b>
Arundel Castle	£8.50	£13.00	£10.50
Buckingham Palace	£8.85	£15.75	£14.50
Hampton Court Palace & Gardens	£8.50	£16.95	£14.30
Harewood House	£7.00	£14.00	£13.00
Kensington Palace	£0.00	£14.50	£12.00
Leeds Castle	£12.50	£19.75	£17.50
Petworth House & Park	£5.50	£10.90	£10.90
Sea Life Centre	£11.40	£16.20	£16.20
The Roman Baths, Bath	£8.00	£12.50	£13.50
Waddesdon Manor & Gardens	£13.00	£17.00	£17.00
Warwick Castle	£30.60	£25.80	£27.00
Windsor Castle	£10.20	£17.00	£15.50
<b>Preston Manor</b>	<b>£3.20</b>	<b>£6.00</b>	<b>£5.00</b>
Anne of Cleves House	£2.40	£4.70	£4.10
Charleston	£5.50	£9.50	£8.50
Luxted, Home of Charles Darwin, Kent	£5.90	£9.90	£8.90
Michelham Priory	£3.90	£7.30	£6.30
Parham Park	£4.50	£9.00	£8.50
St Mary's House & Garden Bramber	£3.50	£8.00	
<b>Brighton Museum &amp; Art Gallery Exhibition</b>	<b>£0.00</b>	<b>£6.00</b>	<b>£5.00</b>
Towner, Eastbourne (Ravilious Exhibition)	£0.00	£5.50	£4.00
Birmingham (T Rex Exhibition)	£4.00	£5.00	£4.00

## Proposed 2013/14 Corporate Hire & Wedding Rates

**NB. Concessionary rate and BHCC internal hiring 20% discount applies**

(Room hire is VAT exempt)

Venue / Room	Current 2012/13 Rate	Proposed 2013/14 Rate
<b>Royal Pavilion</b>		
Great Kitchen	£2,200	£2,300
Great Kitchen and Banqueting Room	£3,255	£3,500
Music Room	£2,200	£2,300
Music Room, Banqueting Room and Great Kitchen	£4,750	£5,050
<b>William IV Room</b>		
4 hour booking - corporate	£980	£980
4 hour booking – wedding reception	£1,040	£1,040
all day rate (8am-6pm)	£1,350	£1,350
<b>Red Drawing Room</b>		
evening hire	£980	£980
all day rate (8am-6pm)	£1,350	£1,350
civil wedding ceremony (high season May-Sept)	£600	£650
civil wedding ceremony (low season Oct-April)	£560	£600
William IV and Red Drawing Room - wedding ceremony and reception package (high season May-Sept)	£1520	£1600
William IV and Red Drawing Room - wedding ceremony and reception package (low season Oct-April)	£1480	£1550
William 1V and Red Drawing Room Day Conference package	£1,600	£1,600
Evening guided tour - charge per person - min charge for 25	£5.00	£6.50
<b>Small Adelaide</b>		
per 2 hour booking	£100	£100
Gardens (half day – Western Lawns)	£700	£700
Gardens (eastern lawns) Grounds Fee	£3-5,000	£3-5,000
Gardens (eastern lawns) event management fee day rate	£2,000	£2,000
<b>Preston Manor</b>		
House Dinner	£900	£900
Wedding/ Civil Ceremony	N/a	£500

House Drinks Reception	£550	£550
Lawns	£1,400	£1,400
Meeting Room		
4 hour booking	£50	£50
all day rate (9am-5pm)	£100	£100
NB. Stewarding for meeting room charged separately		
<b>Brighton Museum &amp; Art Gallery</b>		
Entire Museum	£2,200	£2,200
Ground floor	£1,420	£1,420
Education Pavilion -		
4 hour booking	£65	£65
all day rate (9am - 5pm)	£130	£130
NB. Stewarding for Education Pavilion charged separately		
Seminar Room -		
4 hour booking	£45	£45
all day rate (9am - 5pm)	£90	£90
NB. Stewarding for Seminar Room charged separately		
<b>Courthouse lecture theatre</b>		
half day rate / evening lecture	£525	£525
all day rate (8am-6pm)	£1,000	£1,000

## APPENDIX D

### Comparator Pricing for Corporate Events

Venue	Location	Receptions	Day Hire	Eve Hire	Day& Eve Hire
195 Piccadilly, BAFTA	London	£ 2,000.00	£ 3,500.00	£ 3,500.00	£ 6,000.00
Banqueting House	London	£ 7,500.00	£ 13,500.00	£ 13,000.00	£ 13,500.00
Benjamin Franklin House	London	£ 1,750.00	£ 3,500.00	£ 2,500.00	£ 6,000.00
Central Hall Westminster	London	£ 4,700.00	£ 4,700.00	£ 3,900.00	£ 8,600.00
Design Museum	London	£ 3,000.00	£ 3,000.00	£ 4,500.00	£ 6,000.00
Foundling Museum	London	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 8,000.00
Garden Museum	London	£ 2,525.00	£ 2,525.00	£ 2,525.00	£ 2,750.00
Hampton Court Palace	London	£ 5,250.00	N/A	£ 14,700.00	N/A
Honourable Society of Lincoln's Inn	London	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 3,500.00
Kensington Palace	London	£ 18,000.00	N/A	£ 18,000.00	N/A
Kew Gardens	London	£ 12,000.00		£ 12,000.00	N/A
Lord's Cricket Ground	London	£ 10,000.00	£ 10,000.00	£ 10,000.00	£ 10,000.00
LSO St Luke's	London	£ 4,950.00	£ 4,950.00	£ 5,750.00	£ 8,250.00
Museum of Brands	London		£ 800.00	£ 1,500.00	£ 2,300.00
National Maritime Museum	London	£ 6,500.00	£ 2,800.00	£ 6,500.00	£ 7,500.00
Sealife Brighton	Sussex		£ 600.00	£ 850.00	£ 1,200.00
Goodwood	Sussex		£ 6,000.00	£ 6,000.00	£ 8,000.00
Pelham House Hotel	Sussex	£ 2,562.00	£ 1,000.00	£ 1,000.00	£ 1,500.00
Lewes Castle	Sussex	£ 350.00	£ 650.00	£ 350.00	£ 650.00
Chichester Cathedral	Sussex		£ 440.00	£ 220.00	£ 660.00
Hurstmonceux Castle	Sussex		£ 1,000.00		

## Proposed Image Reproduction & Licensing rates

### Hardcopy Prints

A4 (8x10 inches; 254x203mm)	10.00
A3 (16x12 inches; 406x305mm)	30.00
A2 (24x20 inches; 609x508mm)	60.00
A1 (36x24 inches; 914x609mm)	90.00
A0 (48x36 inches; 1219x914mm)	150.00

### Digital Images

Digital Image (for private, non-reproduction purposes) From existing digital images	
Low resolution	0.00
High resolution (previously £10.00)	<b>5.00</b>

Image Supply	
By email or online transfer	0.00
By CD (per disc)	5.00

### Creation of new images

New Digital Images	
Scanning	15.00
In-house photography	50.00
External photography	Negotiable

### Commercial Licensing

The intention is to streamline the charges for commercial licensing of images and to take into account all types of new media formats. Based on the experience of the last two or three years pricing has been rationalised to be competitive and encourage sales of images from our collections.

<b>Books (including audio books, podcasts and e-books)</b>		
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	inner page	cover
Print run up to 1000 units: No reprint charge	£10.00	£50.00

Print run over 1000 units		
Single country	£60.00	£200.00
World	£100.00	£300.00
Reissue in a different format (e.g. e-book, revised edition) will be charged again. All podcasts and e-books will automatically be considered to have an equivalent print run over 1000.		

<b>Newspapers (includes web use for same feature)</b>	inner page	cover
Provincial paper	£20.00	£50.00
National paper	£60.00	£150.00

Magazines (includes web use for same feature)		
	inner page	cover
Local	£20.00	£50.00
National	£60.00	£150.00

<b>Television (cable, digital, satellite, terrestrial and web streaming / on-demand)</b>		
Provincial broadcast:	£40.00	
Single country broadcast:	£75.00	
World broadcast rights:	£150.00	
10 year buyout	£300.00	
All retail DVD, Blu-Ray and direct pay per view will require 10 year buyout rights.		

Commercial Web, Product and Site use (eg. display panels, greeting cards, stationery etc.)		
One time use, Brighton & Hove based business	£25.00	
One time use, Non Brighton & Hove based business	£100.00	
10 year buyout	£300.00	