

FOR PUBLICATION
CULTURAL VENUES FEES AND CHARGES 2015
(T240)

MEETING:	1. CABINET 2. EXECUTIVE MEMBER FOR LEISURE CULTURE AND TOURISM
DATE:	1. 21 st OCTOBER 2014 2. 14 th OCTOBER 2014
REPORT BY:	ARTS & VENUES MANAGER
COMMUNITY ASSEMBLY:	ALL
KEY DECISION NUMBER:	395

FOR PUBLICATION

1.0 **PURPOSE OF REPORT**

- 1.1 To review the scale of charges for lettings at the Pomegranate Theatre, the Winding Wheel, the Assembly Rooms in the Market Hall and Hasland Village Hall for 2015.
- 1.2 The report will not deal with any proposed changes to ticket prices, as these are negotiated with the visiting production companies throughout the year when productions are booked.
- 1.3 The report will not deal with any proposed increase in bar and refreshment prices. These prices are normally reviewed twice a year, and are set by the cost of the purchases, bar performance, VAT and what increases, if any, it is felt that the market can sustain. Bar prices

were, however, reviewed in February 2014 to take account of the increase in supplier prices.

2.0 **RECOMMENDATIONS**

- 2.1 That officers work with local community groups to ensure that meeting spaces, appropriate to their needs, are available to them, whilst still making the most efficient use of the Council's facilities.
- 2.2 That the proposed changes to the pricing structure at the Council's venues be deferred from 1st January 2015 until 1st April 2015, to give hirers time to assess the impact of the proposed changes to the hire charges.
- 2.3 That the building hire charges for the Pomegranate Theatre be increased from 1st April 2015 as follows: an average increase of 5% for charities and societies, 5% for dancing schools, and 5% for professional companies, as shown in **Appendix A**.
- 2.4 That the Pomegranate Theatre Bar is no longer available to hire separately from the theatre itself.
- 2.5 That an average increase of 5% be levied on all community room hire charges at the Winding Wheel from 1st April 2015 and an average increase of 3% be levied on all equipment hire charges at the Winding Wheel from 1st April 2015, as shown in **Appendix B**.
- 2.6 That a minimum room hire charge of £150 for all rooms at the Winding Wheel is introduced as from 1st April 2015.
- 2.7 That an average increase of 4% be levied on the hire fees for professional companies and commercial use at the Winding Wheel from 1st April 2015, as shown in **Appendix C**.
- 2.8 That an average increase of 4% be levied on all day time room hire charges at the Assembly Rooms in the Market Hall from 1st April 2015, and new hire rates be introduced for the use of the meeting rooms 1 and 2 during the evening and at other times when the Market Hall is not normally open, as shown in **Appendix D**.
- 2.9 That an average increase of 4 % be levied on all current room hire charges at Hasland Village Hall from 1st April 2015, as shown in **Appendix E**.

3.0 **BACKGROUND**

- 3.1 In 2013/14 the Pomegranate Theatre operated at a deficit of £219,005 (net controllable costs). The Theatre earned £834,137 in income in 2013/4, the majority of which, £562,320, came from gross ticket sales, £126,344 from bar and other front of house sales and £91,587 through the hire of the Theatre.
- 3.2 In the same financial year, the Winding Wheel operated at a deficit of £323,375 (net controllable costs). It earned a total of £709,769 in income in 2013/14 of which £350,823 came from gross ticket sales, £194,187 from bar and other front of house sales and £100,335 from room lettings, and associated equipment hire
- 3.3 In the same financial year, Hasland Village Hall operated at a deficit of £22,642 (net controllable costs). It earned a total of £20,486 in income in 2013/14 of which £14,625 came from room lettings. It should be noted that, due to the refurbishment of the Hall, it was only open for approximately 9 months of the year.
- 3.4 In the same financial year, the Assembly Rooms operated at a deficit of £32,532 (net controllable costs). It earned a total of £5,935 in income in 2013/14 of which £4,187 came from room lettings. It should be noted that due to the refurbishment of the Assembly Rooms, they were only open for approximately 5 months of the year.
- 3.5 The Council implemented an improvement programme for the Venues, following a review in 2011, the key aims of which were to integrate the operation of the Venues, improve the arts and cultural offer of the two theatres and reduce the overall subsidy to the Council tax payer. A report was presented to Cabinet on 13th December 2011, which identified that the existing community hire rates at both Venues did not adequately cover running costs. It was estimated that community hire rates were approximately 25% too low at the Pomegranate Theatre and 12% too low at the Winding Wheel, to enable the costs of hire to be recovered. Therefore, it was agreed to review and change the hire rates to reflect the actual costs incurred and to introduce new charges on a phased basis over the next three years – 2012, 2013 and 2014.

This process was completed, and has contributed in part to the reductions in subsidy over the last two years, in 2012/3 and 2013/4. Savings in costs of £156,716 have been achieved compared to the 2011/12 outturn.

- 3.6 During 2014/15 the net controllable costs of the service are budgeted to increase by approximately £74,000 compared to the 2013/14 outturn. The reason for this increase is due to the fact that both Venues will have closed for 10 weeks each during the financial year for the capital improvement programme funded by Arts Council England and the Council. Whilst these “closure costs” have been taken into consideration for the Venues income and expenditure account for this financial year, approximately 66% of the costs are covered in the Arts Council England grant for the capital improvement programme.
- 3.7 As part of the business transformation savings, the Venues need to reduce the subsidy by a further £110,000 in 2015/16 compared to the 2013/14 outturn. This requires a reduction in net controllable costs of approximately 20%, reducing the combined deficit (net controllable costs) to £432,000. The deficit at the Pomegranate Theatre would be reduced to approximately £174,000 and at the Winding Wheel to approximately £258,000.
- 3.8 During 2014, we have reviewed the specific income and costs of the various different events at the Venues, and it is clear that for some hires and Council promotions, the marginal costs of delivering the event exceed the income from the event.
- 3.9 At the Winding Wheel, these marginal costs include the costs to light and heat the room, the time taken by the caretakers to set up and clear the room for an event, the costs of front of house staff and a duty manager for the safe operation of the building, and in some circumstances any technical staff required for the presentation of an event, and any marketing or box office costs. For example many of the regular hirings of rooms for meetings by the local community groups do not cover the marginal costs. In addition, these events do not generally have any other income attached to them such as bar or catering. However, most of the Council promotions of productions do cover their marginal costs, often due to the fact that they have additional bar and catering income attached, and therefore contribute to the general overheads.
- 3.10 At the Pomegranate Theatre, the situation is slightly different, as many of the hirings do cover the marginal costs, as the hire rates are for a minimum of 8 hours and have been increased over the last three years to realistic levels. However, the rates for the rehearsal days are too low, and on these days there is no other income attached to them such as bar or catering. The other issue at the Pomegranate Theatre

is that some of the Council promotions of productions do not cover the marginal costs, as many of the events have additional technical staff and marketing costs, this would include some of the drama and film events which have had relatively low attendances.

- 3.11 At Hasland Village Hall and the Assembly Rooms, there is a similar situation to the Winding Wheel. Many of the regular hirings of rooms for meetings by the local community groups do not cover the marginal costs. In addition, these events do not generally have any other income attached to them such as bar or catering.
- 3.12 By the end of November, the Visitor Information Centre will be established as the main hub for all bookings for Chesterfield Venues, and the central Box Office, and box office, administration and marketing staff, will have been relocated from the Pomegranate Theatre and Winding Wheel to the Visitor Information Centre. This will enable us to only open the Venues to the public, when there is a commercially viable hire or promotion. This change in programming policy will facilitate a review of the staffing structure of the Venues, and it is proposed that a further report be brought to Cabinet in November/December 2014 to outline the detailed proposals.

4.0 **CONSULTATION**

- 4.1 To gain a better insight into the proposals to increase the fees and charges for the cultural venues, two formal Focus Groups were arranged. The first was with representatives of the existing hirers of the Venues, and the second was held with members of the general public who had expressed an interest in being involved in such an exercise.
- 4.2 The Focus Groups met on 1st and 2nd September 2014 and were invited to explore the following five proposals:
- 4.2.1 Increase in fees and charges
 - 4.2.2 Classification of hirers
 - 4.2.3 Introduction of simplified charges
 - 4.2.4 Introduction of minimum charge for each venue hire
 - 4.2.5 Charging for the full cost of services provided

- 4.3 Whilst there was an acceptance and understanding of the Council's financial position and the need to increase hire charges, there was no clear consensus on the various proposals outlined to the Focus Groups. A detailed report on the findings of the Focus Groups is contained in **Appendix F**.
- 4.4 Because of the lack of consensus on the proposals by the focus groups further time was required by officers to assess the findings. A way forward needed to be developed that would allow the Council to make more efficient use of its facilities but at the same time ensure that community groups are provided with an opportunity to hire rooms, appropriate to their needs, that are affordable. To facilitate this it is proposed that any changes to the pricing structure should be deferred from 1st January 2015 until 1st April 2015, to give hirers time to assess the impact of the proposed changes and make alternative arrangements, if necessary.

5.0 **PROPOSED CHARGES FOR 2015**

- 5.1 The proposals detailed below take into account the wide variety of views expressed during the consultation process, and the Council's need to reduce the Council's overall subsidy for the Venues. The increases proposed are higher than the rate of inflation, and as such contribute towards the reduction of the operational deficit of all of the Venues.

Hire Fees – Pomegranate

- 5.2 When hiring the Pomegranate Theatre there are three different price categories, which are as follows:

Group A Charities, amateur musical, drama societies and educational establishments.

Group B Dancing schools.

Group C Professional companies and commercial use.

There is no proposal to change the classification of hirers at the Pomegranate Theatre.

- 5.3 It is proposed that hire fees at the Pomegranate Theatre are increased, as follows, in accordance with **Appendix A**:

Group A are increased on average by approximately 5 %.

Group B are increased on average by approximately 5%.

Group C are increased on average by 5%.

It should be noted that the fees and charges listed in **Appendix A** do not include VAT.

- 5.4 It is proposed that as from 1st April 2015 the Pomegranate Theatre Bar is not available to hire separately from the theatre as it is rarely available for hire due to events in the theatre itself, and when it is available, it is not economic to open up the theatre to hire out the bar on its own. In addition, there are alternative rooms for hire better equipped such as the Function Room and the Ballroom at the Winding Wheel.
- 5.5 It is suggested that the existing groups, associated with the Pomegranate Theatre, which are non-commercial in nature and use the Pomegranate Theatre Bar from time to time, such as Chesterfield Theatre Friends, and the Pomegranate Youth Theatre, are only able to use the bar in future when the theatre is already open, on a standby basis, and there are no other events programmed. For events which need to be planned in advance, the groups will be offered rooms to hire in other Council Venues at the same rates as other local community groups.

Hire Fees – Winding Wheel

- 5.6 The Winding Wheel has two main categories of hire fees. Community charges, which apply to social gatherings and non profit making organisations, and commercial charges, which are levied on profit making events and organisations. There is no proposal to change the classification of hirers at the Winding Wheel. However, it is proposed that a minimum hire fee, for any Winding Wheel room booking, of £150 is introduced from 1st April 2015 This will cover the marginal costs of opening the building and will apply to all hirers.
- 5.7 In addition, it is proposed that all community room hire charges are increased on average by 5%. The hirers at the Winding Wheel are also charged for additional equipment they may require, including seating, piano, staging, etc, which are subject to VAT. It is proposed to increase equipment charges by 3%. These proposed new charges are in accordance with **Appendix B**.

- 5.8 It is also proposed that from 1st April 2015 the standard rate of hire fees of the Winding Wheel for professional companies and commercial use is increased by 4%. These are contained in **Appendix C**.

Hire Fees – Market Hall Assembly Rooms

- 5.9 The Assembly Rooms, which are located within the Market Hall, reopened in November 2013. The Assembly Rooms has two main categories of hire fees. Community charges, which apply to social gatherings and non profit making organisations, and commercial charges, which are levied on profit making events and organisations. There is no proposal to change the classification of hirers.
- 5.10 It is proposed that the existing rates paid are increased by 4% as from 1st April 2015. However, it is proposed that new increased rates are introduced for the hire of the meeting rooms 1 and 2 during the evenings, when the Market Hall is not normally open and requires caretaking staff to visit and open the Market Hall and then set up the Assembly Rooms specifically for a hirer. Additionally, it is proposed that the meeting rooms are not available at the discounted community rate at the weekends. The proposed new hire rates for the Market Hall are contained in **Appendix D**.

Hire Fees – Hasland Village Hall

- 5.11 The Hasland Village Hall has three main categories of hire fees. Community charges, which apply to social gatherings and non profit making organisations, community concessionary charges, which applies to children and senior citizen groups not receiving any other grant or concession and commercial charges, which are levied on profit making events and organisations. There is no proposal to change the classification of hirers
- 5.12 It is proposed that the rates paid are increased by 4% as from 1st April 2015 in accordance with **Appendix E**.

6.0 IMPACT ON EXISTING HIRERS

- 6.1 In order to assess the impact of these proposals, we have calculated what some of the regular hires would have to pay given under the proposed charges. Depending on the period, day, and time of the hire, different hirers have been affected differently.

- 6.2 At the Assembly Rooms, some of the local community groups which use meetings rooms 1 and 2 during the evenings would see significant increases in room charges. In the light of this it is proposed that these groups be offered the opportunity to use the Hasland Village Hall meeting room as an alternative.
- 6.3 At the Winding Wheel, a number of the local community groups would also see substantial increases due to the introduction of the newly proposed minimum charge. If they were unable or unwilling to pay more for their use of the Winding Wheel, they would be offered the opportunity to use the meeting rooms at the Hasland Village Hall or Assembly Rooms.
- 6.4 At the Pomegranate Theatre, it is anticipated that all hirers would see a modest increase. Many would continue to present productions at the Pomegranate Theatre or alternatively at the Winding Wheel, as the groups are able to “pass on” the additional costs either to their members or their customers. Existing community groups which use the Pomegranate Theatre Bar will be able to use the bar in future when the theatre is already open, on a standby basis, and there are no other events programmed.

7.0 **FINANCIAL IMPLICATIONS**

- 7.1 The main financial implication of the proposed increase in hire fees will be to reduce the amount of “loss making” hires, where it is costing the Council money to open up a building for hirers. It is acknowledged that there may be a reduction in the number of hires overall, but it is hoped that this will enable the overhead costs of the Venues to be reduced. The full impact of these changes will be seen in the forthcoming review of the staffing structure of the Venues, which will be brought to Cabinet in November / December 2014.
- 7.2 In 2013/14 the income from hire fees for the Pomegranate Theatre was £91,557. The original budget for 2014/15 is £65,400. This figure is less than last year due to the ten weeks closure due to refurbishment. However, the budget for 2015/16 will be increased pro rata.
- 7.3 In 2013/14 the income from hire fees for the Winding Wheel was £92,343. However, the target income for 2013/14 from hire fees for the Winding Wheel is £61,950. This figure is less than last year due to the ten weeks closure due to refurbishment. However the budget for 2015/16 will be increased pro rata.

7.4 In 2013/14 the income from hire fees for Hasland Village Hall was approximately £14,625. The budget for 2014/15 is £16,380.

7.5 In 2013/14 the income from hire fees for Market Hall Assembly Rooms was £4,187 for approximately 5 months of trading. The budget for the full year 2014/15 is £12,600.

8.0 **RISK MANAGEMENT**

8.1 In the current economic climate, the entertainment, leisure and business markets are under pressure. There is also increasing local competition in this area including newer venues such as the Casa Hotel and the Proact Stadium. It is, therefore, inevitable that the risks in attaining the income targets are increasing.

Description of the Risk	Impact	Likelihood	Mitigating Action
Decreased number of community group hirers	Medium	Medium	Offer alternative venues to these hirers
Increased competition	High	Medium	Improved marketing capacity and activity
Reputational damage to the Council	Medium	Medium	Consultation taken place, alternative rooms available

9.0 **EQUALITIES IMPACT ASSESSMENT (EIA)**

9.1 The Council has agreed both a Venues Programming Policy and an Arts and Culture Strategy. These documents identify, in more detail, the impact that these proposed price increases will have on the various equalities groups and an action plan to militate against any negative impact will be developed. The Equality Impact Assessments are available from the Policy Service.

10.0 ALTERNATIVE OPTIONS TO BE CONSIDERED

- 10.1 An alternative option would be to introduce a significantly greater hire charges than those increases proposed for the Pomegranate Theatre, the Winding Wheel and Hasland Village Hall, and the Assembly Rooms. However, this would risk putting off potential hirers, especially charities and local amateur and community groups.
- 10.2 Given the increasing competition and current economic situation, an alternative option would be not to increase hire charges. However, all Venues operate at a considerable deficit and in order to develop a sustainable business plan, charges for these services have to increase.

11.0 RECOMMENDATIONS

- 11.1 That officers work with local community groups to ensure that meeting spaces, appropriate to their needs, are available to them, whilst still making the most efficient use of the Council's facilities.
- 11.2 That the proposed changes to the pricing structure at the Council's Venues be deferred from 1st January 2015 until 1st April 2015, to give hirers time to assess the impact of the proposed changes to the hire charges.
- 11.3 That the building hire charges for the Pomegranate Theatre be increased from 1st April 2015 as follows: an average increase of 5% for charities and societies, 5% for dancing schools, and 5% for professional companies, as shown in **Appendix A**.
- 11.4 That the Pomegranate Theatre Bar is no longer available to hire separately from the theatre itself.
- 11.5 That an average increase of 5% be levied on all community room hire charges at the Winding Wheel from 1st April 2015 and an average increase of 3% be levied on all equipment hire charges at the Winding Wheel from 1st April 2015, as shown in **Appendix B**.
- 11.6 That a minimum room hire charge of £150 for all rooms at the Winding Wheel is introduced as from 1st April 2015.

- 11.7 That an average increase of 4% be levied on the hire fees for professional companies and commercial use at the Winding Wheel from 1st April 2015, as shown in **Appendix C**.
- 11.8 That an average increase of 4% be levied on all day time room hire charges at the Assembly Rooms in the Market Hall from 1st April 2015, and new hire rates be introduced for the use of the meeting rooms 1 and 2 during the evening and at other times when the Market Hall is not normally open, as shown in **Appendix D**.
- 11.9 That an average increase of 4 % be levied on all current room hire charges at Hasland Village Hall from 1st April 2015, as shown in **Appendix E**.
- 12.0 **REASON FOR RECOMMENDATIONS**
- 12.1 To make further progress towards a sustainable financial position for the Venues.

You can get more information about this report from Anthony Radford
(Tel: 01246 345339)

Officer recommendation supported.



Signed

Executive Member

Date 13.10.14

Consultee Executive Member/Support Member comments
(if applicable)/declaration of interests

Pomegranate Theatre Hire Charges

Charities, Amateur Musical, Drama Societies and Educational Establishments

	Core Hours	Charge for up to 8 hours	New Price		For each extra hour or part thereof	New Price		Hours before or after core hours	New Price		Additional Performance	New Price	
Monday	9am-10pm	£416	£440		£52.00	£55.00		£78	£82.50				
Tuesday	9am-10pm	£416	£440		£52.00	£55.00		£78	£82.50				
Wednesday	9am-10pm	£416	£440		£52.00	£55.00		£78	£82.50				
Thursday	9am-10pm	£416	£440		£52.00	£55.00		£78	£82.50				
Friday	9am-10pm	£568	£600		£71.00	£75.00		£107	£112.50				
Saturday	9am-10pm	£568	£600		£71.00	£75.00		£107	£112.50				
Sunday	9.30am-5.30pm	£704	£740						£185.00				
Bank Holiday	9.30am-5.30pm	£704	£740						£185.00				
	Performance												
Monday	9am-10pm	£832	£880		£104.00	£110.00		£156.00	£165.00		£182	£192	
Tuesday	9am-10pm	£832	£880		£104.00	£110.00		£156.00	£165.00		£182	£192	
Wednesday	9am-10pm	£832	£880		£104.00	£110.00		£156.00	£165.00		£182	£192	
Thursday	9am-10pm	£1,144	£1,200		£143.00	£150.00		£214.50	£225.00		£182	£192	
Friday	9am-10pm	£1,144	£1,200		£143.00	£150.00		£214.50	£225.00		£182	£192	
Saturday	9am-10pm	£1,144	£1,200		£143.00	£150.00		£214.50	£225.00		£243	£255	
Sunday	9.30am-10pm	£1,408	£1,480		£176.00	£185.00		£352.00	£370.00		£243	£255	
Bank Holiday	9.30am-10pm	£1,408	£1,480		£176.00	£185.00		£352.00	£370.00		£243	£255	

Terms: The Hirer shall pay the minimum hire fee as calculated from these charges or 25% of Box Office takings whichever is the greater + VAT. (N.B. 60% of all building hire charges are subject to VAT)

N.B. Any additional hours, as described in the list of Hire Charges and any additional technical requirements to be mutually agreed and recharged to the Visiting Manager.

Pomegranate Theatre Hire Charges

Dancing Schools

	Core Hours	Charge for up to 8 hours	New Price		For each extra hour or part thereof	New Price		Hours before or after core hours	New Price		Additional Performance	New Price	% Increase
Monday	9am-10pm	£444	£470		£55.50	£58.75		£83.00	£88.00				
Tuesday	9am-10pm	£444	£470		£55.50	£58.75		£83.00	£88.00				
Wednesday	9am-10pm	£444	£470		£55.50	£58.75		£83.00	£88.00				
Thursday	9am-10pm	£444	£470		£55.50	£58.75		£83.00	£88.00				
Friday	9am-10pm	£608	£640		£76.00	£80.00		£114.00	£120.00				
Saturday	9am-10pm	£608	£640		£76.00	£80.00		£114.00	£120.00				
Sunday	9.30am-5.30pm	£750	£790						£197.50				

Bank Holiday	9.30am-5.30pm	£750	£790					£197.50			
	Performance										
Monday	9am-10pm	£888	£940	£111.00	£117.50	£166.50	£176.25	£194	£204		
Tuesday	9am-10pm	£888	£940	£111.00	£117.50	£166.50	£176.25	£194	£204		
Wednesday	9am-10pm	£888	£940	£111.00	£117.50	£166.50	£176.25	£194	£204		
Thursday	9am-10pm	£1,216	£1,280	£152.00	£160.00	£228.00	£240.00	£194	£204		
Friday	9am-10pm	£1,216	£1,280	£152.00	£160.00	£228.00	£240.00	£194	£204		
Saturday	9am-10pm	£1,216	£1,280	£152.00	£160.00	£228.00	£240.00	£258	£272		
Sunday	9.30am-5.30pm	£1,500	£1,550	£187.50	£193.75	£375.00	£387.50	£258	£272		
Bank Holiday	9.30am-5.30pm	£1,500	£1,550	£187.50	£193.75	£375.00	£387.50	£258	£272		

Terms: The Hirer shall pay the minimum hire fee as calculated from these charges or 25% of Box Office takings whichever is the greater + VAT. (N.B. 60% of all building hire charges are subject to VAT)

N.B. Any additional hours, as described in the list of Hire Charges and any additional technical requirements to be mutually agreed and recharged to the Visiting Manager.

Pomegranate Theatre Hire Charges

Professional Companies and Commercial Use

	Core Hours	Charge for up to 8 hours	New Price	For each extra hour or part thereof	New Price	Hours before or after core hours	New Price	Additional Performance	New Price	
Monday	9am-10pm	£688	£720	£86.00	£90.00	£129.00	£135.00			
Tuesday	9am-10pm	£688	£720	£86.00	£90.00	£129.00	£135.00			
Wednesday	9am-10pm	£688	£720	£86.00	£90.00	£129.00	£135.00			
Thursday	9am-10pm	£1,000	£1,050	£125.00	£131.25	£187.50	£197.00			
Friday	9am-10pm	£1,000	£1,050	£125.00	£131.25	£187.50	£197.00			
Saturday	9am-10pm	£1,376	£1,450	£172.00	£181.25	£258.00	£272.00			
Sunday	9.30am-5.30pm	£1,376	£1,450				£362.50			
Bank Holiday	9.30am-5.30pm	£1,376	£1,450				£362.50			
	Performance									
Monday	9am-10pm	£1,376	£1,450	£172.00	£181.25	£258.00	£272.00	£249	£262	
Tuesday	9am-10pm	£1,376	£1,450	£172.00	£181.25	£258.00	£272.00	£249	£262	
Wednesday	9am-10pm	£1,376	£1,450	£172.00	£181.25	£258.00	£272.00	£249	£262	
Thursday	9am-10pm	£2,000	£2,100	£250.00	£262.50	£375.00	£394.00	£315	£330	
Friday	9am-10pm	£2,000	£2,100	£250.00	£262.50	£375.00	£394.00	£315	£330	
Saturday	9am-10pm	£2,752	£2,900	£344.00	£362.50	£516.00	£544.00	£375	£395	
Sunday	9.30am-10pm	£2,752	£2,900	£344.00	£362.50	£516.00	£544.00	£375	£395	
Bank Holiday	9.30am-10pm	£2,752	£2,900	£344.00	£362.50	£516.00	£544.00	£375	£395	

Terms: 60% of all building hire charges are subject to VAT

BALLROOM COMMERCIAL									
Mon-Thurs Per hour	Pre 5pm	£ 57.00	£ 60.00						
	After 5pm	£ 67.60	£ 70.00						
Friday - Saturday	Pre 5pm	£ 85.00	£ 90.00						
	After 5pm	£ 98.00	£ 100.00						
Kitchen per hour		£ 9.50	£ 10.00						
Servery per function		£ 15.50	£ 16.00						
COMMERCIAL BLOCK BOOKING DISCOUNT									
Mon- Thurs	Pre 5pm	£ 46.50	£ 48.00						
	After 5pm	£ 54.50	£ 56.00						
Friday - Saturday	Pre 5pm	£ 67.20	£ 72.00						
	After 5pm	£ 76.70	£ 80.00						
FUNCTION ROOM COMMUNITY CHARGE									
Monday - Thursday	Pre 5pm	£ 20.50	£ 21.00						
	After 5pm	£ 28.00	£ 30.00						
Friday - Saturday	Pre 5pm	£ 34.00	£ 36.00						
	After 5pm	£ 38.00	£ 40.00						
COMMUNITY BLOCK BOOKING DISCOUNT									
Monday - Friday	Pre 5pm	£ 16.50	£ 17.00						
	After 5pm	£ 22.00	£ 24.00						
COMMERCIAL									
Monday - Thursday	Pre 5pm	£ 41.00	£ 43.00						
	After 5pm	£ 55.50	£ 58.00						
Friday - Saturday	Pre 5pm	£ 68.50	£ 72.00						
	After 5pm	£ 83.00	£ 85.00						
COMMERCIAL BLOCK BOOKING DISCOUNT									
Monday - Thursday	Pre 5pm	£ 33.00	£ 34.00						
	After 5pm	£ 44.00	£ 46.00						
Friday - Saturday	Pre 5pm	£ 54.50	£ 57.00						
	After 5pm	£ 68.00	£ 69.00						
Sunday Rates as per weekend rates plus £40 per letting									
Bank Holiday by negotiation at double rates		Average							
Large event discount for a booking of all rooms									
at the Winding Wheel for more than one day on consecutive days		20%				No change			
EQUIPMENT		Current	New						
Staging 8' x 4' (per unit)		£ 6.10	£ 7.00						
Tiered Staging (per unit)		£ 48.50	£ 50.00						
PA system in-house or portable		£ 21.50	£ 22.00						
PA system in-house with radio mike		£ 31.50	£ 32.00						
Additional microphone		£ 10.00	£ 10.00						
Overhead Projector		£ 16.00	£ 16.00						
Laptop		£ 24.00	£ 24.00						
Multimedia Projector and Screen		£ 52.50	£ 55.00						
Multimedia Projector, Screen and Laptop		£ 70.00	£ 70.00						
Slide Projector		£ 17.00	£ 18.00						

Screens - 6ft		£ 16.00	£ 17.00						
Screens - 10ft		£ 51.50	£ 52.00						
Screen - 8ft rear projection		£ 42.00	£ 43.00						
Lectern		£ 7.00	£ 7.00						
Flip Chart and Pad		£ 7.00	£ 7.00						
Additional Set Lighting		£ 31.50	£ 32.00						
Conditional hire of lighting/sound system		£ 147.00	£ 150.00						
Technician - per hour		£ 24.00	£ 24.00						
Piano - Upright		£ 16.00	£ 17.00						
Grand Piano			£ 250.00						
Seating over 200		£ 30.50	£ 35.00						
Seating over 300		£ 47.00	£ 50.00						
Seating over 400		£ 92.00	£ 100.00						
Tiered Seating		NA	£ 100.00						
Carpet for Staging/Catwalk		£ 16.00	£ 17.00						
Ticket Printing		£ 49.00	£ 50.00						
Licence Extension		£ 25.00	£ 25.00						
Round Tables - New Charge		£ 44.00	£ 45.00						
Cup and Saucers - 1-50		£ 10.50	£ 11.00						
Cup and Saucers - 51-100		£ 16.00	£ 17.00						
Cup and Saucers - 101-150		£ 24.00	£ 25.00						
Cup and Saucers - 151-300		£ 31.50	£ 32.00						
Tea and Coffee (per cup)		£ 1.30	£ 1.30						
Tea and Coffee (per mug)		£ 1.50	£ 1.50						
Tea/Coffee and Biscuits (per cup)		£ 1.60	£ 1.60						
Tea/Coffee and Biscuits (per mug)		£ 1.90	£ 1.90						
CORKAGE (including use of glasses)		£ 9.00	£ 9.00						
Refundable Deposit		£ 100.00	£ 100.00						
Resources Block Booking Discount (10 or more bookings per annum)		20%		No change					
COMMUNITY ACTIVITIES		New Price							
Lecture Programme									
	Full Rate	£ 6.50	£ 6.80						
	Concessionary	£ 4.95	£ 5.20						
Tuesday Evening Dance		£ 5.10	£ 5.40						
		Average							

Winding Wheel Theatre Hire Charges												
Professional Companies and Commercial Use												
	Core hours	Charge for up to eight hours	New Price		For each extra hour or part thereof	New Price		Hours before or after core hours	New Price		Additional Performance	New Price
	Performance											
Monday	9am-11pm	£1,900	£2,000		£237.50	£250.00		£356.25	£375.00		£950.00	£1,000
Tuesday	9am-11pm	£1,900	£2,000		£237.50	£250.00		£356.25	£375.00		£950.00	£1,000
Wednesday	9am-11pm	£1,900	£2,000		£237.50	£250.00		£356.25	£375.00		£950.00	£1,000
Thursday	9am-11pm	£2,000	£2,100		£250.00	£262.50		£375.00	£393.75		£1,000.00	£1,050
Friday	9am-11pm	£2,000	£2,100		£250.00	£262.50		£375.00	£393.75		£1,000.00	£1,050
Saturday	9am-11pm	£2,000	£2,100		£250.00	£262.50		£375.00	£393.75		£1,000.00	£1,050
Sunday	9.30am-11pm	£2,752	£2,800		£344.00	£350.00		£516.00	£525.00		£1,376.00	£1,400
Bank Holiday	9.30am-11pm	£2,752	£2,800		£344.00	£350.00		£516.00	£525.00		£1,376.00	£1,400
N.B. Any additional hours, as described in the list of Hire Charges and any additional technical requirements to be mutually agreed and recharged to the Visiting Manager.												

MARKET HALL ASSEMBLY ROOMS	Hourly charge			
COMMUNITY CHARGE				
	Current	New		
COMMUNITY	£	£		
MAIN HALL				
Monday - Thursday (min 3hrs) Pre 5pm	23.00	24.00		
Monday - Thursday (min 3hrs) After 5pm	28.00	29.00		
Fri- Sun (min 3hrs) Pre 5pm	32.00	33.00		
Fri - Sun (min 3hrs) After 5pm	39.50	41.00		
Kitchen (per hour)	6.00	6.00		
ROOM 1				
Monday - Thursday (min 2hrs) pre 5pm	6.00	6.30		
Monday - Thursday (min 3hrs) post 5pm	NA	16.00		
Fri (min 2 hrs) pre 5pm	8.50	8.80		
Fri (min 3hrs) post 5pm	NA	21.00		
Sat and Sun (min 3 hrs)	8.50	NA		
ROOM 2				
Monday - Thursday (min 2hrs) pre 5pm	4.50	4.70		
Monday - Thursday (min 3hrs) post 5pm	NA	15.00		
Fri (min 2 hrs) pre 5pm	8.00	8.40		
Fri (min 3hrs) post 5pm	NA	20.00		
Sat and Sun (min 3 hrs)	8.00	NA		
COMMUNITY BLOCK BOOKING DISCOUNT				
MAIN HALL				
Monday - Thursday (min 3hrs) Pre 5pm	18.50	19.20		
Monday - Thursday (min 3hrs) After 5pm	22.50	23.20		
Kitchen (per hour)	5.00	5.00		
ROOM 1				
Monday - Thursday (min 2hrs) before 5pm	5.00	5.20		
ROOM 2				
Monday - Thursday (min 2hrs) before 5pm	4.00	4.20		

COMMERCIAL	£			
MAIN HALL				
Monday - Thursday (min 3hrs) Pre 5pm	34.50	36.00		
Monday - Thursday (min 3hrs) After 5pm	41.00	43.00		
Fri- Sun (min 3hrs) Pre 5pm	46.00	48.00		
Fri - Sun (min 3hrs) After 5pm	57.00	59.50		
Kitchen (per hour)	9.50	10.00		
ROOM 1				
Monday - Thursday (min 2hrs) pre 5pm	9.50	10.00		
Monday - Thursday (min 3hrs) post 5pm	NA	24.00		
Fri (min 2 hrs) pre 5pm	14.50	15.00		
Fri (min 3hrs) post 5pm	NA	31.50		
Sat and Sun (min 3 hrs)	NA	31.50		
ROOM 2		0.00		
Monday - Thursday (min 2hrs)	6.50	7.00		
Monday - Thursday (min 3hrs) post 5pm	NA	23.00		
Fri (min 2 hrs) pre 5pm	11.50	12.00		
Fri (min 3hrs) post 5pm	NA	30.00		
Sat and Sun (min 3 hrs)	NA	30.00		
MAIN HALL				
Monday - Thursday (min 3hrs) Pre 5pm	31.00	32.00		
Monday - Thursday (min 3hrs) After 5pm	36.50	38.00		
Fri- Sun (min 3hrs) Pre 5pm	40.50	42.50		
Fri - Sun (min 3hrs) After 5pm	50.00	52.50		
Kitchen (per hour)	7.50	7.50		
ROOM 1				
Monday - Thursday (min 2hrs) pre 5pm	9.00	9.00		
Fri- Sun (min 2 hrs)	12.00	NA		
ROOM 2				
Monday - Thursday (min 2hrs) Pre 5pm	6.00	6.30		
Fri- Sun (min 2 hrs)	10.00	NA		
Sunday Rates as per weekend rates plus £20	Average			
Bank Holiday by negotiation at double rates				

<u>Venues FEES & CHARGES</u>					
HASLAND VILLAGE HALL		Hourly charge			
		Current	New		
MAIN HALL COMMUNITY CHARGE					
Monday - Friday (min 3 hrs)	13.00	13.60			
Saturday (min 3hrs)	15.00	15.70			
Kitchen/Bar per function	6.50	6.80			
COMMUNITY BLOCK BOOKING DISCOUNT					
MAIN HALL					
Monday - Friday (min 3 hrs)	10.50	11.00			
Kitchen/Bar per function	6.00	6.30			
MAIN HALL					
Monday - Friday (min 3hrs)	10.00	10.50			
Saturday	11.50	12.00			
Kitchen/Bar per function	6.00	6.30			
COMMUNITY CONCESSIONARY BLOCK BOOKING DISCOUNT					
MAIN HALL					
Monday - Friday (min 3hrs)	7.50	7.80			
Kitchen/Bar per function	5.50	5.70			
COMMERCIAL					
Monday - Friday (min 3hrs)	27.00	28.00			
Saturday (min 3hrs)	30.00	31.50			
Kitchen/Bar per function	14.50	15.20			
COMMERCIAL BLOCK BOOKING DISCOUNT					
Monday - Friday (min 3hrs)	21.50	22.50			
Saturday (min 3 hrs)	24.50	25.70			
Kitchen/Bar per function	11.50	12.00			
COMMUNITY CHARGE					
ANCILLARY ROOM					
Monday - Friday (min 3 hrs)	5.00	5.20			
Saturday (min 3 hrs)	5.00	5.20			
Kitchen/Bar per function	6.50	6.80			
COMMUNITY BLOCK BOOKING DISCOUNT					
ANCILLARY ROOM					
Monday - Friday (min 3hrs)	4.50	4.70			
COMMERCIAL CHARGE					
ANCILLARY ROOM					
Monday - Friday (min 3hrs)	9.50	9.90			
Saturday (min 3hrs)	9.50	9.90			
COMMERCIAL BLOCK BOOKING DISCOUNT					
ANCILLARY ROOM					
Monday - Thursday (min 3hrs)	7.50	7.80			
Saturday (min 3hrs)	7.50	7.80			
Sunday Rates as per weekend rates plus £20	Average				
Bank Holiday by negotiation at double rates					

Venues Fees and Charges Consultation

- 1.1 To gain a better insight into the proposals to increase the fees and charges for the cultural venues, two formal Focus Groups were arranged. The first was with some of the existing hirers of the Venues, and the second was held with members of the general public who had expressed an interest in being involved in such an exercise.
- 1.2 The Focus Groups met on 1st and 2nd September 2014 and were invited to explore the following four proposals:

1.2.1 Increase in fees and charges

Following a detailed analysis of costs and income for a wide variety of events it is proposed that many of the fees and charges are increased compared to 2014 levels.

In many instances the current hire rates do not cover the actual running costs of opening up the individual venues for the periods they are used. For example these costs might include the cost of staff to attend the venue to open/close the venue up and prepare it for the hire activity, such as arranging chairs and tables, and then to be present at the venue for health, safety and security of the hirers. These costs would also include the costs of heating and lighting the venue for the period of hire.

The proposal is that basic hire rate should wherever possible enable the Council to recover these costs.

In addition to these costs, each venue has significant overheads. This includes staffing costs, premises costs (including significant maintenance costs, cleaning and utilities), supplies and services (including administration, equipment, and general marketing).

The proposal is that the commercial hire rate should wherever possible enable the Council to recover these overhead costs as well as the running costs.

1.2.2 Classification of hirers

Currently hirers have been classified into three main groups:

Community Rate

This rate includes charities, amateur societies, schools and colleges, not for profit associations, public services (for example NHS or Local Authorities), and private individuals.

Dance School Rate

This applies to Pomegranate Theatre only

Commercial Rate

This applies to all companies or organisations which are commercial in nature.

As the subsidies for the Venues are paid for primarily by local residents, it is proposed that these classifications change and be updated as follows:

- a) Registered charities based in Chesterfield Borough
- b) Not for profit associations based in Chesterfield Borough
- c) Private Individuals based in Chesterfield Borough
- d) Private dancing schools based in Chesterfield Borough
- e) Other (including all commercial companies and professional groups and all others not based in Chesterfield Borough)

It is proposed that instead of publishing multiple rates, that only one rate is quoted, but that some of the groups are given a discount on this rate.

For example, for illustrative purposes only, the proposed discounts might be as follows:

- e) Other – No discount
- d) Private dancing schools – 20% discount
- c) Private Individuals – 25% discount
- b) Not for profit – 40% discount
- a) Registered charities – 50% discount

1.2.3 Introduction of simplified charges

Some of our customers have fed back to us that our fees and charges are very complicated and difficult to understand and there are multiple elements of charging.

It is proposed that where possible packages for pricing will be produced to simplify charges.

As each hire activity has different basic staffing and equipment requirements, it is proposed that different packages are offered for different activities. For example, the list below is for some of the activities at the Winding Wheel:

1.2.4 Introduction of minimum charge for each venue hire

Whilst there are currently minimum periods of hire, for example 3 hours at the Winding Wheel or 2 hours for the meeting rooms at the Assembly Rooms, we do not currently have a minimum hire cost. These minimum hire periods do not equate to sufficient income to cover the running costs.

For example, we have a regular evening booking in one of the meeting rooms at the Assembly Rooms, which generates £8 in hire income. This is a 2 hour meeting and is the only event in the building.

Therefore we are proposing to introduce a minimum hire cost as follows:

Winding Wheel – meeting - £150
Pomegranate Theatre – meeting - £150
Hasland Village Hall – meeting - £60
Assembly Rooms – meeting - £80

These costs have been calculated to cover the minimum staffing and utility costs for opening up the individual venues for the periods they are used.

The introduction of some of these charges may lead to increased charges for some of the regular hirers

1.2.5 Charging for the full cost of services provided

It has become clear that, historically, we have not always charged for all elements of the services provided, particularly at the Winding Wheel.

This might include charges for additional front of house staff, duty managers, security staff and technical staff. Additional staff are often required for the Council to operate the venues in accordance with the requirements of its Premises License, or Health and Safety Legislation.

The impact of this is that in these cases, the hire income from the event is significantly less than the actual running costs of opening up the venue for the hire.

It is proposed that all such costs are in future re-charged to hirers in full. The introduction of some of these charges may lead to increased charges for some of the regular hirers.

Venues Hire Fees and Charges Focus Groups Notes (September 2014)

Attendance - A total of **47** people were engaged in the process including existing hirers and members of the public.

Attendance was incentivised - those who attended received two complimentary tickets to a half week or full week long production at the Pomegranate Theatre or the Winding Wheel (to be used before the end of December 2014, subject to a maximum total ticket value of £40).

Introduction

Anthony Radford welcomed participants and gave an introduction to Venues, and background information about the current arrangements for venue hire and the five proposals to be discussed. Each participant received an information pack with further details (Appendix 1)

Participants worked in small groups (supported by facilitators) and discussed five proposals for venues hire in terms of pros, cons, queries and alternatives. The groups discussed each option in turn for 10 minutes, swapping worksheets so that they can see the other group's notes.

Summary of key discussion themes

General comments and comments about increasing charges

- Across both the hirers and general public focus groups, there was an acceptance and understanding of the financial position and the need to increase hire charges.
- There was a common concern across all focus groups, that the simplified charges, minimum charge and full cost options would have a disproportionate negative impact on those who require a basic, low cost, small meeting room for a straightforward meeting, and that the proposals do not meet this need /demand.
- There was a feeling amongst the general public groups that the Council should be ensuring that the appropriate rooms are being hired for each activity.
- In relation to introducing the rise in charges, there were a number of suggestions from both the general public and hirers that there could be a 'grandfather' approach to allow a buffer for existing hirers, while new hirers would be introduced at the higher rate.
- There was a common suggestion that the Council could do much more to market the Venues, and a request that this is the topic of an additional focus group. It was suggested in the general public sessions that the Council should be doing more to promote the Venues to the commercial market.

Classification of hirers

- On the whole, it was felt that some sort of classification of hirers is a good principle.
- In relation to classification of hirers – there was a general feeling from both the hirers and general public representatives that larger national charities should not be given the same discount as smaller, local charities that directly benefit people in Chesterfield. However, there were mixed views about the proposed classification of hirers in terms of level of discount and definition, and the number of categories. During the general public discussions, it was suggested that dance schools should be treated as a commercial business. One of the general public focus group resolved that there should only be two classifications: community (local charity and not for profit), and commercial (everyone else).
- There was a feeling amongst the hirer groups that the venues shouldn't be prioritising commercial hirers over community hirers, however, the opposite was felt by a number of people in the general public discussions.

Simplified charges

- Both the hirers and general public focus groups stressed the importance of making sure that charges and any changes are transparent.
- It was felt that the current charging structures are unclear and complicated, and that the packages might go some way towards addressing this.

- A number of the groups discussed options for add-ons to packages. One of the general public discussion groups felt that free or discounted parking should be included in a package, while another group discussed catering packages.

Minimum charge

- It was felt that the current charging structures are unclear and complicated, and that this proposal might go some way towards addressing this.
- Concern was raised in the hirers groups that the minimum charge might be too high.

Charging full cost

- It was felt that this was a good direction to strive towards but that the cost would exclude 'community hirers'.

Focus group activity full notes

The following tables include the comments made about each option at the focus groups, and any comments raised via correspondence in relation to the focus groups. Comments from existing hirers and the general public have been kept separate.

Increase fees and charges			
Comments from hirers focus group			
Pros	Cons	Queries / comments	Alternatives / amendments
<ul style="list-style-type: none"> <i>This option is good from the point of view of the rate-payer, as users are paying for the usage.</i> <i>We accept that the fees have to go up – we just don't want it to go up too much.</i> <i>We accept the financial situation.</i> 	<ul style="list-style-type: none"> <i>Groups are already looking at the competition and moving to other venues. This will get worse if the fees increase a lot. (all 3 groups made this comment)</i> <i>One organisation in the focus group has already decided not to book with Winding Wheel this year anticipating a 10% increase.</i> <i>Two organisations are already using raffles to reach the hire fee.</i> <i>This might push people out of the theatre – it should be a community theatre.</i> <i>Community groups are having to put the price of tickets up and people are refusing to go – the groups are really struggling to maintain themselves.</i> <i>You may struggle more than you do now, and have empty venues.</i> <i>Community groups get sidelined for more lucrative commercial bookings.</i> 	<ul style="list-style-type: none"> <i>What kind of covenants are on these buildings? Are they for community use?</i> <i>Can we bring in our own 'techies' to do the lighting etc?</i> 	<ul style="list-style-type: none"> <i>Film rock concerts – use the Assembly rooms as more than a meeting space.</i> <i>Other organisations are running their venues like a partnership, rather than a business.</i>

Increase fees and charges

Comments from general public

Pros	Cons	Queries / comments	Alternatives / amendments
<ul style="list-style-type: none"> • <i>This will reduce the subsidy from the tax payer</i> • <i>People do expect a yearly increase.</i> • <i>The rates are currently very low.</i> • <i>The charge should be moved up to the market rate.</i> • <i>Not all of the rooms are the same –some are more expensive to open up.</i> • <i>Historically, the rates have been too low.</i> • <i>People would expect to pay double at the lower end of the rates.</i> • <i>The charges are currently so low, they probably put some people off – gives the impression the venues aren't very good.</i> • <i>If people can afford to pay more, they should.</i> 	<ul style="list-style-type: none"> • <i>I would be very against any move to increase any tariffs or anything that may reduce the appeal of the venues. These are key venues.</i> • <i>Risk of reputational damage</i> • <i>There is a risk of losing hirer – particularly smaller groups, but there is definitely room for an increase.</i> • <i>The charges need to be simpler so you can publish it and market the venues better.</i> • <i>There is a risk of reputational damage if people think they are paying for the improvements to the Venues.</i> • <i>Some groups might stop meeting which will be detrimental to the community.</i> 	<ul style="list-style-type: none"> • <i>Surprised at the low cost – value for money.</i> • <i>Has a loyalty scheme been considered?</i> • <i>I would like to know why isn't the Council running efficiently as possible before deciding to put up admission charges?</i> • <i>Why doesn't the Council tell the public how managers, officers, supervisors, directors, heads of departments and other admin staff there are in each department and how many departments there are and how much money this costs the Tax Payer each year?</i> • <i>How much profit does each of the Car Parks make each year and why doesn't this profit be used to make sure entrance fees are kept down so all parts of society can enter winding wheel etc?</i> • <i>How can the Council be sure that increasing admission costs means more persons will want to go to that venue?</i> • <i>Why doesn't the Council ensure its Staff are working as efficiently as possible first to save money before talking about increase admission charges?</i> 	<ul style="list-style-type: none"> • <i>We should be asking people to use the most appropriate venue for their use.</i> • <i>There needs to be a step change.</i> • <i>We need to use all of the venues to market all of the other venues.</i> • <i>We need to increase the usage.</i> • <i>Promotion is key.</i> • <i>New people pay the new rates, then have a buffer for existing hirers, introducing the rise over the next few years.</i> • <i>You need to consider where the charges are starting from.</i>

Classification of hirers

Comments from hirers focus group

Pros	Cons	Queries / comments	Alternatives / amendments
<ul style="list-style-type: none"> • <i>We like the idea of different rates for Chesterfield based groups – this is fairer for residents.</i> • <i>Like the structured approach – it makes sense.</i> • <i>This is straightforward – apart from the boundary issue where groups might have a base outside the Borough, but have Chesterfield users.</i> • <i>Agreed for commercial users (two groups said this)</i> 	<ul style="list-style-type: none"> • <i>It's not fair that private dance schools have to pay higher than not for profit orgs – they bring lots of children into the theatres.</i> • <i>This excludes groups, charities etc outside the Borough.</i> • <i>Any increase is a concern – community groups don't like to increase prices.</i> • <i>Needs clarification – 'not for profit' could have a very broad definition especially non-registered charities and friends of groups.</i> 	<ul style="list-style-type: none"> • <i>Is there a distinction between registered and unregistered charities?</i> • <i>What sort of fees do national charities and large organisations like the NHS get in other Council areas – needs researching?</i> • <i>Does the address of the registered charity have to be in the Borough?</i> 	<ul style="list-style-type: none"> • <i>The commercial use is very low at the venues – this needs increasing.</i> • <i>Dancing schools should be categorised at private individuals and receive 25% discount.</i> • <i>Could you factor in some discretion for those groups that are based outside the Borough, but have a large proportion of Chesterfield residents as members/users? Eg. Dance School based in Clay Cross but has a lot of Chesterfield children in the school.</i> • <i>Can you charge more for the larger, commercial shows?</i> • <i>There is not enough effort to promote and market activities – advertising is difficult.</i> • <i>For small charities, 50% discount seems fine, but this seems generous for larger charities.</i> • <i>What about giving 'not for profit / voluntary organisations' the same discount as charities?</i> • <i>Have you considered a loyalty discount?</i>

Classification of hirers

Comments from general public

Pros	Cons	Queries / comments	Alternatives / amendments
<ul style="list-style-type: none"> • <i>This is a good approach in terms of community benefit.</i> • <i>Subsidising dance schools does increase use of the theatre.</i> • <i>Good principle.</i> 	<ul style="list-style-type: none"> • <i>Good principle, but having 5 categories is too much, and will create anomalies.</i> • <i>Does it take into account regular hirers? Should there be a regular booking discount?</i> • <i>There is a negative impact on smaller communities.</i> • <i>Dance schools should not receive the discount.</i> 	<ul style="list-style-type: none"> • <i>Who checks who should be on the community rate?</i> • <i>There needs to be an assurance process to make sure people are receiving the community rate legitimately.</i> • <i>Is there a loyalty scheme?</i> • <i>The current mix of usage is not right – need more commercial bookings.</i> • <i>'Not for profit' classification needs clarifying.</i> • <i>What is the definition of 'in the Borough'? Needs to consider who attends/benefits from the activity.</i> • <i>Why do dance schools get treated differently to businesses?</i> 	<ul style="list-style-type: none"> • <i>Charities discount should only apply to local charities – not the nationals. (both groups said this)</i> • <i>There should be different classifications for types of charities</i> • <i>The current discounts are excessive.</i> • <i>There is a need to consider seasonal/different days – you want people to book on quiet days – offer them incentives.</i> • <i>The classification is too simple – eg. NHS should get a reduced rate for blood donation, but not corporate management meetings.</i> • <i>Group 2 had the following amendments to the categories:</i> <ul style="list-style-type: none"> ○ <i>Regarding charities – only local charities should get the discount – not the larger national charities.</i> ○ <i>Regarding 'not for profit' – again, these need to be local.</i> ○ <i>Regarding 'private individuals' – these should not get a discount</i> ○ <i>Dance schools should not get discount</i> • <i>Group 2 concluded that there should be 2 classifications – community and commercial, with community including local charities and not for profit organisations that benefit Chesterfield.</i> • <i>Commercial hirers should be paying more than 100% of the cost so that you make a profit.</i>

Simplified charges

Comments from hirers focus group

Pros	Cons	Queries / comments	Alternatives / amendments
<ul style="list-style-type: none"> • <i>For the theatre, a package makes sense.</i> • <i>Add-ons and hidden costs are confusing – this is better.</i> • <i>Currently, we cannot budget properly because we have no idea how much we will have to pay for a booking until the bill comes afterwards. (2 groups said this)</i> • <i>Simplified would work because of the included equipment.</i> • <i>There could be benefits to this for large groups</i> • <i>Less administration, easier to plan for.</i> • <i>Good principle, but fees seem very high, particularly for small groups.</i> • <i>Transparent</i> 	<ul style="list-style-type: none"> • <i>Currently, we only pay for the meeting time, rather than the set up and clear up time.</i> • <i>If there is a package price, everyone pays the same, including the professionals.</i> • <i>Concerned that charging more for commercial use mean that amateur groups will miss out because they are less lucrative bookings?</i> • <i>We could not afford double the fees we are paying now – you'll lose the groups that have been supporting you for years.</i> • <i>This will cost a lot more for small groups who will go elsewhere - there are lots of cheap places you can hire a room in Chesterfield - eg £6/hr at library.</i> • <i>As a larger group (200), we feel we are being 'held over a barrel' because we are limited to venues with larger capacity.</i> 	<ul style="list-style-type: none"> • <i>Do you have to pay the same price for different rooms?</i> • <i>How does this work if you are using more than one room?</i> • <i>It is expensive when you consider the rehearsal cost as well as the performance cost.</i> • <i>Do packages include access to the kitchen?</i> • <i>Who gets access to the kitchen when you have two rooms in use that share the kitchen?</i> • <i>The cost needs to be transparent – including VAT?</i> • <i>Do people still have to pay full cost if they don't use a room to its full capacity?</i> • <i>What about Sunday hire, for rehearsals etc?</i> 	<ul style="list-style-type: none"> • <i>We only need a small room – surely the price should be based on the number of people attending. We don't want or need to pay for 4 hours of hire.</i> • <i>Would prefer to stick to an hourly rate based on no's – but what would this include?</i> • <i>You need to take account of the size – can I have the ballroom on a 20 person package?</i> • <i>The timing of the fee increase will cause problems for advanced bookings/programmes.</i> • <i>We will need to have a lot of warning before the fees change.</i> • <i>Can you stagger the proposals to reach the full cost model over the next 5 to 10 years?</i> • <i>Give some sort of discount to non-commercial users outside the Borough.</i>

Simplified charges

Comments from general public

Pros	Cons	Queries / comments	Alternatives / amendments
<ul style="list-style-type: none"> • <i>Groups can budget better using the packages.</i> • <i>Simpler for the customer and for the Council's administration.</i> • <i>We like this option – it's good in principle.</i> • <i>People should know what they are going to pay up-front.</i> • <i>This is much more simple and marketable.</i> • <i>Like the package idea best of the options – it is clear and easy to understand.</i> 	<ul style="list-style-type: none"> • <i>This option might be a bit rigid for some people.</i> • <i>Don't give too much away for free when you could be making money by 'add-ons' to the room hire.</i> 	<ul style="list-style-type: none"> • <i>Would there be packages for smaller hire periods and smaller rooms?</i> • <i>Will you negotiate with bookings that don't fit into the packages?</i> • <i>Have been told we can't hire the Pomegranate.</i> • <i>Can you charge the catering companies that come in?</i> • <i>Can groups use their own stewards etc?</i> 	<ul style="list-style-type: none"> • <i>Priority should be given to bookings that make money – eg weddings where people use the bar.</i> • <i>Can you make car parking discounted, or free, as part of the package?</i> • <i>Consider offering some catering packages, like North Wingfield.</i> • <i>Can you provide catering? If so, there shouldn't be an option to bring in outside caterers(not all agreed with this)</i> • <i>Can you offer a discount on the room hire if people use in-house catering?</i> • <i>Could you offer some marketing as part of the package – eg. advertise hirers events in Our Town etc.</i> • <i>Still have add-ons available for people to purchase on top of the packages.</i>

Minimum charge

Comments from hirers focus group

Pros	Cons	Queries / comments	Alternatives / amendments
<ul style="list-style-type: none"> • <i>This could suit some groups – enables them to plan the day.</i> • <i>This could work for larger groups and would be easier to administrate.</i> • <i>Easier to work out the pricing.</i> • <i>Good idea, and much more understandable than current pricing . Could be used in conjunction with the simplified charges – BUT, the proposed cost is too high.</i> • <i>Amalgamated on-costs.</i> • <i>Historical low cost room hires should be stopped.</i> 	<ul style="list-style-type: none"> • <i>Concerned about this proposal – would cost more for groups using a room for 1 hour eg. Zumba.</i> • <i>This will have a negative impact on smaller hirers in particular.</i> • <i>There is a lot of competition in Chesterfield for small room hire.</i> • <i>This is not affordable for a small meeting.</i> • <i>Price is too high</i> • <i>It isn't very clear – which rooms do the estimate charges apply to?</i> • <i>There is a risk that there will be no market for meetings at this cost.</i> 	<ul style="list-style-type: none"> • <i>Hasland Village Hall – If two meetings going on at the same time, can they share the caretaking cost? Would this reduce the minimum charge?</i> • <i>Would some still get a discount on the minimum charge?</i> • <i>Does this include kitchen use?</i> • <i>Which room are you proposing to charge £150 for?</i> • <i>Are the rough costings just for a meeting? What would it cost to hire the Ballroom for example?</i> 	<ul style="list-style-type: none"> • <i>Is there any chance of groups opening up the venues themselves? What would the implication be re. insurance, health and safety?</i> • <i>Need simple kitchen use – kettle etc.</i> • <i>Small room hire should be proportionate – there is a risk that there will be no market for meetings at this cost.</i>

Minimum charge

Comments from general public

Pros	Cons	Queries / comments	Alternatives / amendments
<ul style="list-style-type: none"> • <i>This will recover the costs – should be set at the market rate.</i> • <i>It is necessary – good concept.</i> • <i>We need some sort of minimum – whether it is a minimum charge or hours of hire.</i> 	<ul style="list-style-type: none"> • <i>Needs to be set so that it generates a profit.</i> • <i>If the charge isn't set high enough, then the hire is still being subsidised.</i> • <i>This is a big jump up for community groups.</i> • <i>Possible damage to reputation.</i> 	<ul style="list-style-type: none"> • <i>How does your cancellation policy work? You need to get the balance right.</i> • <i>Do you still get the discount from the minimum charge?</i> 	<ul style="list-style-type: none"> • <i>The minimum hire charge should be the same as the market rate.</i> • <i>Could you have a minimum length of booking?</i> • <i>The venues need marketing – exploit free publicity, the venues e-bulletin doesn't make you want to go.</i> • <i>Change the discount rather than putting the cost up.</i> • <i>The Pomegranate and Winding Wheel lend themselves to different types of package to the Assemble Rooms and Hasland Village Hall.</i> •

Charge full cost

Comments from hirers focus group

Pros	Cons	Queries / comments	Alternatives / amendments
<ul style="list-style-type: none"> • <i>We want to keep the venues open</i> • <i>Transparent and straightforward</i> • <i>The principle is right, but it is difficult to agree to this when we don't know what the full cost would be</i> • <i>This works for private/commercial hire, but not for community use.</i> 	<ul style="list-style-type: none"> • <i>The cost is too high – you won't get the custom.</i> • <i>Does not work for community groups</i> • <i>Groups can only take so much.</i> • <i>Pomegranate and Winding Wheel amateurs feel like they are subsidising the professional days.</i> 	<ul style="list-style-type: none"> • <i>Corkage!</i> • <i>It needs a clear and tariff of charges. People need to know what they are paying up-front – packages.</i> • <i>Scheduling can have an impact – eg. professional productions booked at similar times to similar amateurs.</i> • <i>We want to know at the outset what the cost will be.</i> 	<ul style="list-style-type: none"> • <i>Needs to be in fair proportion – eg small room hire.</i> • <i>Make efficiencies – groups get three lots of everything and couples get things twice (mail outs). You need to minimise these costs.</i> • <i>Would it be better to charge more up front?</i> • <i>Professional shows don't pay enough (2 groups said this)</i> • <i>Better marketing and use of social media would improve things.</i> • <i>'Friends of' needs marketing more to get more income.</i> • <i>Need for more joined up thinking about the venues – is it realistic to have these four venues within this small area?</i> • <i>Can we replicate some of the hotel packages – more meal packages to get businesses in?</i> • <i>We need to be encouraging people into the theatres all year round – not just for the panto.</i> • <i>Is there opportunity to take a 'grandfathering' approach, where new bookings start paying the higher tariffs and existing users have more of a gradual increase in charge?</i>

Charge full cost

Comments from hirers focus group

Pros	Cons	Queries / comments	Alternatives / amendments
<ul style="list-style-type: none"> • <i>We need to try and reflect the full cost needs in the simplified packages.</i> • <i>Private individuals eg. weddings should be paying the full cost.</i> • <i>It keeps the Council tax/subsidy down.</i> • <i>The Council should not be hiring any venues out at less than the full cost.</i> • <i>Hirers should be paying for the service – shouldn't be discounted.</i> • <i>The lowest rate should be the cost price, and some organisations (commercial) should be paying more than this.</i> • <i>Extras to the contract should be profitable.</i> 	<ul style="list-style-type: none"> • <i>This might become complicated</i> • <i>Could lead to reputational damage with regular hirers.</i> 	<ul style="list-style-type: none"> • <i>We need to promote to more commercial customers.</i> • <i>Need to increase commercial hire.</i> • <i>Any change needs to be transparent.</i> 	<ul style="list-style-type: none"> • <i>Regular hirers should have the changes staggered, but not new ones.</i> • <i>Try to move cheaper bookings to cheaper rooms.</i> • <i>Need to negotiate the rates and prices.</i> • <i>Private sector could run the venue.</i> • <i>The schedule of staffing, charges etc needs to be blatantly obvious for hirers.</i> • <i>Do we gold plate health and safety, making the cost to the Council and hirers higher?</i> • <i>Can you use volunteers to greet people etc?</i> • <i>Why doesn't the Council use a different fund to pay for the discount to charities, so that it doesn't come out of the venues budget?</i>

Other comments

- *Who is coordinating the bookings across all venues? It needs to be someone that has a good overall knowledge of all the venues who can negotiate with hirers.*
- *Do you think the prices that the box office charge for selling tickets on our behalf need looking at?*
- *We have had to pay for going over our booking time when we had to wait for an ambulance to arrive after a member of our organisation had a fall on stage.*
- *The whole of group 3 wanted to note that the staff working across all venues are very good – can't fault them.*

