

**JOINT MUSEUMS COMMITTEE
23 NOVEMBER 2015**

COMMANDERY PRICING POLICY

Recommendation

- 1. The Museums General Manager recommends that:**
 - a) the proposed level of fees and charges be agreed; and**
 - b) the fees and charges be referred to Worcester City Council for approval.**

Background

2. On 28 July the City Council Cabinet approved a capital sum of £260k for the development of the Commandery, including the Battle of Worcester story. Work is in progress to appoint an exhibition and interpretation designer to develop detailed proposals for the new display and other aspects of the visitor experience.
3. The proposals were based on an outline business plan prepared by DCA Associates, previously approved by this Joint Committee on 19 March 2015. (Minute no. 218 refers)
4. The work included a review of a marketing strategy and pricing plan commissioned from Blue Sail, with financial assistance from Arts Council England, in 2013-14. The marketing strategy identified the importance of the following:
 - The Commandery should directly target family, boomer and educational segments living within a 45-60 minute travel time
 - The Commandery should work in partnership to reach tourism markets (day trippers and staying visitors, including VFRs)
 - The focus on the Battle of Worcester presents an opportunity to target a specialist market too
 - There is potential to work in partnership with other heritage attractions in the City, including the Cathedral and Greyfriars.
5. The pricing plan endorsed by DCA recommended the following:
 - An increase in price across all categories
 - Introduction of charging for Worcester City Council residents, though at a reduced rate and once only in any one year
 - Introduction of children go free
 - Reduction in age related concessions
 - Introduction of a Visitor Pass to include entry to multiple heritage attractions.

6. The introduction of new fees and charges where a charge does not currently apply is a decision for the City Council but decisions on excluded powers are to be made following a recommendation from this Joint Committee.

7. The proposed new fees and charges for the Commandery are therefore set out in detail below:

Admission Charges	Current £	Proposed £	<i>See note</i>
Adults	5.50	5.95	
Adult Concession	4.50	4.95	1
Students 17+	4.50	4.95	
Child	2.50	Free	2
Worcester Residents	Free	5.00	3
Season Ticket (Adult)	6.00	5.00	4
Season Ticket (Concession)	6.00	5.00	5
Group Adult (10 people)	4.50	5.95	6
Group Concession (10 people)	3.50	4.95	7
School Visits – Includes 3 workshops and Audio Guide	4.50	4.50	
School Visits – Extra workshop or City Walk	6.00	6.00	
Drop-in activities (in addition to admission fee)	2 – 5.00	2 – 5.00	

1. In receipt of State pension in line with City Council policy
2. Each paying adult can bring up to 3 children in free of charge
3. To be renewed annually, gives free entry for the year
4. On top of the first admission fee and entitles holder to Free entry for the rest of the year
5. On top of the first admission fee and entitles holder to Free entry for the rest of the year
6. One Free admission per group (i.e. 9 + 1) and an introductory talk
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8. The proposals above are consistent with the recommendations from Blue Sail and DCA. The latter recommended limiting the increase on the basic admission fees until all the phases of the Commandery improvements have been completed. The charges above therefore should apply to the building when phase 1, the Battle of Worcester story, is opened to the public. This is currently anticipated in summer 2016.

9. School visit charges have also been held at existing levels pending a review of the learning offer. The range of prices for drop-in activities allows the costs of materials for any one session offered to be reflected in the price charged.

10. There will then be a further review prior to the completion of phase 2, which will also include plans for a Visitor Pass which require further negotiation with other heritage partners.

11. DCA's modelling of visitor income suggests that £46K net of VAT is possible in Year 1 with the introduction of new charges, following the completion of the first phase of improvements. This represents a 95% increase on current budgets, with the potential for further growth to £59K by Year 3 after reopening.

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Background Papers

In the opinion of the proper officer (in this case the Museums General Manager) the following are the background papers relating to the subject matter of this report:

A Development and Business Plan for the Commandery – Final Report (DCA July 2015)

Agenda papers and Minutes of the Joint Museums Committee on 19 March 2015 (Item 4)