

# Planning, Housing and Economic Development Policy Development and Scrutiny Panel

**Date: Tuesday, 8th May, 2018**

**Time: 2.00 pm**

**Venue: Kaposvar Room - Guildhall, Bath**

**Councillors:** Councillor Will Sandry  
Councillor Barry Macrae  
Councillor Rob Appleyard  
Councillor Colin Blackburn  
Councillor Lisa O'Brien  
Councillor David Veale  
Councillor Liz Richardson

Chief Executive and other appropriate officer  
Press and Public



NOTES:

1. **Inspection of Papers:** Papers are available for inspection as follows:

Council's website: <https://democracy.bathnes.gov.uk/ieDocHome.aspx?bcr=1>

Paper copies are available for inspection at the **Public Access points:-** Reception: Civic Centre - Keynsham, Guildhall - Bath, The Hollies - Midsomer Norton. Bath Central and Midsomer Norton public libraries.

2. **Details of decisions taken at this meeting** can be found in the minutes which will be circulated with the agenda for the next meeting. In the meantime, details can be obtained by contacting as above.

3. **Recording at Meetings:-**

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<https://democracy.bathnes.gov.uk/ecCatDisplay.aspx?sch=doc&cat=12942>

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**Planning, Housing and Economic Development Policy Development and Scrutiny Panel -  
Tuesday, 8th May, 2018**

**at 2.00 pm in the Kaposvar Room - Guildhall, Bath**

**A G E N D A**

1. WELCOME AND INTRODUCTIONS
2. EMERGENCY EVACUATION PROCEDURE

The Chair will draw attention to the emergency evacuation procedure as set out under Note 6.

3. APOLOGIES FOR ABSENCE AND SUBSTITUTIONS
4. DECLARATIONS OF INTEREST

At this point in the meeting declarations of interest are received from Members in any of the agenda items under consideration at the meeting. Members are asked to indicate:

- (a) The agenda item number in which they have an interest to declare.
- (b) The nature of their interest.
- (c) Whether their interest is **a disclosable pecuniary interest** *or* **an other interest**,  
(as defined in Part 2, A and B of the Code of Conduct and Rules for Registration of Interests)

Any Member who needs to clarify any matters relating to the declaration of interests is recommended to seek advice from the Council's Monitoring Officer or a member of his staff before the meeting to expedite dealing with the item during the meeting.

5. TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN
6. ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING

Two members of the public, Fiona Wilde and David Redgewell have registered to make a statement at this meeting.

7. MINUTES - 13TH MARCH 2018 (Pages 7 - 20)

8. CABINET MEMBER UPDATE

The Cabinet Member(s) will update the Panel on any relevant issues. Panel members may ask questions on the update(s) provided.

9. MUSEUM FORWARD PLANS 2018-2021 (Pages 21 - 104)

This report introduces the 3-year forward plans for the Fashion Museum, Roman Baths Museum and Victoria Art Gallery necessary to attain Full Accreditation status with Arts Council England (ACE).

10. PANEL WORKPLAN (Pages 105 - 108)

This report presents the latest workplan for the Panel. Any suggestions for further items or amendments to the current programme will be logged and scheduled in consultation with the Panel's Chair and supporting officers.

The Committee Administrator for this meeting is Mark Durnford who can be contacted on 01225 394458.

**BATH AND NORTH EAST SOMERSET**

**PLANNING, HOUSING AND ECONOMIC DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL**

Tuesday, 13th March, 2018

**Present:-** Councillors Will Sandry (Chairman), Barry Macrae (Vice-Chair), Rob Appleyard, Colin Blackburn, Lisa O'Brien, David Veale and Liz Richardson

**Also in attendance:** Graham Sabourn (Head of Housing), John Wilkinson (Divisional Director - Community Regeneration), Lisa Bartlett (Divisional Director, Development), Louise Davidson (Team Manager (Enabling & Development)) and Chris Mordaunt (Team Manager - Standards & Improvement)

**47 WELCOME AND INTRODUCTIONS**

The Chairman welcomed everyone to the meeting.

**48 EMERGENCY EVACUATION PROCEDURE**

The Chairman drew attention to the emergency evacuation procedure.

**49 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS**

There were none.

**50 DECLARATIONS OF INTEREST**

There were none.

**51 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN**

The Chairman informed the Panel that Councillor Paul Myers would speak as expected under item 8 (Cabinet Member Update) and that Councillor Bob Goodman would address them later on his return from another meeting. He also advised them that prior to the reports listed on the agenda that the Head of Housing would give them a presentation to set the scene and to give context to the other reports.

**52 ITEMS FROM THE PUBLIC OR COUNCILLORS - TO RECEIVE DEPUTATIONS, STATEMENTS, PETITIONS OR QUESTIONS RELATING TO THE BUSINESS OF THIS MEETING**

There were none.

## 53 MINUTES - 16TH JANUARY 2018

Councillor Liz Richardson asked that her question in relation to Broadband Connect Vouchers under the Cabinet Member Update be recorded in the minutes.

The Democratic Services Officer confirmed that he had a note of the question and would add the following wording to the minutes.

522 vouchers have been issued as part of the Government trial to improve broadband speeds in homes in Bath & North East Somerset.

*Councillor Liz Richardson asked where the majority of the vouchers had been issued.*

*The Divisional Director for Community Regeneration replied that it was the Chew Valley area that had received the vast majority of the vouchers.*

The Panel confirmed the minutes of the previous meeting with this amendment as a true record and they were duly signed by the Chairman.

## 54 CABINET MEMBER UPDATE

Councillor Paul Myers, Cabinet Member for Economic and Community Regeneration addressed the Panel, a summary of his update is set out below.

### Housing

Curo have recently made the decision to stop plans for the redevelopment of the Foxhill site and focus investment in refurbishment of current properties. The Council has and maintains a balanced view on this project and will look to facilitate better communications between local residents and Curo.

Councillor Rob Appleyard asked if a timescale for the Judicial Review relating to Foxhill was known.

The Divisional Director for Development replied that this was a decision that the Courts would make and she was not aware of any dates yet.

Proposal for a new City wide additional HMO licensing scheme to be introduced from January 2019. The 10 week consultation will be starting in March 2018 on the proposed scheme including: type of HMOs to be included; area to be designated; alternatives considered.

The Government is consulting on a new framework for rents on supported and sheltered homes, which may see fundamental changes in how housing costs for short term supported housing is paid for and the establishment of a 'Sheltered Housing rent'. It is expected that we will be required to develop Supported Housing Strategies which will be used to allocate resultant government funding for supported housing.

## Bath Enterprise Zone

- Bath Quays North - The determination process for the Outline Planning Application for comprehensive redevelopment of the Avon St coach and carpark progresses, with initial response clarifications received from the LPA. The project team and supporting consultants are working to provide responses with a target date of Q1 2018.
- Bath Quays South - Strong market response received during soft marketing phases for Council delivered commercial office. Commercial Estate Investment SMD paper approved.

Design team re-engaged to review potential changes to design to allow for a multi tenanted, rather than single tenanted building. Building completion anticipated late 2019.

Funding - £12.5m of Housing Infrastructure Fund (HIF) funding secured following successful bid to Homes England. Bid supports longer-term housing and economic growth objectives by enabling relocation of the City's waste transfer station and strategic land to come forwards for residential development.

## Heritage Services

- Fashion Museum loans: Two loans are going to two separate exhibitions at the Metropolitan Museum of Art in New York this month: a wax mannequin bust will be displayed in Like Life at The Met Breuer; and a miniature 18th century court dress (fashion doll's dress) will be a star exhibit in Visitors to Versailles at The Met Fifth Avenue. These loans highlight the international importance of our Fashion Museum collections.
- Extreme weather conditions: The effect of the adverse weather conditions in the week Monday 26 February to Sunday 4 March, which included two days of enforced closure, was a loss of just under 6,000 visitors to the Roman Baths, resulting in a drop in primary and secondary income of c.£92,000. This is a reminder of how fluctuations in visitor numbers can affect income and therefore profit.
- Victoria Art Gallery: Grant award of £31,500 DCMS/Wolfson Museums & Galleries Improvement Fund for new display drawers to make works on paper collections more accessible.

## Regeneration

- Housing Growth: An announcement around the Housing Deal and Housing Infrastructure Fund is expected by MHCLG (Ministry of Housing, Communities and Local Govt) in the Spring statement. If positive there could be significant enabling and infrastructure funding towards the two Strategic Development Locations at North Keynsham and Whitchurch;

- Somer Valley Enterprise Zone: Commercial Delivery Framework (CDF) consultants procured , A362 improvement options underway, key stakeholder group to meet 12th March, Somer Valley Forum to meet 20th March), £50k RIF funding approved towards CDF;
- Public Realm Programme: Keynsham High Street public consultation closed – nearly 1,500 residents engaged, results to Informal Cabinet at the end of March, Midsomer Norton signage and Town Park concepts in development; Saw Close due for completion May 2018, Kingsmead Square pedestrianisation feasibility underway.

### Housing Overview Presentation

The Head of Housing gave a presentation to the Panel, a copy of which can be found on their Minute Book or as an online appendix to these minutes. A summary is set out below.

Demand: This is broadly similar to 2016/17, except more complex homelessness cases, especially around affordability, difficult to place households etc. The Council receives around 2500 cases p.a. / 10 per day.

Housing affordability remains stretched. The average house increased by around 3% last year to £418k (£298k England); £274k for 2 bed flat (£186k England); Overall affordability ratio is 11.8 – down from 10 2years ago

The Private Rented Sector continues to expand significantly and has more than tripled since 2004 (10%/7,000 households in 2004, now 27%/22,000).

The performance of the service over this year has been good with only two indicators showing as red and one at amber.

- Red: Customer complaints responded on time – This is a small number. Invoices paid within 30 days – Again, a small number, recognise that we need to do better
- Amber: Numbers in Temporary Accommodation; nationally our performance is excellent (28 (Target is 27) to a comparative rate of 250 for an Local Authority of our size)

Housing Associations are currently refusing to accept 8 of the households in temporary accommodation and work continues to assist these groups.

Councillor Rob Appleyard asked how long do people stay in temporary accommodation.

The Head of Housing replied that the average period was 12 weeks.

The Chairman asked if he was aware of any students ever having approached Housing Services either during or after their studies.

The Head of Housing replied that he was not aware of this as an issue.

Councillor Barry Macrae asked if the three month timescale to issue HMO Licences could be shortened.

The Head of Housing replied that he welcomed the challenge, but added that the target set must be both realistic for the Council and the public.

### Achievements

- DFG Audit: Risk Assurance of 5, the highest
- National Energy Action Funding (£250k): Energy efficient improvement of 53 low income and vulnerable residents with a medical condition. Partnership with CCG, Centre for Sustainable Energy & NEA. The improvements included various types of heating, loft insulation, solid wall and cavity wall insulation. Only one in the region.
- Women & Equalities Parliamentary Select Committee were researching the experiences of Gypsies, Travellers & Boat Dwellers. They were impressed with the work we are doing, and in particular the site at Carrswood View. Rt Hon Maria Miller, Chair of the Committee, wrote expressing her gratitude.
- NPSS (National award scheme for housing options & homelessness services) Silver Standard; highest award in the region & indeed national only 12 LA have received higher recognition;
- Ministry of Housing, Communities & Local Government Visit: MHCLG praised our “strong partnership approach to homelessness” and “advanced” preparations for new homelessness duties;
- Affordable Housing Innovation: 20 units of housing for young people through the Platform for Life project; partnership with YMCA; high capital support meaning low rental; fits under single room rate LHA (£314 pm)

### The Year Ahead

- Housing Regulation: Expanding the types of HMO that fit within mandatory HMO licensing scheme (currently 5 or more people; 3 or more storeys; 2 or more households) – removing the storey requirement. Introduce banning orders for certain offences. HMO space standards
- Additional HMO licensing: Will be discussed in detail in a later report
- Homelessness Reduction Act: Requires the Council to provide more proactive assistance to people who are homeless or at risk of losing their accommodation. There will be a greater emphasis on preventing homelessness by intervening earlier and resolving problems before accommodation is lost. Each applicant will need to receive an individual “Personalised Housing Plan”. Importantly the Council will be required to

provide help & assistance regardless of whether the applicant has a local connection or not.

Councillor Barry Macrae asked if any funding had been given with regard to Homelessness Reduction.

The Head of Housing replied £50,000 of new burdens funding has been made available for this work. He added though that as with all Council departments for the coming year Housing Services had savings to achieve within the budget.

- Affordable Housing – 887 Affordable Homes with planning consent. 72 unit Extracare scheme at Ensleigh North has started on site, with completion due in Spring 2019. Marketing for the shared ownership units will commence in Spring 2018.
- Empty Properties – 153 properties have been empty for 2yrs or more; 64 brought back into use last year resorting in £1m of New Homes Bonus
- New Supported Housing Rent Regime - Used to be HB eligible, then proposal that it was capped at LHA rate, we are now expecting that the additional rent for “supported housing” will be devolved to Councils; will need to develop Supported Housing Strategies

Councillor Bob Goodman, Cabinet Member for Development and Neighbourhoods addressed the Panel, a summary of his update is set out below.

Landowner AJP Growers, Folly Lane, Stowey were taken to court and prosecuted in 2016 for a building that had been put up without planning permission on greenbelt land in 2008. Demolition of the building took place in February 2018.

The final Draft of the Joint Strategic Plan (JSP) is due for the end of March.

Stadium for Bath – Members of the public are invited to share their views on this project as well as their ideas and aspirations for riverside regeneration in Bath. Further information can be found at <http://stadiumforbath.com/huge-opportunity-riverside-regeneration/>

University of Bath Masterplan – The process of creating a new Masterplan for the University of Bath’s Claverton Campus has begun. Any feedback is asked to be submitted Thursday 29 March 2018. Further information can be found at <http://www.bath.ac.uk/campaigns/consultation-on-the-masterplan-for-the-university-of-baths-claverton-campus/>

National Planning Policy Framework (NPPF) – The Ministry for Housing, Communities and Local Government (MHCLG) published its draft revisions to the NPPF for consultation, on 5 March 2018. The consultation closes at 11:45pm on 10 May 2018. Further information can be found at <https://www.gov.uk/government/consultations/draft-revised-national-planning-policy-framework>

Councillor Eleanor Jackson was present and said that she welcomed the action taken with regard to AJP Growers but asked if the Cabinet had considered holding a contingency fund as this work had consumed the department's enforcement budget and she was aware of 10 homes in the Westfield area that are being obscured by a large Conifer tree.

Councillor Goodman replied that he was aware of the tree in question and would seek the Cabinet's view on whether any action should be taken.

The Chairman asked if there would be further funding for other areas of the Council with regard to the free Gull egg and nest removal treatments that have previously taken place in the wards of Abbey, Kingsmead, Newbridge, Twerton, Widcombe and Westmoreland.

Councillor Goodman replied that there would be further funding available.

The Chairman thanked the Cabinet Members and the Head of Housing for their contributions to this part of the meeting.

## **55 EMPTY RESIDENTIAL PROPERTY POLICY 2018**

The Team Manager for Enabling & Development introduced this report to the Panel. She explained that the current empty homes policy was adopted in July 2013 and that it focussed on properties that had been empty for 2 years or more. She said that since the empty property policy was adopted 317 properties have been brought back into use (target 35 properties p/a).

She stated that the emerging policy has been developed to reduce duplication of effort by different service areas of the Council in their work on empty properties and to take advantage of changes to the statutory tools available to the Council to deal with nuisance empty properties. She said that the significant changes include the proactive involvement of the Empty Property Officer on homes empty from 6 months, more effective sharing of data, a stronger approach to fraud identification and a new approach to prioritising properties for targeted action.

She briefly spoke of the use of Community Protection Notices and formal Warning Letters to force engagement with the owners of nuisance empty properties. She explained that this option for enforcement action was introduced in the Anti-Social Behaviour Crime and Policing Act 2014 to help address nuisance that is having a significantly detrimental effect on the community.

She said that the new processes for close cross-service working, primarily with Council Tax will prevent the duplication of work and maximize income generation. She added that by aligning the work of the Empty Property Officer with the work of Council Tax Enforcement Officers we can maximize the New Homes Bonus return, identify and investigate Council Tax fraud (wrongful claim of Single Persons Discount and non-payment of the Empty Property Premium) and ensure correct and consistent data on empty properties is being recorded and reported.

She informed the Panel that the new Empty Residential Property Policy would be subject to a Single Member Decision after 14th March 2018.

Councillor Lisa O'Brien asked if any type of properties were exempt from paying the Empty Property Premium.

The Team Manager for Enabling & Development replied that empty properties of residents that have entered nursing care and those owned by the Church were exempt, as well as other exemptions as detailed on the Council's web site: <http://www.bathnes.gov.uk/services/council-tax-benefits-and-grants/council-tax/discounts-and-exemptions/council-tax-exemptions>

Councillor Lisa O'Brien asked why there was a waiting time of two years before the increase in Council Tax to 150%.

The Team Manager for Enabling & Development replied that this was due to Government legislation.

Councillor Lisa O'Brien commented that she would like to see similar work that would tackle empty non-residential properties such as the old King Edward's School site in Broad Street.

Councillor Colin Blackburn asked what % of the 153 Empty Property Officer's 'Active cases' list of properties empty for more than 2 years were owned by B&NES and were flats above shops.

The Team Manager for Enabling & Development replied that she would have to research that answer and respond to the Panel in due course.

Councillor Liz Richardson commented that she felt that the second paragraph of the introduction to the Policy was too Bath specific. She said that it was important to engage with elderly people and their families as it can be a difficult scenario to discuss.

The Team Manager for Enabling & Development acknowledged this point and said that they see their role as helping to provide solutions and therefore not working in isolation of other services.

Councillor Liz Richardson agreed with the comments made by Councillor O'Brien and said that she thought this work could act as a template for expanding into other areas of the Council, including commercial properties.

Councillor Paul Myers replied that a similar thought had occurred to him, but that a balance would need to be found to evaluate the time that officers may spend on a case versus its possible successful outcome. He said that he would consider the matter further and report back to the Panel at a future date.

The Panel **RESOLVED** to note and support the changes to the Council's Empty Residential Property Policy.

## 56 AFFORDABLE HOUSING DELIVERY IN THE BATH ENTERPRISE ZONE

The Divisional Director for Community Regeneration introduced this report alongside the Team Manager for Enabling & Development. He explained that the Council is aiming to maximise Government funding opportunities to help unlock and accelerate delivery of new homes in the City and that this must be balanced against the delivery of around 11,000 new jobs within the Enterprise Zone.

He highlighted three indicators to show the importance of delivering the Enterprise Zone as planned.

- Industrial sites within B&NES currently have a less than 1% vacancy rate.
- Figure of net jobs created in Bath is low. The Core Strategy highlighted a need for 400 net new jobs per year between 2011-2016 in Bath. The latest figures suggest a net gain of 30 per year during that period. This shows the importance of the Enterprise Zone in creating new jobs. Local Government funding has reduced significantly.
- The Enterprise Zone designation allows for the Council to retain 100% of Business Rates and this could equate to around £2m per year from the Bath Quays sites alone.

Councillor Rob Appleyard sought clarification on comments that could be made by members of the Panel who may also have a role on future Development Management Committee meetings involving the Enterprise Zone.

The Divisional Director for Development replied that Councillors must maintain an open mind regarding applications and not comment in such a way that would indicate any pre-determination.

The Team Manager for Enabling & Development commented that delivering a wide range of affordable housing options is vital to securing the success of the Enterprise Zone. She added that this means that as well as delivering homes to meet a traditional affordable housing need, the Council needs to look at ways of delivering affordable housing products targeted at individuals, couples and families working or looking to work in the City. She said that this supply will also support current major employers, such as the RUH and even the Council, for whom local house prices can be a major impediment to the recruitment and retention of staff.

She stated that there is a need to have an innovative approach to affordable housing and highlighted one such development of 5 'micro homes' at the site of the former Banglo Pub on Lower Bristol Road at a 25% discount from the Open Market Value (OMV).

She explained that the levels of historic direct subsidy for affordable housing delivery are no longer sustainable, so the Council is working to secure capital finance through a number of possible grant/funding mechanisms;

- Bath Quays: £7.5m Homes England Accelerated Delivery Fund
- Bath Riverside: £12.6m Homes England Housing Infrastructure Fund: Marginal Viability

- Bath Riverside: £7.5m Accelerated Delivery Fund specific to relocation and remediation of recycling centre
- Growth Deal: £10m initial land purchase funding within the EZ

Councillor Lisa O'Brien said that she appreciated the number of jobs that the Enterprise Zone were looking to deliver, but questioned the viability in being able to provide affordable properties for these individuals / couples. She questioned whether any accommodation could be provided with certain types of employment and said that she saw travel costs as a real dilemma alongside housing affordability.

The Team Manager for Enabling & Development replied that she would look into the proposal to see if it had been taken forward anywhere else in the country.

Councillor Colin Blackburn said that he was sympathetic to the issues raised as a number of his business team have found it difficult to purchase property within the area. He stated that the Council needs to work as hard as it can to influence developers on the levels of affordable housing. He asked if any of the upcoming sites would be available on a professional house share basis.

The Team Manager for Enabling & Development replied that the 2 bed units at Roseberry Place that are being delivered at between 60% and 80% of market rent levels would offer the opportunity for these to be let as shared housing for 2 individuals.

Councillor Rob Appleyard asked if over the course of the Quays project so far whether aspirations for the site had been dumbed down in terms of higher pay employment sites.

The Divisional Director for Community Regeneration replied that it didn't think it had as there remained an aspiration to provide facilities for the Creative, Technical and Digital industries alongside Business and Financial Services. He added that there was need to provide graduate level jobs to retain students that have studied locally and that their housing need must also be accounted for.

Councillor Barry Macrae said that he thought that the sites were unviable and that there is a housing need that should be addressed across the whole of B&NES. He added that opportunities for housing should be sought across the district and that he would not want to see any of the employment prospects compromised.

Councillor Lisa O'Brien asked if a restriction was allowed to be placed on the new affordable housing which would not allow students to live within them.

The Team Manager for Enabling & Development replied that yes this could be done.

The Chairman said that he was confident that officers were working hard to deliver both employment and affordable housing within the Enterprise Zone.

The Panel **RESOLVED** to note the current housing situation in the Enterprise Zone and the steps being made to help address housing need to support the delivery of a

vibrant and economically sustainable City, whilst continuing to meet general affordable housing need in Bath.

## 57 **ADDITIONAL HMO LICENSING UPDATE**

The Chairman began this item by reading out an email from the Vice President of Student Welfare at Bath Spa University, it read as follows;

*'Unfortunately I don't think I can make it tomorrow due to other meetings, but I can feed in my comments.*

*Based on our understanding of the paper, we think that the plans for an additional HMO licence to cover the whole of Bath would be beneficial. Students are now living as far out as Keynsham and Radstock due to the current pressures, and those areas that are not currently covered are subject to a range of substandard conditions.*

*We have just released our Housing survey to find out the conditions, cost, and even availability of housing that our students are currently dealing with. We have received multiple reports of student homelessness or sofa surfers in recent months, and are keen to get the private housing sector to a standard of living that students can afford.'*

The Chairman said that he would ask for the findings of the survey to be shared with the Panel.

The Team Manager for Standards & Improvement introduced the report to the Panel. He informed them that Housing Services have launched a 3 month public consultation exercise, led by appointed contractor MEL on a proposed new additional HMO licensing scheme which would cover HMOs with shared facilities across the city of Bath. He said that the exercise will include details of the scheme design; marketing of the proposal; open facilitated events with interested parties; and on-line survey forms.

He stated that the current scheme had been beneficial in improving standards across the designated area by reducing significant hazards, addressing management failures and improving welfare conditions. He added that this includes the improvement of around a third of licenced HMOs which did not meet the minimum statutory standard.

He explained that evidence gathered from a number of sources supports the conclusion that a significant proportion of HMOs in Bath City sharing one or more essential facilities are being managed sufficiently ineffectively as to give rise, or to be likely to give rise, to one or more particular problems either for those occupying the HMOs or for members of the public.

He informed the Panel that in due course the Cabinet will need to make a decision on whether to designate a new additional licensing scheme post 31st December 2018, and if so, in what locality and for what classes of House in Multiple Occupation.

Councillor Rob Appleyard said that he welcomed the review, but would also like to see the residents within North East Somerset considered for such a scheme.

The Team Manager for Standards & Improvement replied that this aspect was considered but that legal advice was received to say that there was not enough evidence at this stage.

Councillor Rob Appleyard said that he would like the idea of a two stage process to be considered.

Councillor Lisa O'Brien commented that residents within Keynsham have approached her on this matter and agreed with Councillor Appleyard that North East Somerset should be kept on the radar.

Councillor Liz Richardson agreed that it would be a good idea to keep an eye on the key market towns of Keynsham, Radstock and Midsomer Norton.

Councillor Colin Blackburn commented that he was totally supportive of the expansion of the scheme as he had seen that standards for tenants have been raised. He asked how the fees for the licences were determined.

The Team Manager for Standards & Improvement replied that the Council determines the fee and it currently varies between £600-£780 for a 5 year period depending upon size of property. The fee allows for initial assessments to be made, compliance checks to be carried out and enforcement action to be taken.

Councillor Liz Richardson asked if there was a reason for the 5 year term.

The Team Manager for Standards & Improvement replied that this is the maximum, but shorter terms can be given.

The Chairman said that as Councillors they have a duty to maintain awareness of this issue and to ensure that certain standards are maintained. He also encouraged the Panel to make people aware of the consultation.

The Panel **RESOLVED** to support the proposal to designate an Additional HMO licensing area covering the city of Bath as detailed in the Additional Licensing Consultation Document.

## 58 **PANEL WORKPLAN**

Councillor Rob Appleyard if the item on the workplan entitled 'Future of Retailing in District Centres' could be assigned to a meeting date of the Panel.

Councillor Lisa O'Brien agreed that this was an essential topic to cover.

The Chairman said that from his recollection the Strategic Director for Place felt that the July meeting could be an appropriate date.

Councillor Liz Richardson suggested that the Panel discuss the Joint Strategic Plan in its final form at their May meeting.

Councillor Eleanor Jackson asked if representatives from Curo could be invited to a meeting of the Panel to inform them of their future plans.

The Chairman replied that as a Judicial Review was underway regarding the Foxhill site he would have to take advice on when such a meeting could take place.

Councillor Lisa O'Brien agreed that it would be useful to hear from them when appropriate.

Councillor Liz Richardson commented that she agreed with the proposal, but asked for consideration to be given for other housing providers to also be invited to attend.

The Chairman thanked the Panel and said that he would discuss the matters raised further with the Strategic Director for Place at their next agenda planning meeting.

The meeting ended at 4.55 pm

Chair(person) .....

Date Confirmed and Signed .....

**Prepared by Democratic Services**

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<b>Bath &amp; North East Somerset Council</b>		
MEETING/ DECISION MAKER:	<b>Planning, Housing &amp; Economic Development Panel</b>	
MEETING/ DECISION DATE:	<b>Tuesday 8th May 2018</b>	EXECUTIVE FORWARD PLAN REFERENCE
TITLE:	<b>Museums Forward Plans 2018-2021</b>	
WARD:	All	
<b>AN OPEN PUBLIC ITEM</b>		
<p><b>List of attachments to this report:</b></p> <p>Appendix 1: Fashion Museum Forward Plan 2018-2021</p> <p>Appendix 2: Roman Baths Museum Forward Plan 2018-2021</p> <p>Appendix 3: Victoria Art Gallery Forward Plan 2018-2021</p> <p>Appendix 4: Local talks given and events attended by Heritage Services staff 2015-2018</p> <p>Appendix 5: Participating museums, attractions and places of historic or cultural interest in Bath and North East Somerset in 2017</p>		

**1 THE ISSUE**

- 1.1 The report introduces the 3-year forward plans for the Fashion Museum, Roman Baths Museum and Victoria Art Gallery necessary to attain Full Accreditation status with Arts Council England (ACE). The Government’s Accreditation scheme requires governing body approval and the forward plans will go forward for formal adoption by single member decision in June 2018.

**2 RECOMMENDATION**

- 2.1 The Panel is asked to note the forward plans for the Fashion Museum, Roman Baths Museum and Victoria Art Gallery.

**3 RESOURCE IMPLICATIONS**

- 3.1 The forward plans will be delivered within existing resources and no new funds are sought. The museum forward plans will be delivered within the Service’s cash limits as adopted by the Council in the Heritage Services 5-year rolling Business Plan.

**4 STATUTORY CONSIDERATIONS AND BASIS FOR PROPOSAL**

- 4.1 The provision of museum services by local authorities is a discretionary rather than statutory service. This authority has important museum collections which are used to deliver much-valued services to residents and visitors alike. The basis for the proposal is that the authority would wish to continue to observe best practice in the management of its museum collections and the services delivered using them.

## 5 THE REPORT

5.1 The Council holds important collections of historic material in its museums. Two of these collections, at the Roman Baths Museum and Fashion Museum, have been 'Designated' by Government as nationally / internationally important collections held in non-national institutions.

5.2 The Council last adopted its museum forward plans in May 2014 (Fashion Museum) and February 2015 (Roman Baths Museum and Victoria Art Gallery). The timing of those applications was set by ACE who have since indicated that, to simplify matters, it will in future harmonise the date it requires the Council's three museums to update their Accreditation status. The next ACE Accreditation Review will probably take place in 2019.

5.3 The museum forward plans will contribute to Heritage Services' Service Aims, which are:

- to enhance the quality of life for residents of Bath & North East Somerset;
- to maximise public enjoyment of the Council's world class heritage;
- to enable people to learn from the activities and achievements of past and present societies;
- to promote understanding and appreciation of different cultures;
- to contribute to the district's economic prosperity through our Business Plan.

5.4 The museum forward plans have been drafted to a common formula recognised by ACE. They include a statement of purpose, a description of the museum's collection, its staffing arrangements, opening hours and audiences, organisational structure, finances and building and a review of the previous plan. The forward-looking sections concern each museum's aims and objectives, future priorities and an action plan. In summary the key issues are:

5.5 Fashion Museum:

- secure sustainable future premises for the Museum;
- raise and to maintain the profile of the Fashion Museum and its world-class collection, particularly with local and global audiences;
- maintain the Museum's reputation as a key lender to major exhibitions at the world's leading museums;
- locate all objects on the documentation database to improve public access to the collection, through display, engagement, on-line and on-tour activities;
- maintain pest management, emergency response, salvage and insurance valuations programmes.

5.6 Roman Baths Museum:

- complete the Archway Project as a major capital scheme;
- prepare a scheme of improvements in conservation, public access and interpretation in the West Baths;
- install a new energy capture scheme in the King's Spring to heat the Pump Room & Roman Baths complex, replacing the former equipment install in 1992;

- re-purpose the existing learning space in the museum for informal learning activities for all daytime visitors;
- improve accessibility and environmental standards for collections in store;
- work with other Council services and city-centre agencies to improve the quality of the public realm in the vicinity of the Pump Room & Roman Baths complex.

#### 5.7 Victoria Art Gallery:

- bring forward capital proposal to extend the Gallery into the void between it, the Market and the Guildhall to improve public service delivery and become more financially sustainable;
- prepare business cases for all major exhibitions to improve financial performance;
- replace the air-conditioning plant by March 2019 to retain the conditions for prestigious loans from national collections;
- improve efficiency of storage systems and bring forward proposals for disposal of non-relevant items via the agreed procedure.

## 6 MUSEUM PARTNERSHIPS AND PUBLIC ENGAGEMENT

6.1 Bath and North East Somerset has a wide range of museums and heritage attractions, offering plenty of scope for partnership working and joint ventures. These may be conceived locally or be part of a wider national programme of activities. Organised events involving some or all of the districts museums and attractions include:

- **April – World Heritage Day:** always on the Sunday closest to 18<sup>th</sup> April; in recent years it has been held on Kingston Parade, Royal Crescent lawn, at Prior Park Landscape Garden, Sydney Gardens, the Assembly Rooms and in Parade Gardens.
- **May – Museums @ Night:** a national celebration run by Culture 24 and timed locally to coincide with Party in the City.
- **July – Festival of Archaeology:** a national event organised by the Council for British Archaeology until 2017. In 2018 Heritage Services is participating in a nationwide project run by Cambridge University to identify continuously-occupied medieval settlements. A series of three events in Midsomer Norton (February, July, September) involves local residents in digging a 1m<sup>2</sup> test pit in their garden and brings them together to identify and record what they find.
- **September – Heritage Open Days:** a national four-day event offering free access to places that are usually closed to the public or normally charge for admission; it is a once-a-year chance to discover architectural treasures and enjoy a wide range of tours, events and activities that bring local history and culture to life.
- **October – Museums Week:** around twenty venues organise 120+ events over the nine days of the half-term holiday, with a range of activities including talks, tours, object-handling sessions, late night events and family trails and activities. Around 20,000 residents take part in Museums Week each year.

6.2 **Local Museum Partnerships:** the B&NES Museums Group meets regularly as a subset of the South Western Federation of Museums & Art Galleries. Planning for the events listed above takes place at the Group's meetings. In recent years the Group has also been successful in attracting Arts Council England funding for co-operative

marketing initiatives such as the 'Gorgeous Georgians' campaign and the 'Marvellous Museums' map, promoted through Visit Bath.

6.3 **Local engagement:** Heritage Services engages with local individuals and communities in a number of ways.

- Volunteering: all three museums and Bath Record Office offer opportunities for local people to participate in activities such as collections care, planning displays and running public. There is also a long-term project in Keynsham in which, under the guidance of curators from the Roman Baths Museum, local volunteers are engaged in the care and documentation of the archaeological collections from Durley Hill Roman Villa, the Somerdale Roman building and Keynsham Abbey site.
- Radstock Museum: the Service has purchased a secure display case which is located in Radstock Museum so that locally-discovered archaeological finds can be exhibited there.
- Local societies and community events: each year Heritage Services provides speakers for local organisations' lecture programmes and, where possible, takes stands at community events across the district. A list of these audiences and events over the last three years is shown in Appendix 4.

6.4 **The Residents' Discovery Card** enables residents to enjoy free admission or a concession to 19 museums and attractions in the district. The card is available free of charge and can be obtained at Roman Baths Reception, Lewis House one-stop-shop, The Hollies Midsomer Norton and Keynsham Civic Centre. It is valid for three years and there are currently c.25,000 Discovery Cards in circulation. Its popularity has caught the eye of attractions in neighbouring districts and B&NES residents with Discovery Cards are also given concessions at Avon Valley Railway, Bitton; Farleigh Hungerford Castle; Stonebury Learning Outdoor Centre, Warmley; and the Bishop's Palace, Wells.

6.5 Participation by local museums, attractions and places of historic interest in the Discovery Card scheme, Heritage Open Days and Museums Week is shown in the table at Appendix 5.

## 7 RATIONALE

7.1 The Council has a good reputation for managing its museums to high professional standards. The museum forward plans will maintain this reputation for best practice and will have positive implications for public access to the Council's museum collections and the information they contain.

7.2 The museum forward plans are important for demonstrating that the Council's museums are important contributors to the quality of life of Bath and North East Somerset residents and to the cultural 'offer' of the district.

## 8 OTHER OPTIONS CONSIDERED

8.1 None.

## 9 CONSULTATION

9.1 Users at all three sites are consulted on an ongoing basis and issues that arise are incorporated into work plans to improve the services delivered. The Heritage Services Focus Group has also been consulted. A public consultation meeting is being held in May 2018 and holders of 20,000+ Discovery Cards have also been invited to attend through their e-newsletter.

## 10 RISK MANAGEMENT

10.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

<b>Contact person</b>	Stephen Bird, Head of Heritage Services 01225 477750
<b>Background papers</b>	<i>E2663 Heritage Services Business Update and Fashion Museum Forward Plan, Cabinet, May 2014</i>  <i>E2745 Heritage Services Business Plan 2015-2020 and Museum Forward Plans, Cabinet, February 2015</i>
<b>Please contact the report author if you need to access this report in an alternative format</b>	

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**FASHION MUSEUM BATH Forward Plan 2018 – 2021**

**Name of museum:** Fashion Museum Bath  
**Name of governing body:** Bath & North East Somerset Council  
**Date on which policy was approved by governing body:** June 2018  
**Date at which policy is due for review:** May 2021

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## FASHION MUSEUM BATH Forward Plan 2018 – 2021

### 1. Introduction:

- This plan outlines the aims and objectives and priorities of the Fashion Museum for the three years from 2018 through to 2021.
- The Fashion Museum Bath is one of world's great museum collections of historical and contemporary fashionable dress, located in the 'City of Bath' World Heritage Site.
- The Museum is fully Accredited, and Designated as a Collection of national / international pre-eminence by Government, under schemes administered by Arts Council England.
- The Fashion Museum is situated in the 18<sup>th</sup> century Assembly Rooms, its home since 1963, when pioneering dress collector Doris Langley Moore donated her Collection to Bath City Council. Together, the Council and Langley-Moore founded the Museum of Costume with displays of historical dress, initially on the ground and lower ground floors of the building, and later occupying most of the basement area. The Rooms had been re-furnished by Bath City Council in the late 1950s, following damage during the Second World War. The Assembly Rooms are owned by the National Trust, leased to the Council since 1938.
- Today the Museum (re-named Fashion Museum Bath) is owned and managed by Bath and North East Somerset Council; it includes gallery displays in the basement together with Collection storage, Study Facilities, and office areas on the first and second floors of the building. The Museum also has storage space in the attic and basement of the Assembly Rooms.
- From 1974 the Museum of Costume also included the Fashion Research Centre, situated at 4 Circus, a building owned by the FG Cooke Trust administered by Trustees appointed by the Council. In 2003 the Fashion Research Centre collections and activities were transferred to the Museum at the Assembly Rooms.
- Currently, in early 2018, the Museum occupies part of the second and the entire third floor of 4 Circus, as Collection storage areas. The rest of 4 Circus is leased to Bath School of Art and Design at Bath Spa University and is home to the School's well-respected Fashion Design course, with which the Museum has a close association.

### 2. Statement of Purpose:

- The Fashion Museum's purpose is to maintain and to develop the collection and so as to present display, engagement, on-line, and on-tour activities so that audiences in our area and across the world can enjoy and interact with the Museum and Collection.

### 3. Review of the Previous Plan:

- This Plan draws on the Forward Plan created by the Fashion Museum in 2013, as part of the Museum's application for Accreditation, under the 2011 Standard. The Plan was updated for 2014-2017 and agreed by Cabinet in spring 2014. There has been significant achievement on the planned actions in that document, although not everything listed was achieved.
- Quite soon after this Forward Plan was adopted, the Fashion Museum commissioned museum master planners Metaphor to produce a report (grant-funded by Arts Council England) looking at a possible future direction for the Fashion Museum. This enabled us to re-articulate our Forward Plan; and this current Plan is predicated on and builds on that document.
- This Plan is based on the Fashion Museum Forward Plan 2014-2017 and the Metaphor report (2015). It also draws on the Forward Plans of the Fashion Museum's 'sister' institutions within Heritage Services – Bath Record Office, the Roman Baths, and the Victoria Art Gallery. We have also drawn on the Heritage Services Business Plan 2018-2023.

### 4. Development of this Plan:

- The Plan was developed in early 2018, with input from the Fashion Museum Curatorial team, the Fashion Museum Visitor Services team, the Assembly Rooms Operations team, Heritage Services Public Services team, Heritage Services Commercial & Marketing, Heritage Services Business Analysis, and Heritage Services Facilities & Operations.
- The plan went to public consultation in May 2018.

### 5. Monitoring this Plan:

- On-going monitoring of this plan through the machinery of the monthly Fashion Museum team meeting, and through monthly Heritage Services Management Team meetings, as necessary.
- The plan will be reviewed internally in late 2018, with a new working version early the following year.

### 6. Current Situation:

#### a. Organisation Structure

- The Fashion Museum is part of Bath and North East Somerset Council and is managed by Heritage Services, which sits within the Economy & Growth Directorate.
- The Fashion Museum is one of the four museum and gallery and archive collections that make up Heritage Services: these are 1) Bath Record Office; 2) Fashion Museum Bath; 3) Roman Baths Museum; 4) Victoria Art Gallery.

- Heritage Services also includes the Bath Film Office, Heritage Hospitality, and World Heritage Management.
- The Council's Corporate Strategy 2016-2020 creates a framework for Heritage Services.
- There are four key areas in the Corporate Strategy: 1) a strong economy and growth; 2) a focus on prevention; 3) a new relationship with customers and communities; 4) an efficient business.
- Heritage Services contributes to the Council's Corporate Strategy in the four key areas:
  - Strong economy: Heritage Services levers £105 million pa into the local economy: the Service employs up to 137 permanent staff and invests into their development.
  - Focus on prevention: Heritage Services ensures that all staff in contact with children and vulnerable adults and given safeguarding training and are subject to appropriate checks.
  - Relationship with customers: Heritage Services contributes to the quality of life for local residents and organizes community activities across the district.
  - Efficient business: Heritage Services has the lowest employee costs of all leading UK visitor attractions; the Service runs at no cost to the local tax payer and returns a profit to the Council.
- Heritage Services produces an annual rolling five-year Business Plan and an annual Service Action Plan.

#### **b. Public Opening**

- The Fashion Museum is open to visitors 363 days each year (closed on Christmas Day and Boxing Day).
- From 01 March to 31 October each year, opening hours are from 1030 to 1800, with last admissions at 1700; from 01 November to 28/29 February each year opening hours are from 1030 to 1700, with last admissions at 1600.
- The Fashion Museum Study Facilities are open to visitors (with pre-booked appointments), on Thursdays and Fridays, from 1100 to 1300 and 1400 to 1600.

#### **c. Staffing**

- The Fashion Museum is part of Heritage Services and is therefore able to draw on the support of and work with a broad range of specialist colleagues, including senior managerial staff, experts in the fields of heritage governance, strategy and commerce, in press, marketing, social media, retail, development, learning and engagement, hospitality and events, facilities and operations, and in finance and business analysis.
- The Museum works regularly with Council staff, including IT and HR, plus Regeneration specialists and senior Council officers.
- There are three core teams on the Fashion Museum and Assembly Rooms site: 1) Visitor Services; 2) Operations; 3) Curatorial.

- The Visitor Services team at the Fashion Museum includes eight part-time members of staff and three to five casual staff. All work on a rota basis every day of the year except Christmas Day and Boxing Day.
- The Operations team at the Assembly Rooms includes four full-time and one part-time member of staff and two night watchmen. All work on a rota basis.
- The Curatorial team at the Fashion Museum includes two full-time (Manager and Collection Assistant) and two part-time (Collection Manager) curatorial staff, and one part-time admin staff. The Curatorial team work Monday - Friday and some programmed Saturdays.
- There are contracted security and catering staff on the Assembly Rooms site.

#### **d. Audience**

- Through the Association of Leading Visitor Attractions (ALVA) the Fashion Museum collects data and benchmarking on audiences. This is used to inform future planning at all museums, including the Fashion Museum.
- Audience data is collected at the Fashion Museum by BDRC Ltd and benchmarked against other ALVA attractions data. The data provides a useful starting point for understanding the current visitors.
- There are some gaps in data collection, and this makes close analysis in this area difficult. In particular, the lack of substantial consistent qualitative information from the Fashion Museum means that insight into the motivations, plus the needs and barriers to visiting the Museum, must be extracted from small pockets of information within the ALVA Benchmarking surveys. Non-ALVA museums and attractions can buy into the ALVA benchmarking and this allows the Fashion Museum and Victoria Art Gallery to retrieve the same performance data as those retrieved by the Roman Baths.
- Audience data from the Fashion Museum ALVA Benchmarking surveys are illuminating. These are the headline findings for Autumn 2016/ Spring 2017:
  - Nearly a third of visitors plan their visit using the website (32%).
  - 14% decided to visit because of publicity and advertising.
  - 26% of people visited the website before they visited (low, compared the ALVA average of 30% for Museums & Galleries).
  - The website scored 7.8 out of 10 (high, but below the ALVA average of 8.1 for Museums & Galleries).
  - 35% of visitors had their motivations described by ALVA as 'Broadening Horizons' (experience something different, bring the subject to life), followed by 17% 'Topic Interest' (interest in subject area of attraction).

- For 75% of visitors this was their first visit (high, compared with the ALVA national average, but lower than the Roman Baths. [NB: this has decreased since the 2016 survey, which may suggest the Fashion Museum's engagement events might be having an impact on attracting local audiences to repeat visit.]
  - 78% of visitors are female. The subject matter has a strong appeal for female audiences. The ALVA average female attendance for Museums and Galleries is 51%.
  - The Fashion Museum attracts a range of ages: 29% are 44-59; 22% are under 25; 21% are 60+; 16% are 25-34 and 12% are 35 -44.
  - The mean age for the Fashion Museum is 43 (2 years lower than the ALVA average of 45 for Museums & Heritage).
  - The Roman Baths' biggest age range (35-44) is the Fashion Museum's smallest.
  - More cross promotion, therefore, and upselling the Saver Ticket would grow this market.
  - The high percentage of under 25s reflects the Fashion Museum's loyal fashion student following.
  - 18% of visitors visit the Fashion Museum in a family group. Nationally, 30% of museum visitors attend as part of a family group (ACE Audience Insight).
  - Family audiences, therefore, are an opportunity for growth.
  - 44% of visitors fall into social grade AB; 45% are categorised as C1. 11% of visitors are from socio-economic groups C2, D and E which is higher than the ALVA average of 7% for Museums & Galleries.
  - 86% are classified as White British (lower than the ALVA average for Museums & Galleries, but higher than the Roman Baths).
  - The national average BME population according to the Office of National Statistics is 14%.
  - 82% of visitors are from the UK (an increase from 75% the year before) of which 34% are from the South West and 27% are from London and the South East.
  - Of the 18% of international visitors, 32% visit from Europe, 25% visit from the USA (an increase of 19% from 2015/2016); and 43% are from other parts of the world.
- Audience data is also gathered from Acoustiguide :
    - The audio guide take-up rate is much lower than at the Roman Baths
    - Roughly 50% of the total audience use an audio guide.
    - There are 12 languages offered at the Museum: Dutch, French, German, Italian, Japan, Spanish, Mandarin, Korean, Russian, Portuguese and Polish.
    - Four new languages were introduced in March 2017: Korean, Russian, Portuguese and Polish.
    - English pick up rate is 77%: other languages are 23%
    - Of this 23%, 27% were French and 25% were Mandarin.
    - Italian (13%) and German (10%) are the next most popular languages.

- In 2018/19 the Fashion Museum has an annual target of 95,000 visitors. This will be achieved through increasing repeat visitors and growing visitors from developmental target audience segments.
- Despite continued efforts to increase reach, museum audiences have plateaued at about 21% of the adult population (Oskala & Bunting, 2014). However, the Heritage Services Marketing team has identified key areas to sustain and grow the audience to the Fashion Museum.
- This includes promotion to the 'arts engaged' (the quick wins) and also to 'culturally engaged' audiences (those with an interest in theatre, dance, music, poetry, literature, and craft).
- Millennials (born between 1980 and 1996) are now one of the largest consumers of the arts: one in five millennials spent £500 or more on arts events in 2016.
- ALVA data shows that 54% of people visiting the Fashion Museum visit as part of a stay in Bath.
  - Visitors to Bath will continue to be an important audience for the Fashion Museum in 2018. The exhibition *Royal Women* will appeal to both American and Chinese audiences. These will be key target markets for the Fashion Museum in 2018.
  - The 2018 exhibition will moreover appeal to audience interested in Royalty. From yougov data we know that these audiences are more likely to be:
    - Female
    - Aged 55+
    - Social Grade ABC1
    - Live in East Anglia, the Midlands or the North East
    - Work in manufacturing, the police and defence, or are homemakers.
- We will continue to encourage repeat visits from B&NES residents through relationship marketing and continuing to build a loyal local visitor base. Through Discovery Card marketing we will encourage card holders to bring visiting friends and relatives.
- Advocacy for Fashion Museum displays will be built by seeking to engage key social influencers through events at the Museum to encourage endorsements and social sharing.

#### e. Building

- The Fashion Museum is located in the Assembly Rooms, a Grade 1-listed building that is owned by the National Trust, and which is currently leased to Bath and North East Somerset Council until 2028. The lease includes a break clause that either the Council or the Trust can enforce in 2023.
- Currently, Heritage Services is undertaking a planned dilapidation work programme at the Assembly Rooms. The long term future of the site, however, remains uncertain. The National Trust is due to complete an Options Appraisal re the Assembly Rooms in April 2018.
- The Fashion Museum collection is also located on the upper floors at No.4 Circus, a building that is owned by the F G Cooke Charitable Trust and managed by Heritage Services. In 2018, the Museum must vacate the space that it occupies in order for urgent floor loading repair work to take place. The indication is that the collection will not be able to return to the premises.
- Part of the Museum Collection (historical mannequins) is also located at a Council facility at Pixash Lane in Keynsham. The future of these premises is uncertain.
- In 2018 therefore there is a high degree of uncertainty about the long term occupancy of the buildings that the Fashion Museum occupies. Moreover, while the Museum remains one of the world's top ten fashion museums, its ability to attract visitors is inhibited by its distance from the Roman Baths, where 50% of its tickets are sold, and it's almost total lack of an on-street profile.

**f. Finance**

- The Fashion Museum is part of Heritage Services, which operates as a business unit within Bath & North East Somerset Council.
- The Fashion Museum and Assembly Rooms are one cost site. The aim is that the costs of running the Assembly Rooms site should be covered by the income that the site generates from (1) admissions to the museum, (2) sales in the shop, (3) room hire and (4) catering.
- Currently, ticket prices are held at 2017 levels so as to drive visitor volume. Increased and sustained visitor volume will be achieved via the promotion of the expanded 'saver' ticket and improvements in the core visitor offer.
- In addition, there is a focus on improving the levels of secondary spend, including working with our contracted Caterer to improve the offer at the Assembly Rooms café.
- Revenue investment across Heritage Services is prioritised around these areas: 1) standards; 2) visitor experience; 3) commercial; 4) future offer.

- Investment in displays at the Fashion Museum will be reviewed alongside planned dilapidation works at the Assembly Rooms to ensure the efficient use of resources.

**g. Collection**

- The Fashion Museum Collection numbers in the region of 100,000 objects and includes fashionable dress for women, men and children from the 1600s to the present day. The Museum has extensive Archive collections, including photographs, prints, drawings, dressmaking and knitting patterns and the archive collections of fashion designers. The collection includes historical mannequins.
- The Collection includes long-term loans of rare historical pieces, many from the 1600s, most originally loaned many years ago, and now actively managed by descendants of the original lenders. Lenders include the Vaughan Family Trust, the Glove Collection Trust, Richard Porter & Frances Bateman, and Viscount Knebworth.
- Today, acquisition to the Collection is governed by the Collection Development Policy and focuses on objects that show the development of fashionable dress. We rarely accept long-term loans. The Collection is actively reviewed with areas, such as the household ephemera, identified as areas for disposal and placement in other public collections. The Collection includes household ephemera (from table napkins and candlesticks to a tin bath and miscellaneous crockery), previously used as display props.

**7. Future Priorities:**

**a. Displays**

- To raise and to maintain the profile of the Fashion Museum by presenting a minimum of four display changes/gallery features each year, with an integrated marketing programme.
- We will do this by ensuring that our display changes and gallery features are relevant to our target audience.
- Our approach is to present small groups of objects - or niche displays - of varying scales at regular intervals throughout the year and to concentrate on presenting objects from the Fashion Museum collection, with loans-in prioritized only occasionally.
- All displays will sit within the framework of the two overarching gallery features at the Museum (*A History of Fashion in 100 Objects* and *Collection Stories* galleries). There will be a minimum of two *Fashion Focus* features in the *Collection Stories* gallery each year, one *Archive Stories* feature and the new Dress of the Year.

**b. Engagement**

- To raise and to maintain the profile of the Fashion Museum with local audiences by delivering an events programme, based on the Museum's collection; and to offer a service where anyone can see anything in the collection through the Museum's Study Facilities.

- We will do this by exploring opportunities for partnership in the district and beyond, by growing the offer for groups to the Museum's Study Facilities, and by maintaining our relationship with Bath School of Art and Design at Bath Spa University. In addition, we will pilot a lecture service around the district, based on the current Fashion Museum display offer.
  - Our approach is to offer a friendly and responsive enquiries service and to work with Heritage Services colleagues to tell stories about objects in the Fashion Museum collection.
- c. On-line**
- To raise and to maintain the profile of the Fashion Museum by encouraging interaction with global audiences by sharing images of and stories and information about objects in the Fashion Museum collection through a variety of on-line and social media platforms.
  - We will do this by maintaining our Twitter and Facebook feeds and by growing the Fashion Museum Instagram and Pinterest offers. All media will be 'anchored' in the Fashion Museum's display change and events programme offers.
  - We will continue to work with and to develop partnerships with Bloomsbury Fashion Central at [www.bergfashionlibrary](http://www.bergfashionlibrary) as our contracted on-line image provider and with Bridgeman Art Library to license images of object in the collection for commercial use.
- d. On-tour**
- To maintain the Fashion Museum's reputation as a key lender to major exhibitions at the world's leading museums.
  - We will do this by lending to at least one international venue each year. We will also lend to Accredited UK museums and galleries with a well-respected and well-resourced programme of touring exhibitions to museums or equivalent venues, throughout the world.
  - Going forward, our priority is to make loans-out to no more than three borrowers each year. In addition, we will facilitate loans-out from the Glove Collection Trust (GCT) collection, which is on loan to the Fashion Museum.
- e. On-going**
- To maintain the day-to-day activity at the Fashion Museum.
  - We will do this by prioritising resource so as to run on-going activities including the Integrated Pest Management IPM and Emergency Response and Salvage programmes, and insurance valuations programmes. We will also commit resource so that we can work with colleagues to respond to situations and enquiries that arise as part of day to day work.
- f. Backlog**
- To list and to locate all objects in the Fashion Museum collection on the collection management system (CMS).

- Our priority is to locate all objects on Micromusee (the CMS) so that we can offer more access to the collection, through display, engagement, on-line and on-tour activities. Experience has shown that the more objects we organise, store and locate on the CMS the more we can make available to audiences.
- In addition, we will prioritise updating donor records, for purposes of accountability and provenance. This means that objects have context and more stories can be told through display, engagement, on-line and on-tour activities.

**g. Development**

- To secure sustainable future premises for the Fashion Museum, and to develop the museum collection, in line with the Heritage Services Development Policy
- We will work with internal colleagues and external partners to explore options for new premises for the Fashion Museum.
- We will prioritize review and streamlining of historical loans-in to the museum collection.

**8. Fashion Museum Aims and Objectives:**

**AIM A – DISPLAYS:**

**To grow and to maintain visitor figures to achieve a minimum of 95,000 p.a. by presenting a minimum of four display changes each year, with an integrated marketing programme.**

**Objectives:**

**A1** Present *Royal Women* exhibition

**A2** Develop and maintain replica dress in museum galleries

**A3** Change exhibits in *A History of Fashion in 100 Objects*, according to a planned programme

**A4** Display the new Dress of the Year each year

**A5** Present *100 Gloves* display

**A6** Establish *Collections Stories* gallery, including *Fashion Focus* and *Archive Stories* features, changing the exhibits according to a planned programme.

**AIM B – ENGAGEMENT:**

**To grow and to maintain the Fashion Museum events programme and Fashion Museum Study Facilities offers and to achieve an income target of a minimum of £3,500 p.a., with an integrated marketing programme.**

**Objectives:**

- B1** Offer an autumn-winter programme of Twilight Talks in the museum galleries
- B2** Offer a summer programme of taught embroidery classes, in association with the Royal School of Needlework
- B3** Run monthly Saturday Sketching opportunity in the museum galleries
- B4** Run the Bath Branch of the Knitting and Crochet Guild, with monthly meetings and members' newsletter
- B5** Offer 96 self-led Fashion Museum Study Facilities sessions in 2018, rising to 160 sessions
- B6** Run six curator-led Fashion Museum Study Facilities sessions in 2018, rising to 10 sessions
- B7** Trial and pilot an off-site lecture service linked to current display offer.

**AIM C – ON-LINE:**

**To grow the Fashion Museum on-line offer and to achieve a minimum of £1000 p.a. from image licensing.**

**Objectives:**

- C1** Maintain Twitter, with a minimum of five posts a week
- C2** Maintain Facebook, with a minimum of five posts a week
- C3** Maintain and update Pinterest boards
- C4** Launch and maintain Instagram, with a minimum of two posts a week
- C5** Supply Berg Fashion Library with 500 images / metadata p.a.
- C6** Supply Bridgeman Art Library with 500 images / captions p.a
- C7** Commission and add 300 new images to Fashion Museum image bank
- C8** Investigate other on-line platforms for sharing and encouraging interactivity.

**AIM D – ON-TOUR:**

**To maintain the Fashion Museum's reputation as a key lender to major exhibitions at the world's leading museums.**

**Objectives:**

- D1** Lend to at least one international museum venue each year
- D2** Lend to UK museums that organise international tours
- D3** Refine loans-out activity to no more than three venues each year
- D4** Facilitate loans-out from the GCT Collection.

**AIM E – ON-GOING:**

**To maintain the day-to-day work at the Fashion Museum.**

**Objectives:**

- E1** Run the IPM programme

- E2 Update Emergency Response programme annually
- E3 Maintain a rolling programme of updating insurance valuations
- E4 Maintain meeting schedule

**AIM F – BACKLOG:**

**To list and locate all objects on the collection management system so as to increase public access to the Fashion Museum collection.**

**Objectives:**

- F1 Organise and store all objects
- F2 Locate all objects on Micromusee
- F3 Update all donor records

**AIM G – DEVELOPMENT:**

**To secure a sustainable future for the Fashion Museum and to develop the collection.**

**Objectives:**

- G1 Secure future premises
- G2 Establish an off-site museum store
- G3 Review loans-in
- G4 Develop the collection.

## AIM A – DISPLAYS

To grow and to maintain visitor figures to achieve a minimum of 95,000 p.a. by presenting a minimum of four display changes each year, with an integrated marketing programme.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
<b>A1</b> Present <i>Royal Women</i> exhibition	1. Secure loans	ES/RH	By Mar 2018	High	Loans	£££	DONE
	2. Prepare marketing	ES/RC	By Mar 2018	High	Campaign	£££	DONE
	3. Display arrangements and install	All	By Mar 2018	High	Open to public	£££	DONE
	4. Promote	RC	2018	High	Visitor nos.	£££	DONE
<b>A2</b> Develop and maintain replica dress in museum galleries.	1. Review existing provision & aspiration & write brief	ES/RH	By Mar 2018	High	Agreed brief		DONE
	2. Commission work	ES	By Apr 2018	High	Agreed commission	£££	DONE
	3. Work delivered & photographed	ES/KH	By June 2018	High	At FM Images	££	
	4. On display	ES	By June 2018	High	On display	££	
<b>A3</b> Change exhibits in <i>A History of Fashion in 100 Objects</i> according to a planned programme	1. Develop 3-year programme	RH/ES	By May 2018				
	2. Agree 3-year programme	RH/ES/RC	By July 2018				
	3. Plan work	ES					
	4. Deliver programme	ES/RH					
<b>A4</b> Display the new Dress of the Year each year	1. Secure Dress of the Year	RH	By July 2018 By July 2019 By July 2020	High	At FM Acquired		UNDER WAY
	2. Prepare marketing collateral	RH/EU/HT	By Sept 2018	High	Images		

			By Sept 2019 By Sept 2020		Quotes		
	3. Display arrangements & install	ES/RH	By Dec 2018 By Dec 2019 By Dec 2020	High	On display	£	
<b>A5</b> Present <i>100 Gloves</i> display	1. Select objects & work with GCT	RH	By Sept 2018		Object list		UNDER WAY
	2. Prepare marketing collateral	RH/EU/HT	By Nov 2018		Images Stories		
	3. Display arrangement & install	ES/RH	By Mar 2019		On display	££	
<b>A6</b> Establish <i>Collections Stories</i> gallery including <i>Fashion Focus</i> and <i>Archive Stories</i> features, changing the exhibits on a regular and planned programme.	1. Write brief	ES/RH/EU					
	2. Present object list	ES/EU	By Oct 2018				
	3. Photography	ES	By Aug 2018			££	
	4. Text		By Nov 2018			££	
	5. Marketing collateral		By Nov 2018				
	6. Produce guidebook	JZ/ES	By Easter 2019	High	Guidebook	£££	UNDER WAY

### AIM B – ENGAGEMENT

To grow and to maintain the Fashion Museum events programme and Fashion Museum Study Facilities offers and to achieve an income target of a minimum of £3,500 p.a., with an integrated marketing programme

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
<b>B1</b> Offer an autumn-winter programme of Twilight Talks	1. Devise programme 2. Make arrangements 3. Market 4. Run	EU/DG VH EU/RC/KH All	Ongoing	High	Feedback Revenue	Staff time £	UNDERWAY

<b>B2</b> Offer a summer programme of taught embroidery classes with the Royal School of Needlework	1. Devise programme 2. Liaison RSN 3. Make arrangements 4. Market 5. Run	EU VH VH VHEU/RC/KH RH/FJ	Ongoing		Feedback Revenue	Staff time	UNDERWAY
<b>B3</b> Run Saturday Sketching	1. Devise programme 2. Market	EU/DG/FJ VHEU/RC/KH	Ongoing	Med	Feedback	Staff time	UNDERWAY
<b>B4</b> Run Bath Branch of the Knitting & Crochet Guild	1. Devise programme 2. Write newsletter 3. Run events	LB  LB/KV/RH	Ongoing	High	Feedback	Staff time	UNDERWAY
<b>B5</b> Run self-led sessions in the Study Facilities for individuals	1. Devise offer 2. Run sessions	EU/FJ FJ	By Sept 2018	High	Feedback	Staff time	UNDERWAY
<b>B6</b> Run curator-led sessions in Study Facilities for groups	1. Devise offer 2. Test and market 3. Run sessions	EU/DG/RC/MA RC MA +	By Nov 2018 By Easter 2019 By Sept 2019		Feedback Revenue		
<b>B7</b> Pilot off-site lecture offer linked to Fashion Museum displays	1. Devise offer 2. Test market 3. Promote 4. Run	RH/ES/EU ES/RC RC EU/ES/RH	By Oct 2018 By Easter 2019 2019 2019	High Med Med 2020	Feedback Feedback Bookings Feedback	Staff time £££ / staff £££ Revenue	

**AIM C – ON-LINE**

**To grow the Fashion Museum on-line offer and to achieve a minimum of £1000 p.a. from image licensing.**

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
<b>C1</b> Maintain Twitter, with a minimum of five posts per week	1. Plan posts 2. Maintain posts & interaction	EU/MA/FT FT	Ongoing	High	Five posts Followers	Staff time Images	UNDER WAY
<b>C2</b> Maintain Facebook, with a minimum of five posts per week	3. Plan posts 4. Maintain posts & interaction	EU/MA/FT FT	Ongoing		Five posts Followers	Staff time Images	UNDER WAY
<b>C3</b> Maintain and update Pinterest boards	1. Plan offer 2. Create boards 3. Maintain boards	MA/EU MA/EU MA/EU	By Sept 2018 Ongoing Ongoing	High	Boards Followers	Staff time Images	
<b>C4</b> Launch and maintain Instagram, with a minimum of one post per week.	1. Investigate 2. Write spec & resource plan 3. Plan 4. Launch 5. Maintain	EU/MA EU/MA EU/MA/FT EU/MA/FT EU	By Sept 2018 By Nov 2018 By Dec 2018 By Mar 2019 Ongoing	High	One post Followers	Staff time Images	
<b>C5</b> Supply Berg Fashion Library with 500 images/metadata each year.	1. Lace 2. Wendy Dagworthy 3. DOTY 4. ILN 5. Two past exhibitions	MA/RH MA/RH MA MA	June 2018 June 2018 June 2018 June 2018	High High High High	On-line License fee	Staff time Images	UNDER WAY

<b>C6</b> Supply Bridgeman Art Library with 500 images / captions each year.	1. Lace 2. Dress Of The Year 3. ILN	MA MA MA	2018 2018 2018	Med Med Med	On line License fee	Staff time	
<b>C7</b> Commission and add 500 new images to Fashion Museum image bank each year.	1. Wendy Dagworthy 2. GCT gloves 3. Collections Stories 4. Jan Vanvelden 5. Victor Edelstein 6. 1830s. 1840s. 1850s. 1860s 7. Roy Strong	MA/RH MA/RH ES/MA MA/RH MA/RH MA MA/RH	By June 2018 By July 2018 By Sept 2018 By Nov 2018 By Nov 2018 By Feb 2019 By Mar 2019	Med High High Med Med High High	Images	££ GCT ££ ££ ££ £££ ££	UNDER WAY UNDER WAY PLANNED
<b>C8</b> Investigate other on-line platforms for sharing and encouraging interactivity	1. Research 2. Outline plan 3. Test 4. Run	EU EU/MA EU/MA/RC EU/MA	By Easter 2019 By July 2019 By Dec 2019 By Easter 2020	Med Med	Images Images	Staff time Staff time Staff time Staff time	

**AIM D – ON-TOUR**

To maintain the Fashion Museum's reputation as a key lender to major exhibitions at the world's leading museums.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
<b>D1</b> Lend to at least one international venue each year	1. New York, Met Brauer <i>Like Life</i> 2. New York, Metropolitan Museum of Art <i>Visitors to Versailles</i>	RH ES	Mar 2018 – out July 2018 - back Mar 2018 – out		PR Catalogue	Staff time	OUT OUT

	3. New York State, Corning Museum <i>Glass</i> 4. New York, Museum at FIT <i>Ballerina</i> 5. Antwerp, MOMU <i>Lace</i>	ES RH ES	2020 out, 2020 back Feb 2020 out, Aug 2020 back 2020 out, 2020 back				UNDER WAY  UNDER WAY
<b>D2</b> Lend to UK museums or galleries that organize international tours	1. London, V&A <i>Fashioned from Nature</i> 2. London, V&A <i>Mary Quant</i>	ES ES	Apr 2018 - out  May 2019 - out		PR		OUT  UNDER WAY
<b>D3</b> Refine loans-out so that lend to no more than three borrowers each year	1. London, Kew Palace, <i>Queen Charlotte</i> 2. Manchester, City Art Gallery, <i>Dandy</i>	ES/RH ES	Mar 2018 - out  Sept 2019 - out		PR PR		OUT  UNDER WAY
<b>D4</b> Facilitate loans-out from GCT Collection	Dresden, Militar Historisches Museum <i>Gewalt und Geschlecht</i>	RH	April 2018 – out Nov 2018 - back		GCT		UNDER WAY
	London, Strawberry Hill, <i>Re-display</i>	RH	Oct 2018 - out		GCT		UNDER WAY
	London, The Belvedere Trust <i>Shakespeare's Theatre</i>	RH	Oct 2019 - out		GCT		UNDER WAY

**AIM E – ON-GOING**

To maintain the day-to-day work at the Fashion Museum.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
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<b>E1</b> Run the IPM programme	1. Programmed checks of all areas	FJ/CH	Monthly	High		££ Staff time	UNDERWAY
	2. Monitoring, as necessary	FJ/CH	Periodically	High			
	3. Freezing and vacuuming, as necessary	FJ/CH	Periodically	High			
<b>E2</b> Update the Emergency Response Plan each year	1. Review plan detail	ES	Annually	High		Staff time	DONE 2018
	2. Update grab list	ES	Annually	High			
	3. Arrange training	ES	Periodically	Med			
<b>E3</b> Maintain a rolling programme of updating insurance valuations.	1. Devise annual programme	RH	By Sept 2018	High	Staff time	££	
	2. Run 2018 programme	RH/RL/MA	By Easter 2019	Med	Staff time	££	
	3. Run 2019 programme	RH/RL/MA	By Easter 2020	Med	Staff time	££	
	4. Run 2020 programme	EU/MA	By Easter 2021	Med	Staff time	££	
<b>E4</b> Maintain communication schedule	1. Team Briefing, Staff Bulletin, Quarterly Report, Annual Review.	EU/CL/AP/SB	Periodically	High		Staff time Images	UNDERWAY
	2. Heritage Services Events Brochure, Fashion Museum Brochure.	EU/DG/KH	Every 6 months	High			UNDERWAY
	3. Newsletters	EU/DG/FT	Monthly	High			UNDERWAY
<b>E5</b> Maintain meeting schedule.	1. Fashion Museum team meeting	All	Monthly	High		Staff time	
2. ARs Sitewatch meeting	ES/RH	Weekly	High				
3. Marketing meeting	EU/RH	Two monthly	Med				
4. Management team meeting	RH	Monthly	High				

## AIM F - BACKLOG

To list and locate all objects on the collection management system, so as to increase access to the Fashion Museum collection.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
<b>F1</b> Organise and store all objects	1. Cases 06, 07, 08, 28, 09, 10, 11, 12, & 13, 14	MA	By Mar 2018	High	Objects retrievable in organised stores	Staff time	DONE
	2. Store 04	RH	By Aug 2018	High		Storage boxes	UNDERWAY
	3. Store 13	RH	By July 2018	High		Tyvek bags	UNDERWAY
	4. Store 14	RH	By Dec 2018	High		Photography	UNDERWAY
	5. Store 11	RH	By Easter 2019	High		Labels	UNDERWAY
	6. Store 08	RH	By Easter 2019	Med			UNDERWAY
	7. Store 06	RH	By Easter 2019	High			UNDERWAY
	8. Store 07	RH	By Easter 2019	Med			
	9. Store 05	RH	By Easter 2020	Med			
	10. Remote museum store	MA/CH/RH	By Easter 2020	High			UNDERWAY
	11. Magazine Store	RH/MA	By Easter 2021	Med			UNDERWAY
	12. Archive Store	RH/EU/MA	By Easter 2021	Med			UNDERWAY
	13. Mannequin storage	RH	By Easter 2021	High			UNDERWAY
<b>F2</b> Update all donor records	1. Label donor files & remove empty file from cabinets.	VH	By Aug 2018	High	All labelled	Staff time	UNDERWAY
	2. Add donor files info to CMS	RH				Staff time	UNDERWAY
	3. Review object files	VH				Staff time	
	4. Add object file info to CMS	RH				Staff time	

<b>F3</b> Locate all objects on the collection management system (CMS)	<ol style="list-style-type: none"> <li>1. Cases 06, 07, 08, 28, 09, 10, 11, 12, &amp; 13, 14</li> <li>2. Store 04</li> <li>3. Store 13</li> <li>4. Store 14</li> <li>5. Store 11</li> <li>6. Store 08</li> <li>7. Store 06</li> <li>8. Store 07</li> <li>9. Store 05</li> <li>10. Remote museum store</li> <li>11. Magazine Store</li> <li>12. Archive Store</li> </ol>	<p>MA/LT</p> <p>MA</p>	By Easter 2018	High	Objects located	Volunteer time	DONE
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**AIM G – DEVELOPMENT**

To secure a sustainable future for the Fashion Museum and to develop the collection.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
<b>G1</b> Secure future premises	<ol style="list-style-type: none"> <li>1. Write Vision Document</li> <li>2. Review National Trust Options Appraisal</li> </ol>	<p>SB/RH</p> <p>SB</p>	By September 2018				DONE

<b>G2</b> Develop Fashion Museum remote store	<ol style="list-style-type: none"> <li>1. Agree lease</li> <li>2. Prepare brief</li> <li>3. Do works</li> <li>4. Plan decant from 4Circus</li> <li>5. Plan object fit out</li> <li>6. Decant</li> <li>7. Fit out</li> <li>8. Plan offer</li> <li>9. Publicise offer</li> <li>10. Offer</li> </ol>	IJ IJ/SC/RH IJ RH/MA RH/MA RH/MA RH/MA RH/EU/RC	By Easter 2018 By Easter 2018 By June 2018 By June 2018 By July 2018 By Sept 2018 By Easter 2019 By Easter 2019 From Easter 2019 By July 2019	High High High High High High High High High		£££ Staff time	
<b>G3</b> Review loans in	<ol style="list-style-type: none"> <li>1. Return Spriggs</li> <li>2. Return Costume Society</li> <li>3. Return Garvey</li> <li>4. Resolve Lloyd Baker</li> <li>5. Agreement Vaughan</li> <li>6. Agreement Royal Coll</li> <li>7. New loan GCT</li> <li>8. Agreement Knebworth</li> </ol>	RH RH RH RH RH ES RH RH	By June 2018 By Sept 2018 By Sept 2018 By Easter 2019 By Sept 2018 By Sept 2018 By July 2018 By Sept 2019	High Med Med Med High High High High	Returned Returned Returned  Agreement Agreement Objects here Objects here	Staff time	UNDERWAY UNDERWAY  UNDERWAY  DONE UNDERWAY
<b>G4</b> Develop the collection	<ol style="list-style-type: none"> <li>1. Acquire objects in line with Development Policy</li> <li>2. Outline programme</li> </ol>	RH RH	Ongoing By Sept 2018				UNDERWAY

## **KEY**

**AP – Angela Payne** Commercial Support Officer  
**CH – Christine Housden** Fashion Museum volunteer, and IPM contractor  
**CL – Caroline Lavington** Business Support Officer  
**DG – Desiree Goodall** Fashion Museum / Knitting & Crochet Guild Volunteer  
**ES – Eleanor Summers** Fashion Museum Collection Manager [P/T]  
**EU – Elaine Uttley** Fashion Museum Collection Manager [P/T]  
**FT – Faith Toynebee** Heritage Services Social Media Officer  
**HT – Hannah Tunstall** Heritage Services Marketing Officer [P/T]  
**IJ – Iain Johnston** Heritage Services Facilities Manager  
**JZ – Judith Zedner** Heritage Services Retail Manager  
**KH – Kathryn Houldcroft** Heritage Services Marketing Officer [P/T]  
**KV – Karina Virahswamy** Fashion Museum / Knitting & Crochet Guild Volunteer  
**LB – Lindsey Bradley** Heritage Services Learning & Participation Manager  
**LT – Laura Turnbull** Fashion Museum volunteer  
**MA – Museum Assistant** (post vacant)  
**RC – Rebecca Clay** Heritage Services Marketing Manager  
**RH – Rosemary Harden** Fashion Museum Manager  
**RL – Richard Lester** Valuations Contractor  
**SB – Stephen Bird** Head of Heritage Services  
**SC – Stephen Clews** Public Services Team Manager  
**VH – Vivien Hynes** Fashion Museum Administrator

# The Roman Baths Forward Plan 2018-21

**Name of museum:** The Roman Baths

**Name of governing body:** Bath & North Somerset Council

**Date on which the policy was approved by governing body:** June 2018

**Date at which this policy is due for review:** 3 years from date above

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## **1. Introduction**

The Roman Baths is a museum owned and operated by Bath & North East Somerset Council which is a small to medium sized unitary authority. The Council's power to operate the museum derives from the Public Libraries and Museums Act 1964.

It is managed as part of the Council's Heritage Services Division, together with the Fashion Museum and The Victoria Art Gallery which are also Accredited Museums. The Service also includes:

The Bath Record Office

The Council's World Heritage Management office

The Bath Film Office

Listed buildings, notably the Pump Room, Assembly Rooms, No. 4 The Circus Georgian Garden

The old Spa buildings in Swallow Street together with other smaller properties in Bath and Keynsham that house support services.

This document is one of a series that set out the future direction for the Roman Baths. It is site specific and supplements other documents that are Service wide in their remit, including the existing Heritage Services Business Plan (2018 – 23) and Collection Development plans. The Roman Baths has seen significant development in recent years as the Council has invested to deliver better conservation of buildings and collections, improved access, better interpretation and also improvements in earned income. This has resulted in improved feedback from visitors and also an increase in their number.

Preparing this document has presented us with the opportunity to reflect on this process and create a new vision for the Roman Baths.

The Plan is for a period of three years which will create a practical working alignment with the next Accreditation Review round that we have been advised by Arts Council England will probably take place in 2019.

## **2. Statement of Purpose**

The Roman Baths is here to enrich people's lives by preserving, developing and making accessible the ancient monument, historic building and Designated collection held in trust by the Council. It also contributes positively to cultural life, learning and the local and regional economy by making available a nationally significant resource to a very wide range of audiences in an inspiring and sustainable way.

### **3. Review of the Previous Plan**

The most recent Forward Plan for the Roman Baths expired in March 2018. During the life of that plan the Beau Street Hoard Project was completed and major access and display development projects were carried out in the Temple Precinct and the East Baths.

A successful Round 2 application was made to the Heritage Lottery Fund for the Archway Project. That project is creating a new Clore Learning Centre for the Roman Baths and a new World Heritage Centre for the city whilst also extending public access into a previously inaccessible part of the Roman Baths site.

In this period visitor numbers grew by approximately 17% to record levels and net income increased by 46%.

Altogether fifteen out of nineteen objectives identified in that Forward Plan have been completed successfully. Taken together they were designed to:

- Maintain the Roman Baths position as a major resource for public benefit within the World Heritage site
- Help to maintain and improve the quality of life by engaging with, and involving volunteers and other organisations in the delivery of services and community projects.
- Educate and inspire a wide range of audiences.
- Making buildings and collections accessible and easy to engage with.
- Maximise income-generating potential through sustainable growth.

Substantial progress has been made on each of the remaining four objectives which are to:

- Publish a popular publication of the Roman Curse Tablets from Bath
- Publish the final academic report on the Beau Street Hoard
- Reorganise collection storage to reduce the number of off-site storage locations
- Complete backlog cataloguing of the existing collection

All four have been carried forward into the new Action Plan that accompanies this document.

In this Plan period the Roman Baths won a number of awards including:

Trip Adviser Travelers' Choice Award 2016 & 2017  
South West Tourism Excellence Awards 2016/17  
VisitEngland National Awards for Excellence for Large Visitor Attraction of the Year Runner up 2017  
Autism Friendly Award from the Autism Society 2016 and 2017  
Sandford Award for Heritage Education 2017  
Bristol/Bath & Somerset Tourism Awards 2017/18 International Visitor Experience – Gold  
Bristol/Bath & Somerset Tourism Awards 2017/18 – Access & Inclusivity Gold  
Bristol/Bath & Somerset Tourism Awards 2017/18 – Venue and Business Gold  
South West Tourism Excellence Awards 2018 – International Visitor Experience - Gold  
South West Tourism Excellence Awards 2018 – Access and Inclusivity - Gold  
South West Tourism Excellence Awards 2018 – Venue and Business Tourism - Bronze  
VisitEngland National Awards for Excellence Inclusive Tourism 2018 Gold Award  
VisitEngland National Awards for Excellence Inbound Tourism 2018 Silver Award

#### **4. Development of this Plan**

Consultation on the statement of purpose, aims and objectives of the Plan was carried out with Roman Baths' staff, the Roman Baths Focus Group and the Chairman of the Roman Baths Foundation in March 2018.

Councillor engagement included discussion with local ward councillors and the Cabinet Member for Regeneration. The Plan will be submitted for Single Cabinet Member approval in June 2018

The general public, including both users and non-users, were invited to attend a consultation meeting in May 2018. Holders of 20,000+ Discovery Cards – which give free admission to the Roman Baths for local people – were also invited through their e-newsletter to attend the public consultation meeting.

#### **5. Monitoring this Plan**

Progress towards the actions identified in this plan will be monitored on an ongoing basis with an update report being prepared for the Head of Heritage Services in May 2019 and May 2020. Milestones will be set for each of the objectives to assist with progress monitoring. A full review of the Plan will be undertaken at the end of March 2021 and a successor plan brought forward for consideration by the Council. Implementation of this Plan will be the responsibility

of the Roman Baths & Pump Room Manager overseen and approved by the Head of Heritage Services.

## **6. Current Situation**

### **a. Organisation Structure**

The Roman Baths is part of the Heritage Services division of Bath & North East Somerset Council, which also includes the Victoria Art Gallery, the Fashion Museum and the Bath Record Office. The work of the division is governed by a Business Plan and Service Plan as well as site-specific Forward Plans, all these documents having received Council approval. The Heritage Services division is part of the Economy and Growth Directorate of the Council.

Heritage Services operates under a rolling Business Plan aiming for ongoing sustainability in three interdependent areas:

- Conservation – preserving the heritage for present and future generations to enjoy;
- Customer Care – meeting the needs of all audiences, customers, and guests;
- Commercial success – maintaining the Service’s positive contribution to the Council’s budget.

### **b. Public Opening**

The Roman Baths is open every day except 25 and 26 December. Opening hours vary seasonally and are currently

November to February: 9.30 – 18.00

March to mid-June & September to October: 9.00 – 18.00

mid-June to August: 9.00 – 22.00

This is supplemented by occasional public late openings for special events such as Museums at Night, Party in the City and Science Week.

### **c. Staffing**

The Roman Baths has 61.8 FTE staff most of whom are employed in front-of-house and operational support roles. Three staff have curatorial responsibilities and a professional Learning service is provided on a cross-service basis by a Learning & Participation Manager and a team of Learning Workshop leaders. Marketing, retail, business support, facilities management, catering and hospitality services are also provided on a cross-service basis. There is one person providing administrative support. Catering, security and costumed interpretation services are provided through contracted suppliers.

The Council provides internal HR and IT support through corporate centralized services. The Roman Baths is also able to draw on centrally provided Council services for property management and project delivery on an 'as and when required' basis and also has access to central financial support services that provide insurance, VAT and financial planning advice.

Roman Baths' staff are assisted by up to 35 volunteers working mainly with collections and at public events in support roles for learning and curatorial staff.

The Roman Baths also provides jobs for 4 apprentices who take NVQs in Visitor Attraction and Heritage Operations whilst working in a range of roles throughout the service.

Opportunities for local young people in formal school education are provided through work experience placements (40 last year). Work experience opportunities for students in higher education through established arrangements with some universities providing museum and heritage related courses at graduate and post-graduate level (currently Leicester, Bournemouth, Bradford and Bath Spa) are also provided.

From time to time other opportunities arise. For instance, a staff development exchange programme with the British Museum took place in 2017 and is likely to be repeated in 2018. Some placements have also been sponsored by bursaries, and a regular arrangement with the Roman Society has been established that provides a sponsored placement.

d. **Audience**

The Roman Baths collects information about its visitors from ticket sales information and through visitor research. It also collects thousands of visitor comments each year which are analysed to see what issues are important to visitors. From time to time some information is also gleaned through non-visitor research carried out through the Council's Voicebox scheme.

There are approximately 1,200,000 visitors a year. Research provides segmented information on that audience including profiles relating to some of the 8 protected characteristics in the Equalities Act 2010, such as age, gender, and ethnicity.

Each year the marketing team creates a marketing plan for the year ahead which analyses all the visitor research and sets out a strategy for marketing to target audiences. The following target markets were identified as growth audiences for the Roman Baths:

- Chinese independent travellers
- North American independent travellers

- Domestic families
- Domestic young couples without children

These target audiences are aligned to different marketing campaigns each with their own campaign creative and media plan.

Approximately 75% of visitors speak English. Foreign language interpretation is provided through a further 11 languages on an audio guide and 32 other languages in the form of a free leaflet.

In developing its audience the Roman Baths' pricing policy for general admissions is very relevant as high charges can be a deterrent to poorer families. The recent introduction of new technology at the tills opens up the possibility of adopting a more dynamic pricing strategy that can offer admission at reasonable rates whilst also achieving the challenging income objectives set in the Service Business Plan.

The concession of free admission for residents of Bath & North East Somerset with Discovery Cards remains popular and ensures that they are not prevented from accessing their local heritage by price.

The audience includes more than 100,000 children in organised school parties each year of whom approximately 10% have a dedicated teaching session. These young people are mostly engaged in following the National Curriculum. They are an important core audience for the Roman Baths and the main focus of the Archway Project which is a major development project delivering a new Clore Learning Centre for the Roman Baths with support from the Heritage Lottery Fund.

e. **Access**

In recent years the Roman Baths has carried out a large number of accessibility improvements affecting both physical and intellectual access. This has been recognized through awards at national level, most notably the Gold Award for Inclusive Tourism from Visit England in 2018, which is the highest level of recognition possible within the sector.

In the last plan period this was strengthened by introducing the following additional measures:

- Increase in languages on audio tour from 8 to 12.
- Some re-writing of the main audio tour to improve interpretation of the site and collection. Creation of hammer and chisel (geological) and trowel (archaeological) strands to the audio tour.

- Extended use of projection, film and animation to improve interpretation through better visualization
- New till technology providing a better service to visitors, including online sales and swifter access for people with pre-bought tickets.
- Expansion of 1<sup>st</sup> person costumed interpretation and development of new characters.
- Creation of autism friendly signage.
- The provision of special open evenings designed to address the specific needs of people with autism.
- Extensive disability awareness training of front of house staff, including Autism and Dementia awareness.
- Completion of the Temple Precinct Project, which included the replacement of several stairs with a step-free visitor route and the installation of a lift.

An Access Statement is published on the website and is displayed near the entrance.

[https://www.romanbaths.co.uk/sites/roman\\_baths/files/heritage/Roman%20Baths%20Access%20Statement\\_0.pdf](https://www.romanbaths.co.uk/sites/roman_baths/files/heritage/Roman%20Baths%20Access%20Statement_0.pdf)

#### f. **Environmental Sustainability**

In December 2014 Bath & North East Somerset Council was awarded an Outstanding Achievement Award for its work in Environmental Sustainability.

The Council has developed a Sustainable Community Strategy through the Local Strategic Partnership. This has been formally approved by Councillors and sits at the top of a pyramid of other strategic policies and plans to guide the development of the Council and its constituent parts such as the Roman Baths.

Current good practice includes the application of a Sustainable Procurement Code which is underpinned by the following principles:

- a Banning the use of products that damage the environment when an alternative is available.
- b Promoting the use of the least environmentally-damaging products.
- c 'Awarding contracts for environmental alternatives based on whole life costing - this means paying higher up-front costs based on the anticipated lifetime savings that more environmentally sustainable purchasing can

achieve (eg through reduced energy consumption, reduce waste disposal costs etc). (See 6.1 for more detail))

- d Understanding that buying environmentally is part of a process of continuous improvement.
- e Considering running costs when evaluating tenders.

Within the context of this wider strategic and policy framework the Roman Baths has a local site-specific Environmental Sustainability Plan and an Environmental Sustainability Statement on the use of resources in the operation of the Roman Baths is published on the website. <http://www.romanbaths.co.uk/sustainability>. This includes:

Using heat from the Hot Spring to help heat the building in winter

Using high efficiency boilers to heat the parts that Spa Water cannot reach!

Water saving measures in the toilets

Using low energy hand driers

Using low energy display lighting systems

Use locally sourced ingredients in our menus

Providing recycled carrier bags in our shops

Recycling food waste from our restaurants

Recycling waste materials and used electrical equipment from all our operations and staff areas

Using local Scrapstores to supply our events and activities programmes

Participating in Museum Freecycle - the world's first industry freecycle group  
<https://groups.freecycle.org/group/MuseumFreecycleUK/posts/all>

**g. Finance**

The Roman Baths is managed as part of the Heritage Services Division. Business Planning and back office finance support is provided at divisional level and for some aspects at Directorate level.

Income currently exceeds expenditure with the surplus used by the Council to underwrite negative balances in other parts of Heritage Services and beyond that to subsidise its other activities.

**h. Collection**

The entire collection is Designated by Arts Council England (ACE), the national agency for museums. This means it is deemed to be of national significance, although held in a non-national museum.

*'The Roman curse tablets from Bath – Britain's earliest prayers'* have a special status in their own right as they have been added to the UK Register of the Memory of the World by UNESCO. As such they have their own personalised collection management plan.

The collections are managed by professionally trained curatorial staff and number approximately 100,000 objects. They consist primarily of archaeological and local historical material from the local area ranging in date from the Palaeolithic to the present.

The collections are managed through a series of policies and plans including:

Collection Development Policy  
Care and Conservation Policy  
Documentation Policy  
Documentation Plan  
Care and Management Plan

i. **Security**

A professional Security and Operations Manager is employed to oversee security operations and manage security staff. Specialist security staff are provided through a security contract.

j. **Tourism**

The Roman Baths is a significant component in the local tourism industry and has by far the largest number of visitors of any museum or visitor attraction in the area.

It is unusual in attracting a large number of overseas visitors – approximately 40% - which includes as many long-haul as European visitors.

The majority of visitors are day visitors to Bath and many visitors – around 33% - arrive by coach. This is a high figure when compared to other visitor attractions.

Good relations are maintained with the local tourism industry through Bath Tourism Plus and occasional familiarisation or consultation events to which representatives of the local tourism industry are invited.

Moderating the environmental impact of tourism is promoted through travel advice on the Roman Baths website.

Business tourism is significant and the Roman Baths contributes to this by providing an exciting and unusual venue for private and corporate events.

A long-term objective of the local tourism industry has been to increase out-of-season business and the Roman Baths has supported this by providing a year-round service and directing marketing initiatives to the shoulder months. This has been successful and a high proportion of the additional visitors to the Roman Baths in the last Plan period have come in the shoulder and low season.

At a national level the Roman Baths is a member of the Association of Leading Visitor Attractions (ALVA) and some senior staff are members of The Tourism Society. ALVA membership includes participation in a visitor survey scheme that allows the Roman Baths to benchmark itself against the other leading attractions in the UK using a wide range of criteria that cover most aspects of its operations.

**k. SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
Is a scheduled ancient monument and grade I Listed Building as well as a museum collection.	Vulnerability to overseas events, particularly those which may affect international long haul markets.
Britain's only hot springs rise on site.	Reliance on a high proportion of coach borne visitors makes the Roman Baths vulnerable to problems with the national road network.
Positioned at the heart of the World Heritage site.	Accommodation provided for schools and formal learning is weak.
High quality collections with Designated status.	City centre location imposes constraints on simple operational activities such as deliveries and parking.
Good community links with free admission for local residents.	As the Roman Baths is part of a local authority some grant awarding organisations will not support it financially.
Has good access to a range of professional support services within the wider Council.	Although physically accessibility has improved markedly in recent years public expectations have also risen, and because of its underground location the Roman Baths still poses some significant challenges for less
Has a culture of partnership working with others to realise projects.	

	able visitors.
<p><b>Opportunities</b></p> <p>The Roman Baths is now closer to full physical accessibility than it has ever been</p> <p>The Archway Project offers the prospect of a radical improvement in the quality of provision for schools and informal and community learners.</p> <p>New website provides a better platform for mobile friendly communication.</p> <p>Round 2 grant awarded by HLF for Archway Centre proposal has created an opportunity to address weaknesses in learning provision.</p> <p>There is currently an opportunity to make better use of energy derived from spa water.</p> <p>The creation of the Roman Baths Foundation has improved the potential for fund-raising for learning and conservation projects.</p>	<p><b>Threats</b></p> <p>Terrorism. As an attraction with a national and international profile the Roman Baths is particularly susceptible to security risks, and also the consequences of shutdowns prompted by events elsewhere.</p> <p>A risk to the integrity of the spa water supply from geotechnical interventions. i.e. fracking.</p> <p>A downturn in tourism for any reason, at either a national or local level, will impact on the Roman Baths.</p> <p>The search for significant savings in some centralised Council Services such as HR or IT could have a consequential negative impact on Heritage Services through either a reduction of quality in the service provided or a non-negotiable increase in recharges.</p>

## 7. Vision and future priorities.

The Council's vision is for Bath and North East Somerset to be an area where everyone fulfils their potential, with lively and active communities, and with unique places and beautiful surroundings.

There are three core aims to realise that vision:

- (1) Being efficient and well run
- (2) Putting the interests of residents first
- (3) Investing in the future of the area.

Heritage Services contributes towards that vision, and those three objectives, through the following statement of purpose:

*Heritage Services, For Learning, Inspiration and Enjoyment.*

The Roman Baths vision is a sub-set within and complements the vision articulated for the larger entities of which it constitutes a part. It is:

*To contribute positively to cultural life, learning and the local and regional economy by making available a nationally significant resource to a very wide range of audiences in an inspiring and sustainable way.*

Future and current priorities for the Roman Baths based on this vision are:

To complete the Archway Project as a major capital scheme with multiple internal and external partners to create a new Clore Learning Centre for the Roman Baths, a new World Heritage Centre for the city, a new lease of life for dilapidated former spa buildings and an extension to the publicly accessible area of the Roman Baths ancient monument.

To bring forward a scheme for improvements to public access and interpretation in the West Baths

To complete a new energy capture scheme using spa water from the King's Spring to heat the Roman Baths & Pump Room complex and the Archway Project.

To work in partnership with other Council services to improve the accessibility and environmental standards of collections in store.

To re-purpose the learning space on the mezzanine for informal learning for all visitors as the Archway Project comes on-stream.

To work in partnership with other Council services to improve the quality of the public realm in the vicinity of the Roman Baths.

To deliver a financial return to the Council in line with the Heritage Services Business Plan.

## 8. Aims and objectives

The aims and objectives for the Roman Baths Museum follow on from the aims and objectives of the Heritage Services division and the Council. These are shown below:

### Aims

<b>Council aims &gt;</b>	<b>Heritage Services aims &gt;</b>	<b>Roman Baths aims</b>
.. putting the interests of residents first	<p>To enhance the quality of life for local residents.</p> <p>To organise community events and activities across the district.</p> <p>To enable people to research their homes and neighbourhoods.</p> <p>To engage with residents through Friends groups, our Service Focus Group and by providing volunteering opportunities.</p> <p>To foster pride in the district's museum and heritage through the unique Resident's Discovery Card scheme.</p>	<p>Help to maintain and improve the quality of life locally by contributing to the Council's health and well-being agenda</p> <p>To organize community events</p> <p>To provide opportunities for local residents and others to explore the history and special characteristics of the Roman Baths and Pump Room site.</p> <p>To work with volunteers, consult with the Focus Group and other relevant community groups where relevant, such as The Abbey Residents Association or local traders organisations.</p> <p>To continue to offer free admission to local residents through the Discovery Card scheme.</p>
.. Being efficient and well run	Our business planning has been cited as best practice by the Audit Commission.	Investing to maintain quality services at reasonable cost and to maintain and enhance a

	<p>The Service has the lowest employee costs of all leading UK visitor attractions</p>	<p>significant return on that investment to the Council.</p> <p>To secure best value in staffing through a mix of directly employed staff and contracted services, using the most appropriate solution to each setting.</p> <p>To deliver a financial surplus to the Council as part of the Heritage Services Business Plan.</p>
<p>.. investing in the future of the area</p>	<p>To lever more than £100 million p.a. into the local economy.</p> <p>To conserve and protect the district's unique heritage assets for the benefit of this and future generations.</p> <p>To prepare and implement the World Heritage Site Management Plan.</p> <p>To contribute to the district's economic prosperity through the Heritage Services Business Plan</p>	<p>Maintain the Roman Baths position as a major cultural resource and leading visitor attraction, supporting the significance and public appeal of the World Heritage site and making Bath and North East Somerset a place where people are proud to live.</p> <p>Care for the Designated collections, the scheduled ancient monument and the hot spring rising within it.</p> <p>Maximise income-generating potential in a sustainable manner, contributing to the support of other valued services in Heritage Services and the Council more generally</p>

## Objectives

Council priorities >	HS objectives >	RB objectives >
<p>A new relationship with customers and communities</p>	<p>Enhance the quality of life for residents of Bath and North East Somerset</p> <p>To work in partnership with others wherever appropriate.</p> <p>To consult widely with users and stakeholders on an on-going basis.</p> <p>To use information technology in accessible and imaginative ways.</p> <p>Promote understanding and appreciation of different cultures.</p>	<p>Help to maintain and improve the quality of life, by making buildings and collections accessible and easy to engage with, and involving volunteers and other organisations in the delivery of services and community projects.</p> <p>To look for partnership opportunities with other organisations where this will bring access to additional skills, possible savings or access to grant aid to support collaborative projects.</p> <p>To realise the potential of the new till system for delivering a better service to visitors at the point of sale.</p> <p>Provide interpretation that works for visitors from around the globe and for local people interested in learning about a different culture that had an enormous influence on the development of Britain.</p>
<p>A focus on prevention</p>	<p>To protect and develop the Council's unique historic collections and public buildings.</p> <p>To engage in well-being initiatives with a range of local organisations and groups of people who are in some way vulnerable or</p>	<p>To maintain its position as a major resource for public benefit within the World Heritage site.</p> <p>To educate and inspire a wide range of audiences.</p>

	<p>at risk.</p> <p>To deliver high standards of physical and intellectual accessibility in the interpretation of collections and public buildings through displays, study facilities, learning programmes and special events, to ensure that different groups are not excluded.</p>	<p>To maintain high standards of accessibility in interpretation and building and display design and re-furbishment.</p> <p>Through community activities to engage in well-being work, working in partnership with other Council services where appropriate.</p>
A strong economy	<p>To plan for and invest in the sustainability of collections and public buildings.</p> <p>To train and develop staff to realise their full potential.</p> <p>To sell high quality merchandise to complement the services that are offered.</p> <p>To hire out historic venues for a wide range of events and activities.</p>	<p>To maximise income-generating potential through sustainable development</p> <p>To support the training needs of staff.</p>

## 9. Action Plan Years 1 – 3

Key Actions to fulfill the Roman Baths Objectives in 2018-21 are:

Roman Baths objectives	Action	Year 1 (2018-19)	Year 2 (2019-20)	Year 3 (2020-21)
<b>Objective 1</b>				
Maintain its position as a major resource for public benefit within the World Heritage site.	Maintain and enhance displays and interpretation, and conserve the fabric of the archaeological site and building complex.	√	√	√
	Carry out a major conservation and interpretation project in the West Baths in 2019-21.		√	√
	Create the Archway Project as a major new venue for co-located World Heritage interpretation and Roman Baths learning opening in 2019-20.	√	√	
	Work in partnership with other Council services to improve the public realm in the vicinity of the Roman Baths and Pump Room.	√	√	√
<b>Objective 2</b>				
Help to maintain and improve the quality of life by making buildings and collections accessible and easy to engage with and involving volunteers and other organisations in	Create an enhanced public engagement programme with a brief to develop new and additional users of the site and collections as part of the Archway Project development in 2018 – 21.	√	√	√
	Support the Council's Well-being agenda with appropriately designed programmes.	√	√	√

the delivery of services and community projects.	Maintain free admission for local residents to the Roman Baths.	√	√	√
<b>Objective 3</b>				
Educate and inspire a wide range of audiences.	Complete the Archway Project	√		
	Trial an out-of-season activity-based programme as part of the core offer to weekend visitors.	√		
	Provide a programme of public lectures.	√	√	√
	Work with the Roman Baths Foundation to help secure funding for additional learning and conservation projects.	√	√	√
<b>Objective 4</b>				
Making buildings and collections accessible and easy to engage with.	Arrange occasional activities for the public in off-site museum stores.	√	√	√
	Complete backlog cataloguing of the existing collection in 2019.	√	√	
	Publish the Beau Street Hoard academic publication in 2018.	√		
	Publish a popular publication of The Roman Curse Tablets from Bath in 2019.		√	
	Re-organise collection storage to improve standards and accessibility. Investigate possible off-site solutions with the objective of reducing further the number of storage locations and improving their quality, capacity and efficiency of management. This may include co-location with other Council services.	√	√	√

	2018-21.			
	Review the use of the present Learning space as the Archway Project nears completion	√	√	
	Working in partnership with others, investigate further possibilities for off-site display of objects in community settings in Bath & North East Somerset.	√	√	√
<b>Objective 5</b>				
Maximise income-generating potential through sustainable growth.	Implement a refurbishment of the Spa Water heat capture scheme.	√	√	
	Provide additional incentives for people to visit outside peak visiting times, including reviewing opening hours and dynamic pricing	√	√	
	Re-invest some income in additional marketing and fund raising support.	√	√	√

## 10. Resources

A finance plan for the current financial year (2018/19) and the three years following is shown below.

	2018/19 Budget £000	Plan Years		
		19/20 £000	20/21 £000	21/22 £000
<b>Income</b>				
Admissions	15,486	16,466	17,400	18,175
Retail Sales	2,191	2,200	2,222	2,244
Catering Commission	652	672	692	712
Room Hire	231	238	245	252
Grants/Contributions	51	51	51	51
Internal Income	0	0	0	0
Other Income	79	78	82	86
<b>Total Income</b>	<b>18,690</b>	<b>19,704</b>	<b>20,691</b>	<b>21,520</b>
<b>Operating Expenditure</b>				
Employee Costs	(2,098)	(2,140)	(2,183)	(2,226)
Premises Costs	(871)	(894)	(922)	(960)
Transport Costs	(6)	(6)	(6)	(6)
Supplies & Services	(2,177)	(2,197)	(2,210)	(2,234)
Other Costs	0	0	0	0
<b>Operating Expenditure</b>	<b>(5,151)</b>	<b>(5,237)</b>	<b>(5,321)</b>	<b>(5,426)</b>
<b>Net Surplus / (Expenditure) before Overheads</b>	<b>13,539</b>	<b>14,468</b>	<b>15,371</b>	<b>16,093</b>
<b>Overheads &amp; Investment</b>				
Managerial, marketing and support overheads and corporate overheads	(3,043)	(3,114)	(3,103)	(3,140)
Investment	(669)	(688)	(729)	(713)
<b>Net Surplus</b>	<b>9,826</b>	<b>10,666</b>	<b>11,539</b>	<b>12,240</b>

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## Victoria Art Gallery Forward Plan 2018-21

**Name of museum:** Victoria Art Gallery

**Name of governing body:** Bath & North East Somerset Council

**Date on which the policy was approved by governing body:** June 2018

**Date at which this policy is due for review:** three years from date above

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## **1. Introduction.**

In the three years from 2014 to 2017 the Victoria Art Gallery has undergone fundamental change in the way it is funded and fully integrated within the Council's Heritage Services department. The process has taken place within the context of an increasingly challenging funding climate for local authorities. Putting together this document has presented us with the opportunity to reflect on our priorities and identify a vision for the Gallery that is aligned with the Council's vision and key objectives, and then ensure that key stakeholders are signed up to it. Although good work has been done to increase awareness of what the Gallery does, there remains a need to engage with the harder to reach communities within the district.

## **2. Statement of Purpose.**

The Victoria Art Gallery is here to enrich people's lives by preserving, developing and making accessible the important public art collection held in trust by the Council. It makes a positive contribution to the cultural life of the area by organising ambitious exhibitions and learning programmes.

## **3. Review of the Previous Plan.**

The most recent Forward Plan expired in March 2018. Whilst most of the actions embedded in that document have been delivered on time and within budget, outstanding issues include:

- Install flat screen monitor with attractive images and information about the Gallery's services;
- Install new version of collections public access software;
- Prioritise additions to on line database;
- Develop vision for extending community involvement and engagement in tandem with collections development projects;
- Recruit new delegates to sit on Gallery's exhibitions panel and focus group

Progress has been made on the first and last of the above projects, whilst the other three have been hampered by the delayed release of an updated version of the collection management software used by the Gallery. All five projects have been carried forward to the new Action Plan that accompanies this document.

In 2015 the Gallery waived its charges to local residents, reintroducing free admission to temporary exhibitions for holders of the residents' Discovery Card. At the same time the Gallery was added to the saver ticket option that previously included the Roman Baths and Fashion Museum, whilst revised opening hours were

introduced with the addition of Sundays and Bank Holidays in order to tie in more closely with the other two sites. These measures have dramatically increased footfall at the Gallery, from local residents as well as tourists recognising the value of a slightly better than three-for-the-price-of-two deal. The Gallery recoups ten per cent of the price of every saver ticket sold. The installation in 2017 of a new reception desk and ticketing tills allows for much more sophisticated performance monitoring than was possible with the old till system.

Also in 2017 David Clarke Associates completed the business case for the development of the Gallery building into the void space between it, the Guildhall and the indoor market. Projected revenue costs for an extended Gallery with much improved visitor facilities demonstrate the potential for increased income through catering, retail, room hire and works of art sales. The capital costs of just under £7,000,000 would deliver a vastly improved building and visitor experience. The next step is to engage in discussions with Council leaders and other key stakeholders.

#### **4. Development of this Plan.**

Consultations on the content of this updated Plan have been conducted, involving Gallery staff, the Head of Heritage Services and the Chairman of the Friends of the Gallery. Following feedback from these individuals, a draft version of the document was amended and expanded. New consultation with users is scheduled for March 2018.

#### **5. Monitoring this Plan.**

Progress towards the actions identified in this Plan will be monitored on an ongoing basis with an update report being prepared for the Head of Heritage Services in April 2019. Milestones will be set for each of the objectives to assist with progress monitoring. A full review of the Plan will be undertaken at the end of March 2021 and action taken accordingly. Implementation of this plan will be the responsibility of the Gallery Manager overseen and approved by the Head of Heritage Services.

#### **6. Current Situation.**

##### **a. Organisation Structure:**

The Gallery is part of the Heritage Services division of Bath & North East Somerset Council, which also includes the Roman Baths & Pump Room, Fashion Museum & Assembly Rooms and Bath Record Office. The work of the division is governed by a rolling 5-year Business Plan, a conventional Service

Plan and site-specific Forward Plans. All these documents have received Council approval.

**b. Public Opening:**

The Victoria Art Gallery is open all year round, Monday to Sunday 10.30-5.00 including most Bank Holidays. Admission to the permanent collection and small exhibitions gallery is free, whilst a charge applies to non-residents for the large temporary exhibitions gallery. Visitor facilities include a shop, a lift, a hot drinks machine, comfortable seating in all areas, and toilets. The Friends of the Victoria Art Gallery is a registered charity that supports the work of the Gallery through volunteering and hosting private views, to which all members are invited.

**c. Staffing:**

On a site-specific basis the Victoria Art Gallery has equivalent 2.0 curatorial staff (Gallery Manager, Collections Manager and Museum Exhibitions Assistant) plus 1.0 Gallery Administrator. There is also equivalent 1.0 Technical Officer and 3.8 Visitor Services staff. As part of Heritage Services, the Victoria Art Gallery also draws on the assistance of the Learning & Participation Manager, Business Manager, Commercial Manager, Facilities Manager, Retail Services Manager and HR/IT support staff.

In 2017/18 Gallery staff were assisted by 80 volunteers working mainly as guides and invigilators in the public areas (4,550 hours), with another four volunteers working on collections.

All new staff and volunteers complete an induction programme managed by their immediate supervisor.

Recruitment of staff and volunteers is handled with the aid of the Council's People Services and Human Resources sections. All vacancies are advertised on the Council's website and are handled in accordance with the Council's Equal Opportunities Policy. Automatic reminders are sent at every stage in the process. Performance reviews are carried out annually for all staff, with training needs recorded at these one-to-one sessions. The Council offers a wide range of training sessions for all staff, and topics falling outside the scope of the central provider are organised separately.

As nearly half the Victoria Art Gallery staff is within five years of the normal retirement age, the opportunity is being taken to review job descriptions to ensure they accurately reflect current roles and responsibilities, in advance of posts becoming vacant.

**d. Audience:**

The Victoria Art Gallery was visited by 175,000 people in 2017, of which 32 per cent are residents of Bath & North East Somerset, 16 per cent overseas tourists

and another 52 per cent from other parts of the UK. Visitor satisfaction ratings are 83 per cent either satisfied or very satisfied. In financial year 2016-17 income totaling £400,000 was contributed by day visitors and sales of works of art to offset running costs and overheads of £645,000.

The Gallery plans to broaden its range of users by showing more contemporary art that will draw a younger audience (*On Paper* from Arts Council England's collection in 2018-19 and *Approaching Thunder* from The Hepworth, Wakefield in 2019), and by putting on family-friendly shows (*Sharmanka Travelling Circus* in 2019 and *Myths and Monsters* in 2020). From April 2015, all Roman Baths and Fashion Museum visitors were given the opportunity to purchase a combined ticket which now includes the Victoria Art Gallery. Experience has shown that sales are stronger when the subject or artist covered by a given exhibition resonates with tourists as well as local visitors. Accordingly, populist exhibitions are actively sought to add to the Gallery's forward programme.

The Gallery offers a wide range of talks, tours and other activities to its visitors. These include workshops for schools on curriculum-related themes, holiday activities for families, monthly talks for visually impaired people, monthly tours of the art stores with curators, and tours of the displays and exhibitions led by Volunteer Guides. In 2016-17 there were 1,400 children attending teaching sessions and workshops, and 1,650 adults attending family activities, tours and talks.

e. **Access:**

The Victoria Art Gallery's access statement can be downloaded from its website at [http://www.victoriagal.org.uk/visiting/special\\_needs.aspx](http://www.victoriagal.org.uk/visiting/special_needs.aspx)

f. **Environmental Sustainability:**

The Council has developed a Sustainable Community Strategy through the Local Strategic Partnership. This has been formally approved by Councillors and sits at the top of a pyramid of other strategic policies and plans to guide the development of the Council and its constituent parts such as the Victoria Art Gallery.

Current good practice includes the application of a Sustainable Procurement Code which is underpinned by the following principles:

- a Banning the use of products that damage the environment when an alternative is available.
- b Promoting the use of the least environmentally-damaging products.
- c Awarding contracts for environmental alternatives based on whole life costing - this means paying higher up-front costs based on the anticipated lifetime savings that more environmentally sustainable purchasing can achieve (eg. through reduced energy consumption, reduced waste disposal costs etc.).

- d Understanding that buying environmentally is part of a process of continuous improvement.
- e Considering running costs when evaluating tenders.

Within the context of this wider strategic and policy framework the Victoria Art Gallery has a local site-specific Environmental Sustainability Plan and an Environmental Sustainability Statement is published on the website.

**g. Finance:**

Heritage Services operates as a separate business unit within Bath & North East Somerset Council. Although collectively the Service returns a surplus to the Council, the Roman Baths and Pump Room drive this performance, whilst the Victoria Art Gallery, as a partially free venue, is not expected to cover its costs.

Since 2013, as the Council responds to the need to make substantial savings, the Gallery recruited a team of volunteer guides to work in a public-facing role, and charges were introduced for temporary exhibitions. This last measure was intended to make the Gallery more resilient.

Other options for bringing in funds from outside the Council include sponsorship, fundraising activities by the Friends of the Victoria Art Gallery (a registered charity), and support from the Heritage Services Development Manager.

**h. Collection:**

The collection ranges from the 15<sup>th</sup> century to the present day and includes British and European oil paintings, watercolours, drawings, prints, miniatures and silhouettes, sculptures, ceramics, glass and watches. Most items have a Bath connection, whether through their subjects (Bath views and Bath people), their artists or their provenance.

To a significant extent the collections tell the story of art in the city of Bath and the surrounding area, reflecting the demand from visitors and residents alike for pictorial records of themselves, the local landscape and architecture. Most of the 10,500 items in the collection were acquired by way of gift and bequest, although judicious purchasing of modern pictures and sculptures has augmented the 20<sup>th</sup>/21<sup>st</sup> century holdings.

Fine Art: the bulk of the collection consists of British drawings, paintings, watercolours and miniatures and silhouettes from the 17<sup>th</sup> to the 21<sup>st</sup> century. There are also small collections of sculpture and of European works of art. Of particular significance are the collections of prints, drawings and watercolours associated with Georgian Bath. Reflecting the history of artistic practice in Bath, the Gallery holds a large collection of portraits produced by artists who worked in the local area, including Thomas Gainsborough, Johann Zoffany and Sir Thomas

Lawrence. The Kimball Collection consists of 19<sup>th</sup> and 20<sup>th</sup> century prints by British and Continental artists. Of particular note is a small collection of rare early lithographic stones by Thomas Barker of Bath.

Decorative Art: the collections include porcelain, pottery, watches and glass dating from the 17<sup>th</sup> to the 19<sup>th</sup> century. The bulk of this material is British and the collections of Delftware and of English drinking glasses are of particular note.

Governing documents: our work on collections is guided by the Heritage Services Collections Development Policy (adopted February 2015, due to be updated November 2018), a Collections Care Policy and a Collections Management Plan.

Percentage of collection on display: decorative art 50 per cent; oil paintings 50 per cent; works on paper 1.5 per cent.

Standard of presentation: wall surfaces and display cases are all in a good state of repair and decorative condition. Directional spotlights are used to light oil paintings and sculptures clearly. Exhibits are regularly dusted and floors cleaned and polished. These processes are undertaken and/or overseen by the Gallery's full-time Technical Officer.

Percentage of collection catalogued: 100 per cent in digital form and 100 per cent in paper form.

Methods of interpreting collections: a mixture of short labels, long labels and interpretive text panels is used, thus giving different levels of information and catering for different audiences. We also use QR codes in the upper gallery which bring up digital versions of the long labels on mobile devices. Guided tours are regularly given by staff and volunteer guides, including monthly tours for visually impaired people.

Encouraging research about collections: interest is stimulated via gallery leaflets, an illustrated guidebook, our website, the permanent collection display and temporary exhibitions profiling items not normally on display. Staff research is generally centred around collections-based temporary exhibitions in the ground floor galleries. We also actively encourage enquirers to find out more about our collections by an appointments system for viewing works in store, and by promoting participation in our monthly store tours. Gallery volunteers are introduced to our research facilities and encouraged to use them.

i. **Security:**

The Gallery is equipped with cctv, portable radios, 'panic buttons' at reception desks and a burglar alarm linked to an alarm monitoring station and the police control room. Staff are trained in incident response as well as being alert to suspicious behaviour. The Gallery's security provisions are to the standard

required for Government Indemnity and, as such, are regularly checked and updated on behalf of the National Security Adviser. The most recent check took place on 4 November 2014.

**j. Tourism:**

As part of Heritage Services the Gallery is a member of Bath Tourism Plus, thereby ensuring the venue is promoted to enquirers in person as well as via digital media and print. In addition, the Gallery is promoted via e-newsletters sent to 70,000 holders of the Resident’s Discovery Card.

For visitors from abroad we provide information sheets about the collection in French, German, Japanese and Spanish, whilst commentaries in Mandarin can be accessed by scanning QR codes using a portable device.

**k. SWOT / PESTLE analysis:**

<b>Strengths</b>	<b>Weaknesses</b>
Is a purpose-built late Victorian art gallery and grade 2* Listed Building as well as a museum collection.	Accommodation provided for schools and formal learning is of a poor standard.
Positioned at the heart of the World Heritage Site next to the River Avon and Pulteney Bridge.	City centre location imposes constraints on operational activities such as deliveries and parking.
High quality collections mostly donated by local individuals.	A small shop and no café.
Good community links with free admission for local residents, and via a focus group for local people.	Mobility impaired people have to use a different entrance from able-bodied people.
Has good access to professional support services within Heritage Services and the wider Council.	External signage is limited due to planning constraints.
Included in the 3-way saver ticket with the Roman Baths and Fashion Museum.	As a discretionary service the Gallery, like all other local authority museums, is vulnerable.
Has a culture of partnership working with other public and private bodies and individuals to realise projects.	Access to the works on paper collection is limited due to physical constraints and light levels.
Has a charitable support arm in the Friends of the Victoria Art Gallery.	The Victorian décor of the main first floor gallery does not lend itself to the display of modern works of art.
Identifies and records risks and takes actions to mitigate them.	As a local authority service, it is challenging to attract sponsorship and

	private trust donations.
<p><b>Opportunities</b></p> <p>Joint marketing through the Bath Museums Partnership and the Bristol &amp; Bath Cultural Destinations project.</p> <p>Representation of the Gallery and its collections in the new World Heritage Centre.</p> <p>Greater turnover of collections in order to attract repeat visits. Opportunities to work with national museums.</p> <p>Potential to extend the Gallery into the void behind it and link with the Guildhall Market, improving the Gallery's financial sustainability.</p> <p>Build on the Gallery's reputation as a family-friendly venue offering child-centred events and exhibitions.</p> <p>Strengthen links with Bath Record Office, Fashion Museum and Roman Baths in order to share expertise.</p>	<p><b>Threats</b></p> <p>Good quality touring exhibitions are less common and more expensive due to higher carriage costs.</p> <p>The air conditioning plant is un-reliable and needs to be replaced.</p> <p>Loan applications may be made dependent on stringent conditions the Gallery would struggle to meet. A downturn in tourism, at a national or local level, would impact on the Roman Baths as well as its sister sites within Heritage Services.</p> <p>Severe reductions in central government grant to the local authority could impact on the Gallery.</p> <p>With growing competition from other local heritage attractions the Gallery could struggle to attract sufficient front-of-house volunteers.</p>

## 7. Future priorities.

In order to become more financially sustainable, the Victoria Art Gallery needs to subject each of its large temporary exhibitions to scrutiny via a business model, projecting both income as well as expenditure and only taking those projects forward that can demonstrate a good return on investment.

The 28-year old air conditioning plant needs be stripped out and replaced by March 2019 if the Gallery is to retain its ability to attract prestigious loans from national collections.

Storage capacity for collections is currently at a premium, despite ongoing rationalisation of the existing facilities. Disposal of strictly irrelevant items will need to be considered, likewise the upgrading of racks and shelves that are no longer fit for purpose.

By early 2020, the viability of the development of the Gallery building into the void space between it, the Guildhall and the indoor market needs to be determined. In the event that a decision is made not to go forward with the scheme, an alternative more modest scheme should be considered focusing on elements that will ensure the sustainability of the Gallery. As part of this, the potential for expansion into existing connecting buildings as well as the void space should be looked at.

## 8. Aims and Objectives

### Council priorities

A strong economy and growth

A focus on prevention

A new relationship with customers and communities

An efficient business

### Heritage Services' Aims

Contribute to the district's economic prosperity through our business plan

Conserve and protect the Council's heritage assets for the benefit of this and future generations

Contribute to the quality of life for local residents

Organise formal and informal learning opportunities

Promote understanding and appreciation of different cultures

Regularly review our cost base and staff establishment

### Victoria Art Gallery aims

Maximise the Gallery's income-generating potential in a sustainable manner, so as to reduce its running costs

Make our building, collections and services accessible and easy to engage with

Build on the Gallery's reputation as a much-loved community asset by maintaining and improving the quality of life locally and contributing to people's well-being

Educate and inspire the widest possible range of audiences

Contribute positively and distinctively to the cultural life of the district and the appeal of the World Heritage Site of Bath

Work in partnership with others in order to deliver excellent services at best value to our visitors

## **Victoria Art Gallery Aims and Objectives**

**AIM 1 – Maximise the Gallery’s income-generating potential in a sustainable manner, so as to reduce its running costs.**

**Objectives:**

- 1.1 Monitor and review the Gallery budget and charges in order to achieve best value for the Council
- 1.2 Work with the HS Retail Manager on stock development for major exhibitions with high footfall expectations
- 1.3 Compile a sponsorship strategy for the Gallery linked to key projects, especially exhibitions
- 1.4 Devise a prestigious exhibition that can be offered for touring and will both earn income and promote the Gallery’s wider reputation
- 1.5 Progress Gallery development plans as they are, or scale back depending on outcome of feasibility studies.

**AIM 2 – Make our building, collections and services accessible and easy to engage with.**

**Objectives:**

- 2.1 Create a welcoming foyer with the aid of artworks and new signage
- 2.2 Train new staff and volunteers in customer care and security to the latest industry standards
- 2.3 Enhance the on line presence of collections and encourage study visits
- 2.4 Continue to monitor and review the access assessment, developing new strategies for making collections more accessible to all

**AIM 3 – build on the Gallery’s reputation as a much-loved community asset by maintaining and improving the quality of life locally and contributing to people’s well-being.**

**Objectives:**

- 3.1 Continue to review the range of events on offer
- 3.2 Work with partner bodies and individual as appropriate
- 3.3 Promote the benefits of volunteering to key community groups
- 3.4 Organise Gallery volunteers to deliver regular tours of main gallery exhibitions

#### **AIM 4 – Educate and inspire the widest possible range of audiences.**

##### **Objectives:**

- 4.1 Maintain learning programme in line with the primary curriculum
- 4.2 Market sessions for the Bath Curriculum project with local head teachers and Bath Spa University
- 4.3 Maximise our family learning programme by developing drop-in activities and link them to national campaigns as well as exhibition focused
- 4.4 Improve learning partnerships working with Bath Festivals for selected exhibitions
- 4.5 Become an Artsmark Partner Organisation
- 4.6 Carry out activity plan for HLF Posh Art project

#### **AIM 5 – Contribute positively and distinctively to the cultural life of the district and the appeal of the World Heritage Site of Bath.**

##### **Objectives:**

- 5.1 Promote each headline summer exhibition with a large marketing campaign
- 5.2 Develop the ongoing programme of temporary exhibitions, paying particular attention to popularity and commercial appeal
- 5.3 Actively develop and promote good news around the exhibition programme
- 5.4 Schedule regular art activities in the galleries that appeal to families

#### **AIM 6 – Work in partnership with others in order to deliver excellent services at best value to our visitors**

##### **Objectives:**

- 6.1 Where possible, strengthen relations with existing national lenders and touring organisations, whilst bringing new partners on board
- 6.2 Conduct review of front-of-house systems and costs so as to maximise efficiency and effectiveness
- 6.3 Devise a costed list of collection-related projects and identify priorities for funding support from the Friends of the Gallery
- 6.4 Retain full Accreditation under the Arts Council England Standard

## **9. Action Plan**

The Victoria Art Gallery is already set up and operated with these aims in mind; the purpose of the Action Plan is to define how to further develop and improve the service provided and to ensure its long-term future and financial viability.

The Actions are given priority categories and target completion dates in terms of financial years where appropriate. Many are classified as 'ongoing', in that they are continually kept under review, with progress assessed each year. 'Target dates' refer to our financial year, which runs from 1 April to 31 March.

The costs of the initiatives below will be met from within the existing operating budgets of the Victoria Art Gallery.

## AIM 1 – INCOME GENERATION

**Maximise the Gallery’s income-generating potential in a sustainable manner, so as to reduce its running costs.**

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
1.1 Monitor and review the Gallery budget and charges in order to achieve best value for the Council	1. As part of the Heritage Services business case process	JB / SB	Ongoing	High	Savings achieved		
	2. Implement savings	JB	Ongoing	High			
	3. Implement revised charges	JB / PJ	Ongoing	High	Stepped biennial increase	£	
	4. Continue to collect feedback, analyse data and review	JB / PJ	Ongoing	High			
1.2 Work with the HS Retail Manager on stock development for major exhibitions with high footfall expectations	1. Arrange quarterly meetings to review opportunities and start exploring potential stock lines	JB / JZ	Ongoing	High	Stock lists compiled in good time		
	2. Order stock in	JZ	Ongoing	High		£££	
	3. Display on existing shelves and/or additional shelving as needed	JZ	Ongoing	High	Healthy turnover		
	4. Review performance for each exhibition	JZ / JB	Ongoing	High			
1.3 Compile a sponsorship strategy for the Gallery	1. Select suitable projects to attract sponsorship with the HS Development Manager	JB / RG	Year 1	High		££	

linked to key projects, especially exhibitions	2. Gather supporting images and data on each sponsorship project	JB	Ongoing	High			
	3. Compile list of suitable companies and foundations to approach	RG	Ongoing	High	Approaches made		
	4. Arrange appointments and make presentations	RG / JB	Ongoing	High	Sponsorship secured	£	
1.4 Devise a prestigious exhibition that can be offered for touring and will both earn income and promote the Gallery's wider reputation	1. Select an appropriately prestigious show with a popular theme	JB	Year 1	Medium	Show selected & budgeted		
	2. Promote the idea at least two years in advance and invite expressions of interest	JB	Year 1	Medium	Tour venues engaged		
	3. Liaise with tour partners on development of the project	JB / PM	Years 2 / 3	Medium	Tour dates agreed		
	4. Organise and install the show at the Gallery	JB	Year 3	Medium	Exhibition launched	£££	
	5. Deinstall the show and manage the tour	JB / PM	Year 3	Medium			
1.5 Progress Gallery development plans as they are, or scale back depending on outcome of feasibility studies	1. Review findings of business case	JB / SB	Year 2	High			
	2. Feedback to Cabinet member	SB	Year 2	High			
	3. Revisit brief as necessary	SB / JB	Year 2	High		£	
	4. Devise fundraising strategy	SB / JB / RG	Years 2 / 3	High	Strategy approved & implemented		
	5. Develop funding applications	RG	Year 3	High	Application submitted	£	

## AIM 2 – ACCESSIBILITY

**Make our building, collections and services accessible and easy to engage with.**

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
2.1 Create a welcoming foyer with the aid of artworks and new signage	1. Install flat screen monitor with attractive images and information about the Gallery's services	IJ / RC	Year 1	High	Monitor installed and working	£££	
	2. Install new lighting	IJ / JB	Year 1	High	Installed and working	£££	
	3. Install new signage	RC / JB	Year 1	High	Signs installed	£££	
	4. Aim to fill 70% of meeter/greeter slots in rota	TM	Year 2	High			
2.2 Train new staff and volunteers in customer care and security to the latest industry standards	1. Offer training sessions every 3 months for volunteers	TM	Ongoing	High	Sessions programmed	£	
	2. Book new Gallery staff onto Crew training and other sessions organised by Heritage Services	TM	Ongoing	Medium	Staff attended sessions		
	3. Invite feedback and review	TM	Ongoing	Medium			
2.3 Enhance the on line presence of collections and encourage study visits	1. Use social media to promote news about collection items	FT	Ongoing	High	Usage data		
	2. Install new version of collections public access software	KW	Year 2	High	Installed and working	£££ and support from IT	

	3. Following the success of the Jane Austen's Bath project, create an on line version of another collections-based exhibition	PM / FT	Year 1	Medium	Exhibition on line	£	
	4. Programme new collections photography to focus on works of art on paper	KW	Ongoing	High	Quota agreed and delivered	£	
2.4	1. Monitor access assessment	JB	Ongoing	High			
Continue to monitor and review the access assessment, developing new strategies for making collections more accessible to all	2. Implement ground floor exhibitions based on permanent collection: Entertainment in Bath; Adela Breton watercolours; Clifford and Rosemary Ellis, Partners in Art and Design	KW / PM	Year 1	High	Exhibitions delivered on time and to budget	£££	
	3. Continue programme of first floor temporary displays on screens, in cases and in new drawer cabinets	KW / PM	Ongoing	High	Displays completed on time	££	
	4. Support new research into the collections and the dissemination of relevant findings to visitors and the wider public	KW / PM	Ongoing	Medium	Increased study appointments	£	
	5. Programme another collection-based exhibition for 2020-21 in partnership with another provider or community group	KW	Year 3	High	Exhibition delivered on time and to budget	£££	
	6. Explore opportunities for lending collection items to non-Council buildings in Bath	JB	Year 1	Medium	Venue/s sourced & deadline agreed	£	

### AIM 3 –QUALITY OF LIFE

**Build on the Gallery’s reputation as a much-loved community asset by maintaining and improving the quality of life locally and contributing to people’s well-being.**

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
3.1 Continue to review the range of events on offer	1. Continue events planning meetings in preparation for each VAG publicity drive	JB and team	Ongoing	High	Sessions delivered on time and to budget	££	
	2. Organise periodic lectures by celebrities – at least one a year	JB	Ongoing	Medium	Talks delivered on time and to budget	££	
	3. Devise further family-friendly temporary exhibitions	JB	Years 2 and 3	High	Exhibitions delivered on time and to budget	£££	
	4. Arrange ‘live’ demonstrations by practicing artists in the gallery spaces at least twice a year	SL/KH	Ongoing	Medium	Sessions delivered on time and to budget	££	
	5. Review store tour booking system	KW	Year 1	High	Solution agreed & implemented		
3.2 Work with partner bodies and individuals as appropriate	1. Avoid clashes of topics and dates for events and exhibitions taking place within Bath & North East Somerset	JB / SC	Ongoing	High	No clashes		
	2. Engagement with the new World Heritage Centre for Bath (Archway Project) to ensure the Gallery is	JB / SB	Year 2	High	Information and images supplied and uploaded	£	

	appropriately promoted						
	3. Re-engage with the Temporary Exhibitions Group and use their website to seek occasional exhibition partners	JB	Ongoing	Medium	Information supplied and uploaded	£	
	4. Push for the reinstatement of the Bath Museums Partnership	JB	Year 1	Medium	Group reinstated	£	
3.3 Promote the benefits of volunteering to key community groups	1. Research target groups	TM/KH	Ongoing	High	Increased number of enquiries		
	2. Write press release / arrange photo call	RC	Once a year	High	Press release issued		
	3. Design and print new flyer with quotes	JB / RC	Year 1	High	Flyer printed & distributed	££	
	4. Streamline and improve the administrative processes involved with recruiting and managing volunteers	KH / TM	Year 1	High	Systems overhauled	£	
	5. Update photographs of volunteers for use in marketing	RC	Year 1/2	High	New photos taken	££	
3.4 Organise Gallery volunteers to deliver regular tours of main gallery exhibitions	1. Gather relevant information about the themes and exhibits	JB/KW	Ongoing	High	Tours delivered on time		
	2. Recruit and train volunteers	TM/JP/PM	Ongoing	High	Training delivered on time	£	
	3. Promote tours through leaflets and social media	RC / FT	Ongoing	High	Leaflets printed & distributed	££	
	4. Review	JB	Ongoing	Medium			

## AIM 4 – EDUCATE AND INSPIRE

Educate and inspire the widest possible range of audiences.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
4.1 Maintain learning programme in line with primary curriculum	1. Link current sessions to curriculum where possible – use collections and exhibitions appropriately	LB and workshop leaders	Summer 2018	High	Review completed and changes made where needed.	Staff time	
	2. Develop new sessions to link to curriculum and take advantage of highlight artists in exhibition programme 'On paper, from the Arts Council Collection' and collections on display	LB and workshop leaders	Autumn 2018	High	New sessions developed and marketed	Staff time	
	3. Training for new workshop leaders on current and new sessions	LB	When appropriate	High			
4.2 Market sessions for the Bath Curriculum project with local head teachers and Bath Spa University	1. Work with Heritage Services marketing team to update learning brochure	LB	Spring 2018	Med	New brochure produced and distributed	Staff time and marketing budget.	
4.3 Maximise our family learning programme by developing drop-in activities and link them to	1. Develop drop-in activities for school holidays	Workshop leaders	Twice yearly in line with marketing	High	Activities included in new brochures	Staff time and marketing budget	
	2. Develop drop-in activities linked to national campaigns such as The Big	Workshop leaders	Spring planning cycle	High	Activities included in new	Staff time and marketing	

national campaigns as well as exhibition focused	Draw		for October event		brochures	budget	
	3. Investigate activities for Museums Week.	LB and workshop leaders	Spring planning cycle for October event	High	Activities included in new brochures	Staff time and marketing budget	
4.4 Improve learning partnerships working with Bath Festivals for selected exhibitions	1. Timetable a meeting with learning officer of Bath Festivals	LB	Winter meetings in advance of Children's Literature Festival in October	Med	Opportunity identified	Staff time and marketing budget	
	2. Develop ideas from the initial meeting with Bath Festivals	LB	Spring planning if opportunity identified	Med	Suitable activities developed	Staff time and marketing budget	
4.5 Become an Artsmark Partner Organisation	1. Attend training	LB	Spring 2018	Med	New schools web pages and flyers updated with Arts-mark criteria and schools booking	Training day Staff time and marketing budget	
	2. Submit application						
4.6 Carry out activity plan for HLF Posh Art project	1. Develop ideas with partners when funding is successful	LB and workshop leaders	Successful bid notification in 2018	High	Activities in the calendar, carried out and evaluated	HLF budget for staff time	

## AIM 5 – CONTRIBUTE TO CULTURAL LIFE

To contribute positively and distinctively to the cultural life of the district and the appeal of the World Heritage Site of Bath.

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
5.1 Promote each headline summer exhibition with a large marketing campaign	1. Liaise with HS Marketing on the marketing plan for the Gallery	JB/RC	Dec./Jan. each year	High	Marketing plan agreed	£	
	2. Target special interest groups	RC	Ongoing	High	Visitor figures		
	3. Advertise through outdoor media in and around Bath to capture both residents and visitors.	RC	Once a year	High	Outdoor media installed	£££	
	4. Host a Visit Bath members' event to raise awareness of the exhibition amongst the hospitality industry	RC/JB	Once a year	High	A well-attended event	£	
5.2 Develop the ongoing programme of temporary exhibitions, paying particular attention to popularity and commercial potential	1. Develop the sale of artworks income stream for temporary exhibitions, including the possibility of interest free loans for purchasers	JB	Year 1	High	OwnArt scheme up and running	££	
	2. Recruit new delegates to sit on Gallery's exhibitions panel and focus group	JB	Year 1/2	High	Delegates recruited & engaged		
	3. Implement capital project to replace existing underperforming air conditioning system	JB/IJ	Year 1	High	New aircon system installed	£££	
5.3	1. Source good quality digital images of	SL/KH/RC	Ongoing	High	Images	££	

Actively develop and promote good news based around the exhibition programme	all planned exhibitions at an early stage				obtained & distributed		
	2. Work on press releases with the HS Marketing team	JB/RC	Ongoing	High	Releases written & sent out as per plan		
	3. Plan advertising campaigns up to a year in advance	RC	Ongoing	High	Healthy visitor numbers	£££	
	4. Commission regular visitor surveys and process the data gathered to inform future priorities	JB/RC	Ongoing	Medium	Survey data published & discussed	££	
5.4 Schedule regular art activities in the galleries that appeal to families	1. Discuss themes and timings with Learning & Participation Manager	JB/LB	Ongoing	High			
	2. Programme sessions and advertise	LB	Ongoing	High			
	3. Run sessions	LB	Ongoing	High	Well attended activities	££	
	4. Gather performance data and review	JB/LB	Ongoing	High	New ideas		

## AIM 6 – EXCELLENCE AND BEST VALUE

**Work in partnership with others in order to deliver excellent services at best value to our visitors.**

OBJECTIVE	ACTION	PEOPLE	TIMESCALE	PRIORITY	SUCCESS CRITERIA	RESOURCE	PROGRESS
6.1 Where possible, strengthen relations with existing national lenders and touring organisations, whilst bringing new partners on board	1. Continue to monitor environmental conditions on a monthly basis	KC	Ongoing	High	Graphs for every month		
	2. Keep VAG facilities report up to date	PM	Ongoing	High	Report reflects any changes		
	3. Actively seek touring and partnership projects that yield cost benefits	JB	Ongoing	High	Min. one such exhibition per year	£££	
	4. Submit new ideas to VAG exhibition panel	JB	Ongoing	High	Ideas submitted & approved		
	5. Monitor and review success of new initiatives	JB	Ongoing	High	Visitor numbers & feedback		
6.2 Conduct review of front-of-house systems and costs so as to maximise efficiency and effectiveness	1. Consult with staff	JB	Year 3	High			
	2. Consult with HS Visitor Services Manager	JB	Year 3	High			
	3. Calculate cost implications	JB/SA	Year 3	High			
	4. Draft proposal / invite feedback	JB	Year 3	High			
	5. Implement	JB	Year 3	High	More consistent front-of-house cover		

6.3 Devise a costed list of collection-related projects and identify priorities for funding support from the Friends of the Gallery	1. Create list showing priorities against a three-year timescale	KW	Year 1	High	List compiled & shared		
	2. Obtain costings	KW	Year 1	High	Costs shared		
	3. Discuss with FoVAG Chairman	JB/KW	Year 1	High			
	4. Table the projects for decision at a Trustees' meeting	JB	Year 1	High	Implement plan		
6.4 Retain full Accreditation under the Arts Council England Standard	1. Submit Accreditation application and all attachments	JB / KW	Year 2	High	Application submitted on time	£	
	2. Forward Plan: monitor progress on Action Plan	JB / KW / TM	Ongoing	High	Discuss at staff meetings & PDRs		
	3. Review and update action plan once a year	JB / KW / TM	Ongoing	High	Plan updated		

## Key

£ up to £100  
££ £100 to £500  
£££ over £500

FT Faith Toynbee, Digital Marketing Officer  
IJ Iain Johnston, Facilities Manager  
JB Jon Benington, Victoria Art Gallery Manager  
JZ Judith Zedner, Retail Services Manager  
KC Khushrav Chand, Technical Officer  
KW Katharine Wall, Collections Manager (Art)  
LB Lindsey Braidley, Learning & Participation Manager  
PJ Penny Johnson, Commercial Manager  
PM Phœbe Meiklejohn-McLaughlin, Museum Exhibitions Assistant  
RC Rebecca Clay, Marketing Manager  
RG Rebecca Gibson, Development Manager  
SA Simon Addison, Business Manager  
SB Stephen Bird, Head of Heritage Services  
SC Stephen Clews, Public Services Team Leader  
SL/KH Sue Lucy / Kersti Haabjoern, Team Administrators  
TM Tina Mapplebeck, Visitor Services Supervisor

FOVAG Friends of the Victoria Art Gallery  
VAG Victoria Art Gallery  
L & P Learning and Participation, Heritage Services

## 10. Resources

### *Spending plan*

Having defined the purpose of the museum, established current performance and set objectives and actions for improvement, the museum should produce a financial plan that identifies what funds are required to deliver the strategy and where these will come from.

	<b>2018/19 Budget</b>	<b>Plan Years</b>			
		<b>19/20</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>
	£	£	£	£	£
<b>Income</b>					
Internal Income	0	1,000	1,000	1,000	1,000
Grants/Contributions	14,500	14,500	14,500	14,500	14,500
Retail Sales	3,000	3,000	3,000	3,000	3,000
Admissions	160,486	153,961	165,107	171,577	177,018
Room Hire	6,867	7,073	7,285	7,503	7,728
Other Income	84,065	82,689	82,956	83,549	84,241
<b>Total Income</b>	<b>268,917</b>	<b>262,222</b>	<b>273,848</b>	<b>281,129</b>	<b>287,487</b>
<b>Operating Expenditure</b>					
Employee Costs	(271,340)	(276,732)	(282,233)	(287,843)	(293,565)
Premises Costs	(62,249)	(65,175)	(68,246)	(71,468)	(74,850)
Transport Costs	(530)	(536)	(541)	(546)	(552)
Supplies & Services	(149,529)	(150,525)	(151,553)	(152,590)	(153,622)
Other Costs	(1,040)	(1,061)	(1,082)	(1,104)	(1,126)
<b>Operating Expenditure</b>	<b>(484,688)</b>	<b>(494,029)</b>	<b>(503,655)</b>	<b>(513,551)</b>	<b>(523,714)</b>
<b>Net Surplus / (Expenditure) before Overheads</b>	<b>(215,771)</b>	<b>(231,807)</b>	<b>(229,807)</b>	<b>(232,422)</b>	<b>(236,227)</b>
<b>Overheads</b>					
Managerial, marketing and support overheads and corporate overheads	(89,829)	(89,829)	(89,829)	(89,829)	(89,829)
<b>Net Suplus / Expenditure</b>	<b>(305,600)</b>	<b>(321,636)</b>	<b>(319,636)</b>	<b>(322,251)</b>	<b>(326,056)</b>

## Appendix 4

### Local societies and events attended by Heritage Services staff, 2015 to 2018:

#### Talks / guided tours given:

Bath Abbey volunteers  
Bath Ethnic Minorities' Senior Citizens' Association  
Bath Family History Group  
Bath & Camerton Archaeological Society  
Bath & County Club  
Bath Masonic Widows Group  
Bath NHS Retirement Fellowship  
Bath Preservation Trust guides  
Bath Royal Literary & Scientific Institution  
Bath U3A  
Bath Visually Impaired Group  
Bathavon Rotary Club  
Batheaston residents  
Batheaston Primary School  
C&J Clark Pensioners' Group  
Clutton Local History Society  
Dunkerton Parish Council  
Fairfield House  
Friends of Langridge Church  
Friends of the Victoria Art Gallery  
History of Bath Research Group  
Keynsham Lions  
Knitting & Crochet Guild, Bath Branch  
Mayor of Bath's Honorary Guides  
Mendip Farm Women's Group  
Midsomer Norton Society  
National Trust, Bath Branch  
Norton Radstock U3A  
St Barnabas Church, Southdown  
St Michael's Church Social Club  
Saltford Rotary Club  
Saltford & Keynsham Tangent  
Shoscombe Village residents  
Southdown Evergreen Club  
The Abbey Residents Association  
Twerton & Oldfield Park History Society  
West of England Costume Society  
Westfield Probus  
Weston History Society  
Weston Village Lunch Club  
Whitchurch Local History Society

#### Events attended at:

Bath City Farm  
Bathampton Village Show  
Freshford Fete  
Hinton Charterhouse Summer Fete  
Keynsham Community Space  
Keynsham, Festival of Archaeology  
Keynsham Library  
Midsomer Norton Arts Festival  
Peasdown St John  
Radstock in Bloom  
Saltford Festival  
South Stoke  
Swainswick  
Timsbury, Festival of Archaeology  
Wellow Flower Show

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## Appendix 5

### Participating museums, attractions and places of historic or cultural interest in Bath and North East Somerset in 2017

Museum / Attraction	Discovery Card – Free / Concession	Heritage Open Days	Museums Week
American Museum in Britain	C		✓
Avon Valley Adventure & Wildlife Park	C		
Bath Abbey Tower Tours	C		
Bath Jewish Cemetery, Combe Down		✓	
Bath Postal Museum	F		✓
Bath Racecourse	C		
Bath Royal Literary & Scientific Institution		✓	
Beckford's Tower	C	✓	
Claverton Pumping Station			
Cleveland Pools, Bathwick		✓	
Eyre Chantry Chapel, Perrymead Cemetery		✓	
Fashion Museum	F		✓
Herschel Museum of Astronomy	C		✓
Holburne Museum of Art	C		✓
Jane Austen Centre	C		
Komedia	C		
Magdalen Chapel, Holloway		✓	
Midsomer Norton Station			
Museum of Bath Architecture	C		✓
Museum of Bath at Work	C		✓
Museum of Bath Stone, Combe Down			
Museum of East Asian Art	F		✓
Nexus Methodist Church, Walcot		✓	
No.1 Royal Crescent	C		✓
No.4 Circus		✓	
Prior Park Landscape Garden		✓	
Radstock Museum	C		
Roman Baths	F		✓
St John's Hospital		✓	
St Swithin's Church, Walcot		✓	
Sally Lunn's House			✓
Saltford Brass Mill		✓	✓
Southcot Burial Ground, Widcombe		✓	
Thermae Bath Spa	C		
Victoria Art Gallery	F		✓

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## PLANNING, HOUSING AND ECONOMIC DEVELOPMENT POLICY DEVELOPMENT AND SCRUTINY PANEL

This Forward Plan lists all the items coming to the Panel over the next few months.

Inevitably, some of the published information may change; Government guidance recognises that the plan is a best assessment, at the time of publication, of anticipated decision making. The online Forward Plan is updated regularly and can be seen on the Council's website at:

<http://democracy.bathnes.gov.uk/mgPlansHome.aspx?bcr=1>

The Forward Plan demonstrates the Council's commitment to openness and participation in decision making. It assists the Panel in planning their input to policy formulation and development, and in reviewing the work of the Cabinet.

*Should you wish to make representations, please contact the report author or Mark Durnford, Democratic Services (01225 394458). A formal agenda will be issued 5 clear working days before the meeting.*

*Agenda papers can be inspected on the Council's website and at the Guildhall (Bath), Hollies (Midsomer Norton), Civic Centre (Keynsham) and at Bath Central, Keynsham and Midsomer Norton public libraries.*



Ref Date	Decision Maker/s	Title	Report Author Contact	Strategic Director Lead
<b>8TH MAY 2018</b>				
8 May 2018 Not before 1st Jun 2018 E3062	PHED PDS Cabinet Member - Economic and Community Regeneration	Museum Forward Plans 2018-2021	Stephen Bird Tel: 01225 477750	Strategic Director - Place
<b>3RD JULY 2018</b>				
3 Jul 2018 Page 105	PHED PDS	Future of Retailing in District Centres	John Wilkinson Tel: 01225 396593	Strategic Director - Place
<b>ITEMS YET TO BE SCHEDULED</b>				
	PHED PDS	Joint Spatial Plan	Lisa Bartlett Tel: 01225 477281	Strategic Director - Place
	PHED PDS	Invitation to the Mayor of West of England Combined Authority (WECA)		Strategic Director - Place
The Forward Plan is administered by <b>DEMOCRATIC SERVICES</b> : Mark Durnford 01225 394458 Democratic_Services@bathnes.gov.uk				

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