

Climate Emergency and Sustainability Policy Development and Scrutiny Panel

Date: Monday, 10th October, 2022

Time: 4.00 pm

Venue: Council Chamber - Guildhall, Bath



Michaela Gay

Democratic Services

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NOTES:

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

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

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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Some of our meetings are webcast. At the start of the meeting, the Chair will confirm if all or part of the meeting is to be filmed. If you would prefer not to be filmed for the webcast, please make yourself known to the camera operators.

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Further details of the scheme can be found at:

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

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**Climate Emergency and Sustainability Policy Development and Scrutiny Panel - Monday,
10th October, 2022**

at 4.00 pm in the Council Chamber - 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.

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. QUESTIONS, STATEMENTS AND PETITIONS FROM THE PUBLIC OR COUNCILLORS

The Democratic Services Officer will advise at the meeting.

7. MINUTES (Pages 7 - 12)
8. RENEWABLES (Pages 13 - 28)

There will be an update and opportunity for Panel members to contribute to policy development on this item. There will be a presentation at the meeting, presentation slides are attached.

9. GULLS STRATEGY (Pages 29 - 34)

A report is attached. There will be a presentation at the meeting.

10. HERITAGE SERVICES STRATEGIC APPROACH (Pages 35 - 60)

There will be a presentation on this item at the meeting. Presentation slides are attached.

11. CABINET MEMBER UPDATE

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

12. PANEL WORKPLAN (Pages 61 - 66)

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 senior officers.

The Committee Administrator for this meeting is Michaela Gay who can be contacted on 01225 394411.

BATH AND NORTH EAST SOMERSET

**MINUTES OF CLIMATE EMERGENCY AND SUSTAINABILITY POLICY DEVELOPMENT
AND SCRUTINY PANEL MEETING**

Monday, 25th July, 2022

Present:- **Councillors** Karen Walker, Joel Hirst, Shelley Bromley, Paul Crossley,
Grant Johnson, Ruth Malloy, Lisa O'Brien and Dr Kumar

Apologies for absence: Councillors: Ryan Wills

13 WELCOME AND INTRODUCTIONS

The Chair welcomed everyone to the meeting.

14 EMERGENCY EVACUATION PROCEDURE

The Chair drew attention to the emergency evacuation procedure.

15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

Councillor Ryan Wills sent his apologies.

16 DECLARATIONS OF INTEREST

There were none.

17 TO ANNOUNCE ANY URGENT BUSINESS AGREED BY THE CHAIRMAN

There was none.

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

David Redgewell registered to make a statement regarding net zero but was unable to attend. The statement was circulated and is attached to these minutes.

David Redgewell statement

19 MINUTES

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

20 CABINET MEMBER UPDATE

Councillor Manda Rigby, Cabinet Member for Transport's update was circulated. The update is attached to these minutes.

Cabinet Member Statement

21 ENERGY EFFICIENCY RETRO-FITTING

Councillor Sarah Warren, Cabinet Member for Climate and Sustainable Travel, and Jane Wildblood, Strategic Manager: Climate & Environmental Sustainability, gave a presentation which covered the following:

- Introduction
- Update on current action
- Energy @ Home – advice service
- Sharing householder experience
- WECA Retrofit Accelerator Hub
- Exploration of B&NES level approach
- The Panel asked to consider...

Panel members made the following points and asked the following questions:

Councillor Hirst asked the following questions (*Officer/Cabinet Member replies shown in italics*):

- Have we got enough expertise and relevant strategic leadership within the Council? *The leadership has been building over the last year, we now have a Director of Sustainable Communities and Head of Green Transformation.*
- How soon until we can drill down and set clear targets, for example setting out the number of households within a timeframe. *There is currently a lot of discussion around this – certain issues are being discussed such as what depth of retrofit constitutes a retrofit. There are also issues around the type of housing (some need deep retrofit).*
- Regarding funding – do we have partnerships with funding organisations to help people? *The authorities with large projects on this are the ones with housing stock. There is the Energy at Home Scheme for advice and signposting to available funding for householders. We have proposed to WECA Retrofit Accelerator Hub to try to develop an energy loan scheme.*

Councillor O'Brien asked the following questions (*Officer/Cabinet Member replies shown in italics*):

- Do you have raw data to feed into the new software? *The tool uses national data on Energy Performance Certificates. 60 thousand homes in BANES have EPC's and this number is gradually growing as people buy/sell properties.*
- Some of the jargon used such as 'retrofitting' and 'low carbon heating' could be amended to 'cost saving' – this language may make it appeal to people more and be more accessible. More should be done to get solar panels on roofs, they can repay faster than expected. *The officer stated that this makes sense and is a good point. Every household is different and we need to be flexible.*

- Curo are starting work, this is a massive task due to the condition of some of the properties.

Councillor Johnson asked the following questions (*Officer replies shown in italics*):

- The main problem is the cost to households. The cost-of-living crisis means this is not everyone's priority.
- Is there a cost for the assessor part of the process – do the Council provide this? *We will feed this into the development process, the WECA Retrofit Accelerator Hub will be looking at assessors.*
- Could we fund EPC's on houses that we do not already have them for? *These are great ideas and will be fed into the process.*

Councillor Bromley asked about engagement with the private sector and suggested that maybe people don't always know what 'retrofitting' means or what it involves, it can feel overwhelming. We could suggest small steps to begin with. Maybe community engagement would help to show people different types of property and examples of the possible costs savings. The Cabinet Member stated that she liked the idea and gave an example of Bathford Parish Council who did a study with thermal imaging cameras which showed heat leakage in different properties.

Councillor Crossley asked the following questions (*Officer replies shown in italics*):

- What are the festival dates? *24th September – 2nd October 2022.*
- Are all libraries involved? *Agreed that it should involve all BANES libraries, we are in conversation about this.*
- Is the traffic increasing on the energy webpage? *This is variable, if we are promoting it, traffic increases.*
- I do not think housing surveys should be free, they have a value. How can we sell them? *We will consider a different angle.*
- Retrofitting should be seen as an aspirational career, there is a heritage element and it is a skilled job. *Yes it should be aspirational as a career as it is highly skilled. We need to get this message into schools.*
- Heritage organisations should be on the list of organisations to work with. *Planning policies are being upgraded which will bring more advice on listed buildings as does the recently published updated Supplementary Planning Document.*
- We should sort out our own buildings, such as the Guildhall, so that they have the best rating that they can. *We are tackling our own buildings with renewables and retrofits where possible. We are in conversation with Property Services to make this part of their maintenance programme. An example of a current project is Pixash Lane Recycling Centre.*

Councillor Dr Kumar asked why the solar panel scheme was closed to new customers and asked why grants were not available for people to install solar panels. The officer explained that the solar scheme was a WECA scheme – it is now closed and in the installing phase. There will be a review mid Autumn after installation. The officer agreed that solar panels should be promoted as part of retrofitting. Councillor Malloy asked how people who are not online would know about Hub activities and offers/schemes. She asked about a possible physical hub. The officer

stated that this was a useful idea, she explained that there was a show home in Bristol and pointed to the Bath Green Homes scheme.

Councillor Malloy asked if advice could be given to promote porches regarding heat retention. The officer stated that this advice could be added.

The Panel **RESOLVED** to note the presentation information and that officers had taken on board their comments.

22 LOCAL PLAN PARTIAL UPDATE

Simon de Beer, Head of Planning, and Richard Daone, Deputy Head of Planning Policy, gave a presentation which covered the following:

- Background
- Progress so far
- Key changes 1
- Key changes 2
- Accompanying Supplementary Planning Documents
- Key Issues arising at the Examination in week 1
- Key Issues arising at the Examination in week 2
- Next steps

Panel members made the following points and asked the following questions:

In response to a query from Councillor Walker, the officer explained that in line with the core strategy there are 3.5 – 4 thousand houses planned over the next 5 years.

Councillor Crossley asked the following questions (*officer responses are shown in italics*):

- Student accommodation is an issue for residents, what is the occupancy rate of student housing? *We do not have information from University's on this. Officers will seek to get more information on this to Panel members.*
- What is being done to protect family homes being turned into HMO's? *The partial update seeks to ensure sufficient accommodation is made for students, preferably on campus, and extra controls are included in the SPD.*

Councillor Hirst asked the following questions (*officer replies are shown in italics*):

- Can we go further around green belt development and the impact on ecology? *The Local Plan accelerates the biodiversity net gain requirement.*
- Regarding HMO's – have we gone as far as we can to protect family homes? *We are pushing 'on campus' accommodation, university's say they need to grow as businesses, we need to balance the restrictions.*

Councillor Dr Kumar asked the following questions (*officer replies are shown in italics*):

- Upper Bathwick Hill – query about planning permission for 3 new blocks of flats. *We are working closely with the University on a revised masterplan.*
- Park and Ride – will you close sites? *The officer explained that the Park and Ride sites on the green belt would still function but would have wider uses.*
- LPPU – why no mention of rugby stadium? *The officer explained that it was not appropriate to review the policy as part of the LPPU but it will be reviewed via the new Local Plan.*

Councillor Johnson asked the following questions (*officer responses shown in italics*):

- Do we have a figure for HMOs across BANES and what percentage of them pay Council Tax. *We can provide the number of properties occupied as HMOs but cannot provide an accurate figure in relation to Council Tax payers. We can estimate and provide that figures to Panel members.*
- A university would be more successful if accommodation is based on campus.

Councillor Malloy asked the following questions (*officer responses shown in italics*):

- Are there any major changes in how hotel provision is calculated? *The officer stated that, based on visitor accommodation study, this probably needs to be updated. We will look at demand for hotels and project forward the needs for visitor accommodation (this includes Air B&B).*
- Is Air B&B controlled by national legislation? *The officer confirmed that the Planning system provides little controls over short stay holiday lets, but the Government is being lobbied to introduce greater controls.*

The Panel RESOLVED to note the presentation.

23 PANEL WORKPLAN

The Panel noted the future workplan

The meeting ended at 5.50 pm

Chair(person)

Date Confirmed and Signed

Prepared by Democratic Services

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Bath & North East Somerset Council

Improving People's Lives

Renewable Energy Update

Climate Emergency & Sustainability PDS Panel

Introduction from Cllr Sarah Warren

Deputy Leader and Lead Member for Climate Emergency

Presentation will cover:

- Targets & Policy Issues
- Current Funding Opportunities
- The Corporate Work Programme & Project Pipeline
- The District-wide Challenge
- The Role of Community Energy
- Next Steps in Tackling the Challenge
- Q & A and Policy Development Discussion

Targets & Policy Context

- Indicative area target of 300MW required to enable B&NES district to be net zero by 2030 – main Council role is to provide leadership and facilitate action
- Local Plan target is currently 110MW – new evidence base for new Local Plan (2025 adoption) will ensure the Planning target is brought in line with the indicative renewables community target (old Local Plan & LPPU prior to new evidence base)
- National target is for net zero by 2050, so policy framework doesn't align with local 2030 targets
- All parts of the UK face grid constraint issues that hamper local renewable energy delivery (WPD)

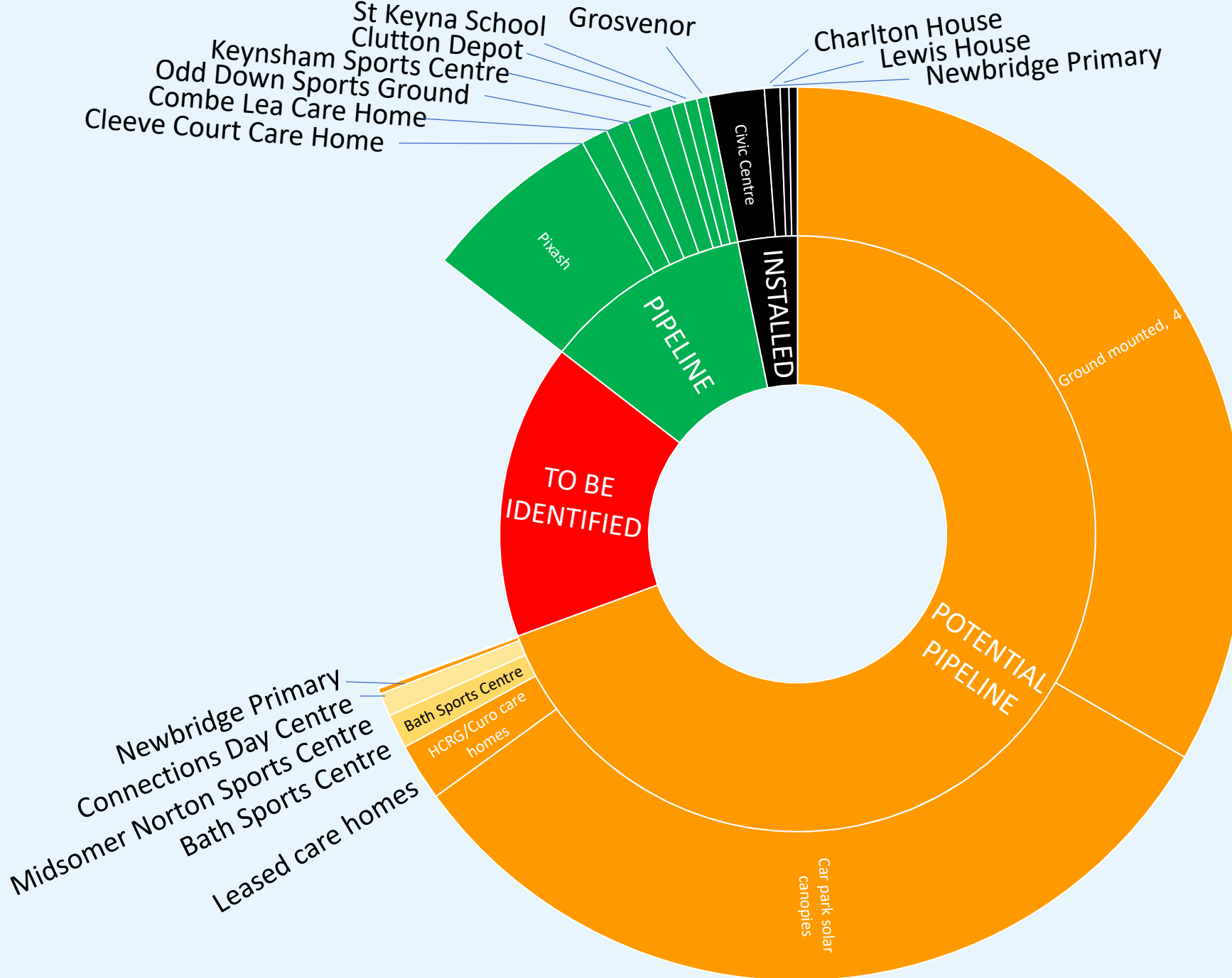
Current Funding Opportunities

- Council Renewable Energy Development Fund
- Government Public Sector Decarbonisation Fund

The Corporate Work Programme & Project Pipeline

- Council operational electricity use – 12 MW per annum
- Work Programme
- Project Pipeline

**12MW COUNCIL
OPERATIONAL DEMAND &
ESTATE: INSTALLED, PIPELINE
POTENTIAL PIPELINE & TO BE
IDENTIFIED**



KEY	
INSTALLED	
PIPELINE	
POTENTIAL PIPELINE	
TO BE IDENTIFIED	

Corporate Project Pipeline

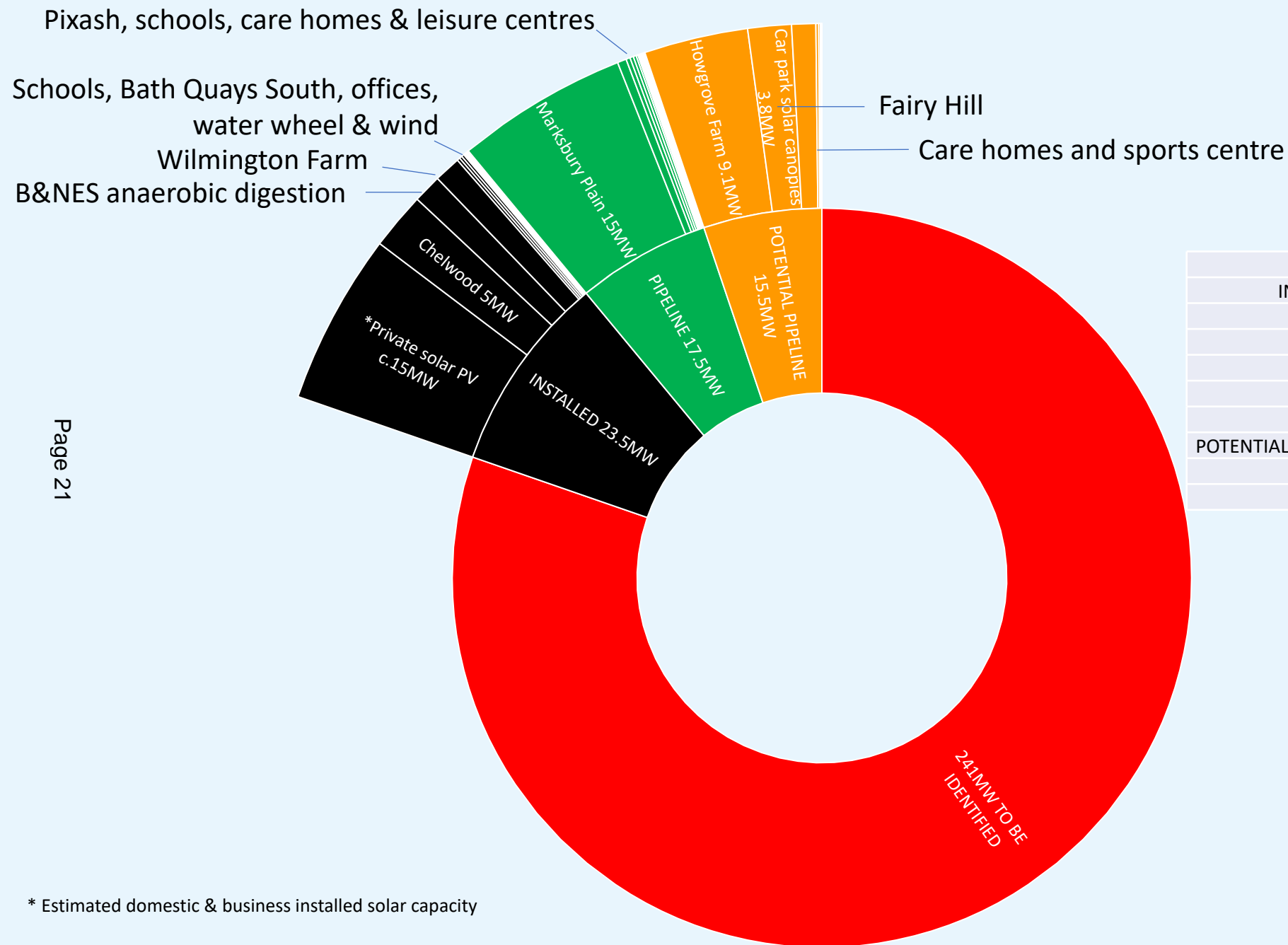
- Existing
 - Charlton House 67kwp
- In progress
 - Pixash 783kwp
 - Combe Lea Care Home 97kwp
 - Cleeve Court 115kwp
 - Clutton Depot 58kwp
- Pipeline
 - Odd Down Sports Ground 100kwp
 - St Keyna 55kwp
 - Leisure centres 350kwp

Corporate Pipeline Next Steps

- Further development of council owned estate pipeline will focus on:
 - Solar canopies over car parks
 - Leased care homes
 - Long-term leased leisure facilities
- And opportunities such as
 - Schools
 - Carbon Offset Fund (Planning) and social housing solar roofs

The District-wide Challenge

- Indicative 300MW renewable energy target by 2030
- What's installed, what's in the pipeline, scale of the gap
- The role of community energy
- Next steps in tackling the challenge



LARGER SITES		MW
INSTALLED	Domestic solar PV	15.0
	Chelwood	5.0
	B&NES anearobic digestion	2.5
	Wilmington Farm	2.3
PIPELINE	Marksbury Plain	15.0
	Pixash	0.8
POTENTIAL PIPELINE	Howgrove Farm	9.1
	Car park solar canopies	3.8
	Fairy Hill	2.1

KEY	
INSTALLED	
PIPELINE	
POTENTIAL PIPELINE	
TO BE IDENTIFIED	

* Estimated domestic & business installed solar capacity

The Role of Community Energy

- Pioneering Co-operation Agreements (BWCE 2010, KCE 2018) and national leadership
- Community energy has delivered 40% of current installed capacity in Bath and North East Somerset
- Bath & West Community Energy Fund - £250k on community projects
- Community energy enables community engagement, keeps all the benefit in the local economy and can deliver at scale

Tackling the Challenges – next steps

- Corporate pipeline development across all key services to ensure net zero operations
- More ambitious Local Plan (2025) policies aligned to 2030 targets
- Local and regional work with WPD on local grid issues
- Exploring options for working with commercial and community energy sector to accelerate district-wide installation and develop shared plan on the 'gap'
- Maximising funding opportunities for the area

Useful Reference Material

- https://www.local.gov.uk/sites/default/files/documents/5.81%20Renewable%20Energy%20Good%20Practice%20Guidance_03%20%28002%29.pdf (LGA good practice guidance)
- <https://beta.bathnes.gov.uk/sites/default/files/2021-08/B%26NES%20Renewable%20Energy%20Landscape%20Sensitivity%20Assessment%20-%20combined.pdf> (Landscape assessment study used for the LPPU renewable energy policies)
- <https://beta.bathnes.gov.uk/lppu-core-documents> (LPPU studies)
- <https://www.apse.org.uk/index.cfm/apse/local-authority-energy-collaboration/apse-energy-publications1/energy-across-the-authority-2021/> (APSE Energy good practice guidance)

Q & A and Policy Development Discussion introduced by Cllr Warren

- Q & A
- Policy Development Discussion:
 - Members thoughts & ideas on how to encourage more renewable energy in the district
 - How important do members think it is to develop the partnership with community energy providers
 - to what extent should the council aim to generate all 300MW in B&NES, or to what extent should we invest in provision (eg perhaps offshore) elsewhere?

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Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Climate Emergency and Sustainability Policy Development & Scrutiny Panel	
MEETING/ DECISION DATE:	19 th September 2022	EXECUTIVE FORWARD PLAN REFERENCE:
		E
TITLE:	Gull Strategy 2022 and beyond?	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report:		
Draft? Gull Strategy		

1. THE ISSUE

- 1.1 Gulls continue to be an issue for the residents of Bath and other communities where gull colonies have established.
- 1.2 Members of the public complain to the council that their sleep is disturbed by gulls, that gulls defaecate on their garden furniture and children's toys; gulls swoop to take food from people; and gulls swoop on people and their pets, particularly when protecting their chicks.
- 1.3 Other reports are received from members of the public to say that they are not affected by the gulls at all and that no action should be taken against them.

2. RECOMMENDATION

- 2.1 The Panel is asked to note the contents of the presentation and make observations and recommendations that officers can implement during the remainder of the 2022 breeding season and for the planning of the 2023 breeding season.

3. THE REPORT

- 3.1 Natural England have introduced Organisational Licenses to allow Local Authorities to take nests and eggs in situations where there is a real threat to public health or safety arising from that nest/gull and that non-lethal measures have already been tried or will not work. Further information is contained within the statutory considerations below.

- 3.2** Other measures such as removing nests and proofing against nesting once they've been abandoned, does not require a licence.
- 3.3** The Bath gull population in 2022 stands at 972 pairs according to the Gull count of 2022. This represents an increase of 16.4% since 2018 (i.e. a mean increase of 34 pairs per year at an annual rate of increase of about 4%). Midsomer Norton supported a minimum of 183 pairs & Keynsham (Ashmead Trading Estate) 98 pairs.
- 3.4** Numbers in Keynsham have risen by 30.1%. Numbers in Midsomer Norton have increased by 12.3%
- 3.5** The city centre remained stable whereas the Green Park and Locksbrook sectors saw increases of 13.6% and 79.8% respectively. Abbey, Kingsmead and Widcombe Wards hold 81% of the Bath gull population.
- 3.6** A Gull Strategy has been developed and is contained in appendix 1. The Strategy proposes 3 key aims to manage the impacts of urban gulls in B&NES:
- (1) Bring about disruptions to habitats to deter gulls from breeding;
 - (2) Reduce access to food sources, including street waste; and
 - (3) Engage with the public to garner support of residents, businesses and visitors in tackling this problem.
- 3.7** Offices will deliver a presentation to the Panel providing further information on each of the objectives underpinning the individual aims of:
- (1) Confirming the evidence base;
 - (2) Effective management of waste;
 - (3) Preventing nesting and providing effective treatments;
 - (4) Securing engagement of our key stakeholders;
 - (5) Creating the right property design; and
 - (6) Lobbying central government.
- 3.8** A working group of Councillors, Officers and members of the public has been convened and progress is being made in delivering the actions.
- 3.9** Action Taken in 2022: A relatively small budget of £44k has been provided to deliver the Gull Strategy in 2022. Currently, the gull officer's operational method has focused on three key elements: collecting evidence of threats to public health and safety; organising the removal of gull nests, eggs and relocation of chicks under licence; and working with contractors to design and install anti-perching and anti-nesting measures at existing and potential nest sites.
- 3.10** The Organisational Licence issued to Bath and North East Somerset authorises the removal of the following:

Species	Laying attempt 1	Laying attempt 2	Laying attempt 3
Herring Gull	<ul style="list-style-type: none"> • 100 Nests • 21 Eggs OR Chicks 	<ul style="list-style-type: none"> • 100 Nests • 15 Eggs 	<ul style="list-style-type: none"> • 100 Nests • 6 Eggs
Lesser Black-Backed Gull	<ul style="list-style-type: none"> • 100 Nests • 45 Eggs OR Chicks 	<ul style="list-style-type: none"> • 100 Nests • 30 Eggs 	<ul style="list-style-type: none"> • 100 Nests • 15 eggs

3.11 To obtain the Organisational Licence, officers had to document and provide evidence of the endeavours already being made to prevent Gulls from causing issues locally. This included gull proof sacks, big belly bins, previous nest and egg removal and proofing schemes as well as an innovative laser trial on a large site in Midsomer Norton whereby a laser was deployed just before the nest laying season in 2022. The laser 'scanned' the roof of the factory, disrupting the gulls nesting there. It is estimated to have reduced the nesting sites there significantly in 2022. This was more practical than traditional preventative measures given the size and construction of the roofs.

3.12 The total number of nests removed under the licence in 2022 are 48, with 72 eggs being removed and 69 live chicks being relocated. This is well within the limits allowable under the organisational licence. Further complaints were assessed to see whether action could be undertaken under the licence, however the licence conditions could not be satisfied in those cases. In situations such as this, proofing works have been either recommended or arranged. This enables the householder or the council to take action next year if there is a further nest, and the licence conditions can be met.

3.13 Proofing: The proofing schemes currently being developed are co-funded schemes between the Council and property owners where the former covers the cost of access and contributes to labour costs. In this way, the gull proofing measures are more affordable to property owners, and also to the Council because return visits to remove nests and eggs may be avoided. It is also a licence requirement of Natural England that sites where nest and egg removal have taken place must be 'proofed' against further nesting where it is technically and financially possible. The gull officer is also liaising with commercial organisations such as the managing agents of the Bath Riverside residential estate to facilitate the installation of gull netting on vulnerable roofs.

3.14 A call to action was issued, and there are further details on our website where residents and businesses were and are still) encouraged to '*proof your roof*'. The purpose of this is to prevent gulls from nesting in the first instance. If successful in and of itself, that is a positive outcome, but if not, it supports any future application to Natural England to support a request for more direct intervention.

3.15 A further approach begun this year has been movement towards establishing high intensity gull management zones. In these, deterrent action such as hawking, licensed nest and egg removal and reactive and proactive gull proofing would take place in concert within certain parts of the city to achieve the greatest effect. A possible 'Milsom Street Quarter' gull management zone might be included within this strategy. Predatory swooping and food snatching in the city centre by gulls apparently specialising in this form of behaviour are also being investigated, and a scheme is being developed to spike certain predatory sighting locations such as lampposts.

3.16 Most complaints have been geographically focused on Westmoreland Ward and the city centre. Late season complaints have also been received from areas outside Bath, including from those living close to industrial sites in Midsomer Norton and Radstock. Evidence of threats to public health and/or public safety has been collected from these outlying locations in order that the Council's licensed gull management activities can take place there in 2023.

3.17 By the end of the year, B&NES Council should have sufficient evidence to potentially significantly extend its licensed gull management actions both quantitatively and geographically. This will have budgetary implications if such more extensive action is to be taken.

4. STATUTORY CONSIDERATIONS

4.1 Any activity that interferes with live gulls, unhatched eggs or their nest (whilst in use) has to be undertaken in line with the Organisational Licence as issued by Natural England. Several requirements have to be met, notably that non-lethal measures have been either been tried and have not been effective or that they are not practicable and that the action is necessary in order to preserve public health or public safety.

5. RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 £44k is the allocated budget to deliver the gull strategy in 2022. The Gull strategy is being delivered by a dedicated part time officer (£16k fixed term for 1 year).

5.2 £7.1k has been spent on nest and egg removal works, with the remainder being allocated to gull deterrent works and hawk flying.

6. RISK MANAGEMENT

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

7. EQUALITIES

7.1 An EQIA has been completed and no adverse impacts have been identified.

8. CLIMATE CHANGE

8.1 There are no climate change implications to the gull strategy.

9. OTHER OPTIONS CONSIDERED

9.1 The authority could 'do nothing', and not apply for an organisational licence in order to deal with gull issues, but then it would not be able to intervene in situations where it was necessary to do so in order to prevent a danger to public health or public safety.

Contact person	Aled Williams, Environmental Protection Manager 01225396625
Background papers	

Please contact the report author if you need to access this report in an alternative format

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Heritage Services Strategy, Fashion Museum and Discovery Cards

Monday September 19th 2022

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Agenda Item 10



Introduction:

Business Context

Drivers for a new Strategy:

- COVID has exposed risks to the business model
- The Fashion Museum and collection must leave the Assembly Rooms in 2023
- The Council has declared a climate emergency with a net 0 target in 2030
- The Service's governance and staff engagement practices are out-of-date
- The Service has no strategic approach to Equality, Diversity and Inclusion
- There is a desire from BANES for the Service to be more outward facing and provide more benefit to local and regional audiences

Vision

This statement informs all of our work. It is the guiding principal by which we seek to bring benefit to the world:

Learn from the past, understand the present, shape the future

We have three overarching priorities that this Strategy will deliver on:

- **Return the service to it's pre-Covid profitability**
- **Move the Fashion Museum**
- **Achieve Net Zero by 2030**

Mission

- Create memorable, relevant and emotionally charged experiences for local, national and international audiences
- Conserve the monuments, buildings and collections in our care
- Be supporter centric - building long-term, mutually beneficial relationships with people who engage with us
- Act commercially to generate significant income from our activities and work to contribute to the wider economic prosperity of the region
- Offer an unparalleled customer experience for everyone
- Be a leader in sustainable and responsible practice in the Museums, Heritage and Archive sector

Mission

Corporate link:

- We **improve people's lives** directly through the experiences and opportunities we offer and indirectly via the surplus we return to BANES for use by the council
- We will **tackle the climate emergency** within our own carbon boundary and strategically through our influence within the sector
- We will **give people a bigger voice** by making community participation, audience evaluation and co-creation central to how we approach what we do

Strategic Priorities

- **To provide maximum access to our buildings, monuments and collections to as wide an audience as possible to facilitate learning, understanding and emotional connection**
 - New spaces at Victoria Art Gallery
 - Interpretation review at Roman Baths
 - Fashion Museum Development
 - Renewed focus on conservation and collections management
- **To be a supporter focussed organisation**
 - Internal restructure
 - Roll-out of Discovery cards
- **Maximise income**
 - Internal restructure
 - Optimise weddings and venue hire income
- **To operate efficiently and effectively as an organisation**
 - Focus on staff engagement
 - Equality Diversity and Inclusion
- **To bring benefit to Bath, the South West and the UK**
 - Visit West Destination Management Plan
 - Culture Strategy
- **To act as an environmentally sustainable and responsible organisation in everything we do**
 - Net Zero action plan
 - Sustainable tourism partnership

By end of April 2022:

- A new 2030 Vision for the Service specific to the challenges we face moving forward and aligned with the BANES Corporate Strategy

By end of 2022:

- A revised business plan reflecting this work
- All staff with aligned Forward Job Plans in Clear Review

By 2025/26:

- Fashion Museum in train
- Roman Baths back to financial performance
- VAG and BRO with strong sense of evolution

By 2030:

- Fashion Museum delivered
- Service is Net Zero

2021/22 Review

Summary

Roman Baths Visitors
Actual: 431,131 visitors
Budget: 693,000 visitors

Fashion Museum Visitors
Actual: 40,166 visitors
Budget: 35,900 visitors

Victoria Art Gallery Visitors
Actual: 40,111 visitors
Budget: 91,800 visitors

	Actual	Budget	Variance	Forecast	Variance
Total Income	(17,066,519)	(19,569,489)	2,502,970	(17,038,810)	(27,710)
Total Variable Costs	8,039,542	8,913,538	(873,996)	8,257,416	(217,874)
Total Fixed Costs	5,025,526	5,208,655	(183,129)	5,130,750	(105,224)
(Surplus) / Deficit	(4,001,451)	(5,447,296)	1,445,845	(3,650,643)	(350,807)

Summary

Despite government support ending in June 2021, and significant capacity restrictions continuing through the summer and into the autumn, the Service returned a profit in 2021/22.

Total government support during 2021/22 was £3.4m. In other words the Service returned to underlying profitability last year.

In 22/23 we are within 1% of visitor and income targets at the Roman Baths.

In August we achieved 105,000 visitors at the Roman Baths – the first time we have broken 100,00 visitors in a months since 2019

Re-fashioning Bath

Culture, Regeneration,
Education and Skills
through the provision of
a new Fashion Museum
and Collection Archive



A NATIONAL TREASURE

- One of the World's great museum collections
- More items than the fashion collections at the V&A or The Met in New York

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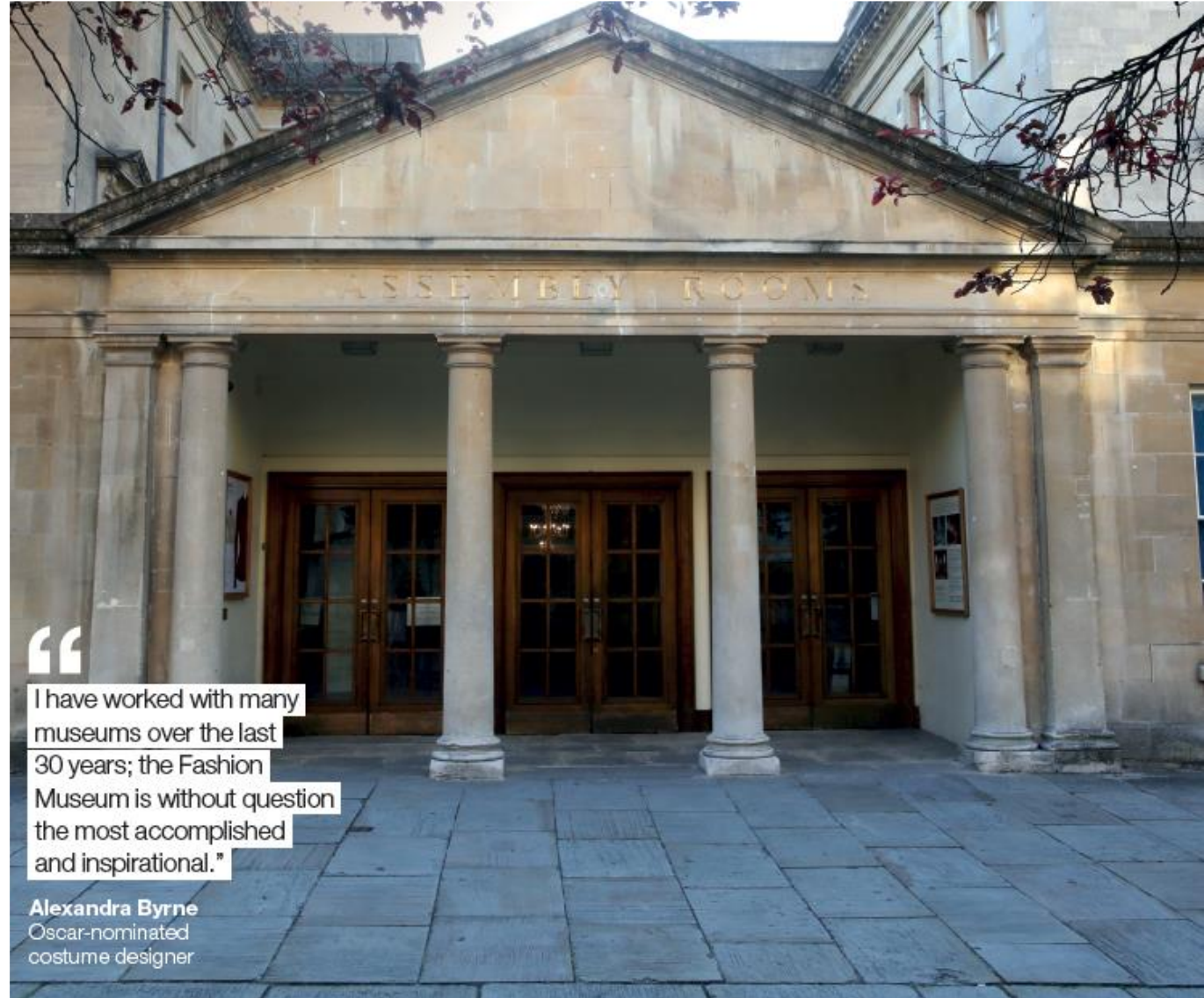
- 500 years of history
- Historic and contemporary fashion
- Initial core of the collections gifted to Bath Council by Doris Langley Moore OBE with the Museum opening in 1963 as the Museum of Costume at the Assembly Rooms



THE SITUATION

- The Assembly Rooms on lease to BANES from the National Trust
- The Trust has exercised its break clause
- Heritage Services will close the Museum 30th October 2022
- Leave the site by March 2023

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The Situation: Inequality in B&NES

“

Despite relative prosperity in some areas there are still wide gaps between the haves and have nots in B&NES.”

Community consultation participant



Local people do not engage with the Fashion Collection

Tired high streets

B&NES is **4th worst in the country** for median house prices vs median gross annual earnings

Pockets of severe deprivation: Twerton West Ward is within **bottom 10% most deprived in the country**

6th worst attainment gap in the country for young people from disadvantaged backgrounds

The proportion of young people Not in Education, Employment or Training is **the 3rd worst in England**

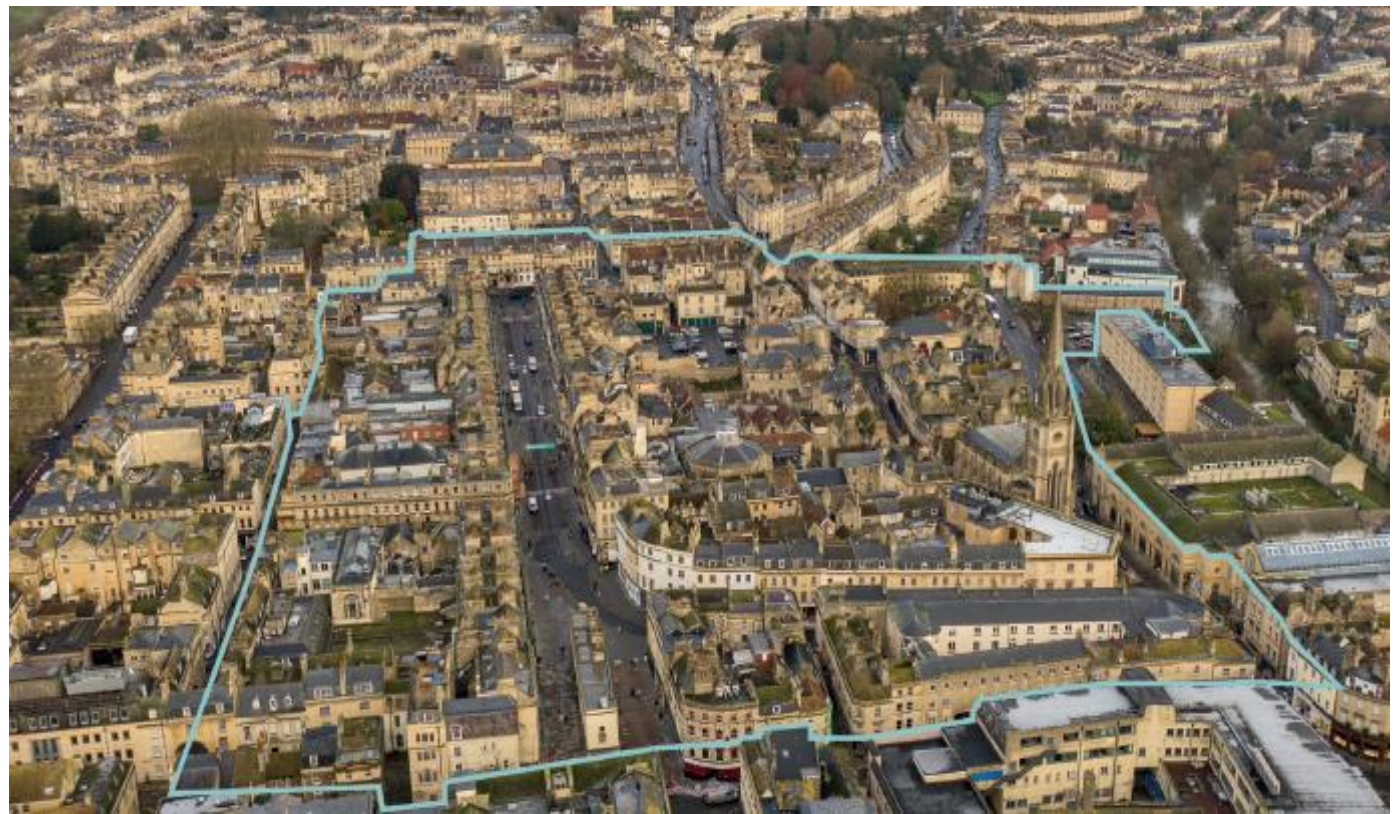


The Situation:

City Centre Regeneration

The high-street is changing.

With a move to online shopping and a desire for more bespoke experiences, rather than just generic chain retail, visitors and residents now need more from their local areas.



“

Don't save the high-street,
change it completely”

Mary Portas

Opportunity: Sustainability and Fashion

The fashion industry is responsible for **8% of global greenhouse gas emissions** and produced **20% of global wastewater**.

Industry: Creating the next generation of fashion workers with the skills and abilities to develop a truly sustainable fashion industry

Consumer: Through the exhibitions and programmes across the Fashion Collection Archive and New Museum – consumers will be equipped to understand and make sustainable choices in their own lives

“

Consumer demand can revolutionize the way fashion works as an industry. If everyone started to question the way we consume, we would see a radically different fashion paradigm”.

Carry Somers
Co-founder of Fashion Revolution

“

Buy less.
Choose well.
Make it last”

Vivienne Westwood
Fashion Designer

“

Demand quality not just in the products you buy, but in the life of the person who made it”

Orsola de Castro
Designer and co-founder of Fashion Revolution

“

Fast fashion is not free. Someone somewhere is paying”

Lucy Siegle
Journalist

“

Fashion can be a universal player in protecting the planet”

Pharrell Williams
Musician and entrepreneur

“

Good design is a sustainable design”

Imran Amed
Founder and editor-in-chief of The Business of Fashion

“

Realize the political power of your money and spend it with the brands you know are treating their workers and the environment in the best possible way”

Lily Cole
Model and entrepreneur

Our Vision

We will create **a new Fashion Museum** in Bath City Centre.

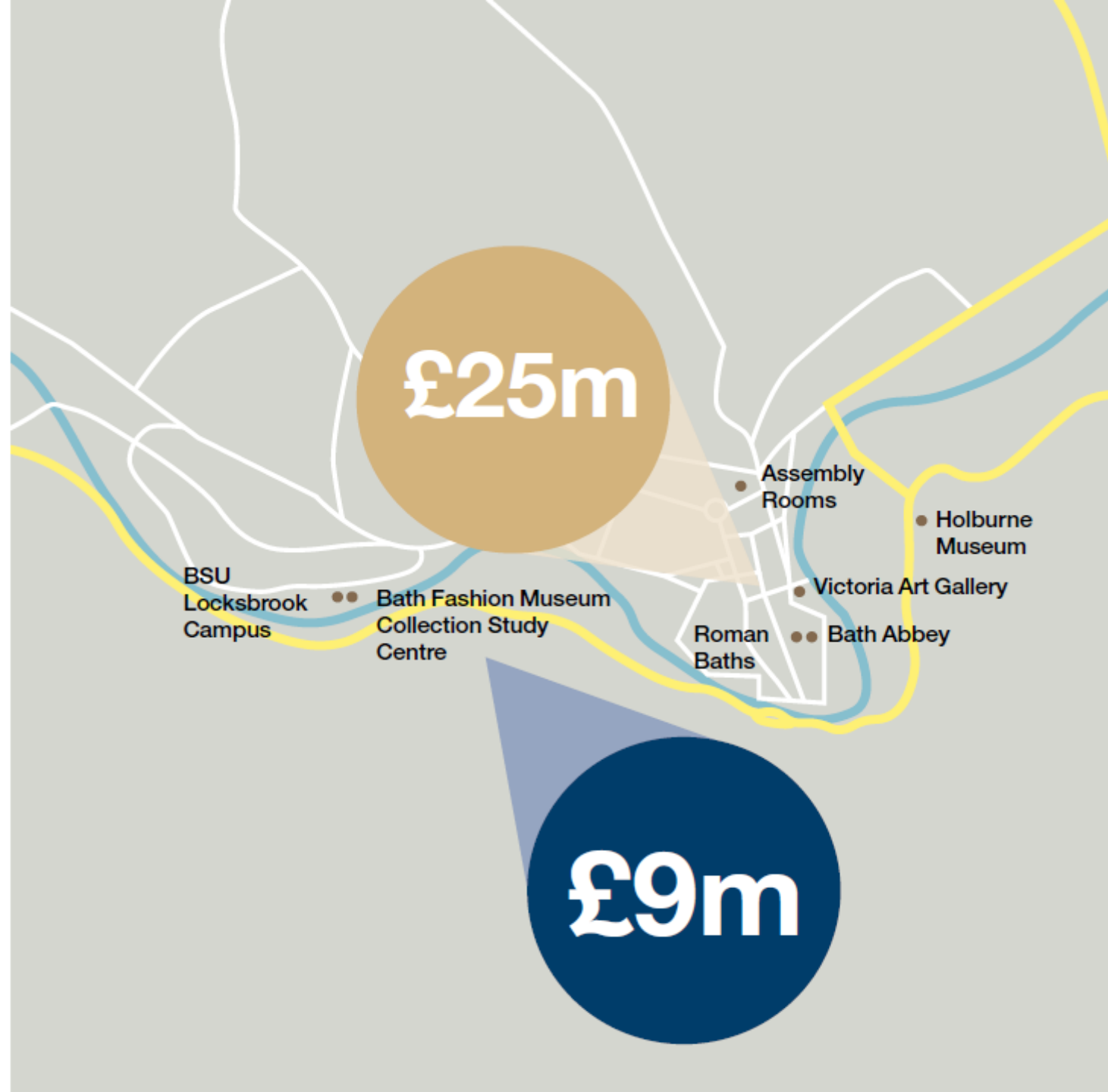
We will establish a **purpose built home** for the collection

Both places will play a **pivotal role in the economic, cultural and social future of the city**

This is one of the most **significant cultural infrastructure projects in the country**

– preserving access to one of the world's great museum collections as well as delivering wide-spread regeneration, economic, skills, placemaking and wellbeing benefits across Bath and the West of England.

Fashion is a topic with **universal appeal** allowing us to engage with a broad range of new and existing audiences



FASHION COLLECTION ARCHIVE

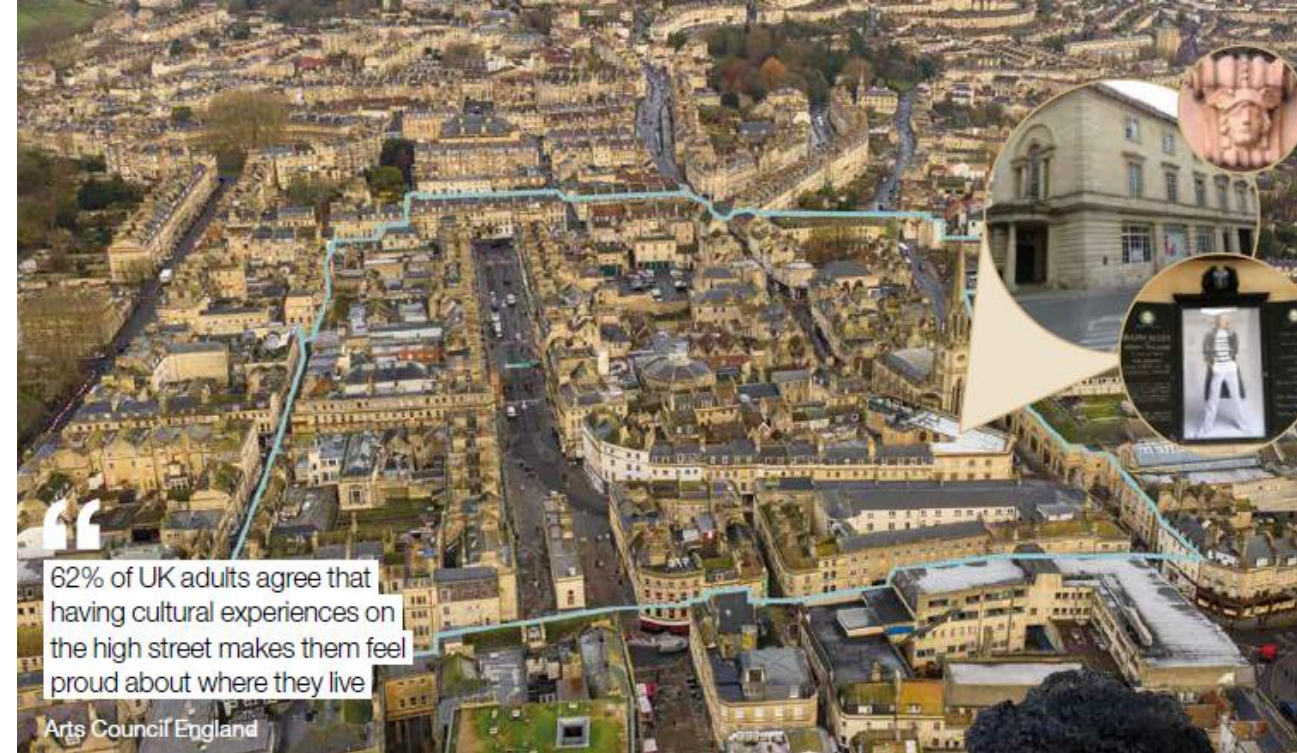
- To be located at Locksbrook adjacent to Bath Spa University's new creative campus.
- A bespoke facility on council land built to minimise carbon footprint
- Welcome a diverse range of people including designers, film-makers, researchers and individuals
- Support:
 - Students
 - Graduates
 - Industry
- Creating a completely new integration between business, R+D, skills and education centered on Locksbrook
- Offer cultural and economic opportunities to local people: employment, volunteering, skills, creative programming



THE NEW MUSEUM

- To be located in the Old Post Office in central Bath
- To act as a catalyst to the Milsom Quarter regeneration project - Underpin a unique and authentic sense of place in what has long been Bath's fashion retail quarter
- 250,000 visitors per year
- Allow visitors to:
 - Consider the beauty and craftsmanship of the historic and contemporary fashion
 - Use the collection as a lens to understand themselves and the world around them better – engaging in issues such as sustainability, identity and social justice

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Re-fashioning Bath

Hubs for inclusive cultural engagement and levelling up

- Work with existing providers: Bath College/Youth Connect/DWP
- Integrate the collection into Skills based courses to improve employability
- Hub and Spoke
- Apprenticeships/Placements/Volunteers will be key to the operation
- Free entry to local people

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The project will not only support the South West's aspiration within a global fashion industry, it will form a pivotal hub for social economic development within the community"

Rob Billington, Mulberry

CURRENT STATUS

Exit Assembly Rooms

- Collection has been moved to Dents: Glovemakers in Warminster
- Engagement plan being drawn up for closure period – digital/loans/community work

Fashion Collection Archive

- £500k from BANES to undertake feasibility and design in 22/23

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New Fashion Museum

- £8m repayable grant from WECA for building
- £600k ask to WECA as part of Milsom Qrt outline business case £2m ask – Sept decision

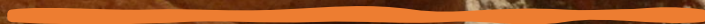
Fundraising

- Charity
- LUF 2 bid – August 2nd Submission





Resident's **Discovery** Card



Corporate Link

Improve people's lives

Give people a bigger say

Tackle the climate
emergency

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Main Project Goals

- 1. To make application and renewal processes **easier and more efficient.**
- 2. To **integrate** membership and Discovery Card **data** with our comprehensive visitor management system. Improve reporting.
- 3. To **minimise the GDPR risks.**
- 4. To replace the current system and cards with **more sustainable, eco-friendly options.**
- 5. To **reach more residents** and especially those Bath and North East Somerset **communities**, who are currently not engaged with us.



Systems and the process of applying

Apply easily online - at any time

- Online: residents check eligibility and apply via our Webstore.

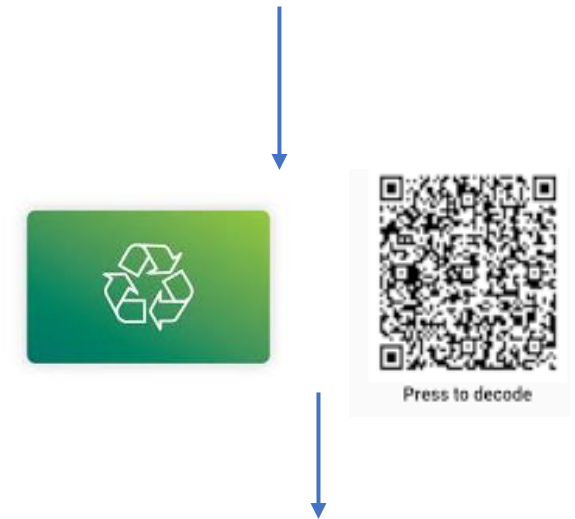
Residents can choose from two sustainable card options

- A recycled and totally recyclable card
OR
- A digital eCard (Apple Wallet or a 3rd party app for Android)

The residents still need to validate and activate the cards onsite. They need to

- Book a 5 min slot for each applicant at heritage sites or One Stop Shops (Bath, Keynsham and Midsomer Norton) to validate the cards and have a photo taken.
- Present ID and the chosen proof of residence.
- Validate eCards, as they require a photo.

After activation the cards will be valid for (extended) 5 years, except for the students whose cards will be valid for a year at the time.



Roll Out

- Start live testing the Discovery Card 23/24 May - Walk Ups & Staff
- Public booking slots live now – available to book for the 6th June all sites - 2000 per/month
- New scheme – everyone has to re-register
- Phased approach to comms to manage the processing of the existing 24,000 current holders of Discovery Card
- We will accept proof of residency until the end of the year
- Current delivery: 9236 cards issued by end of August
- Anticipate a further 7600 will be issued by end of 2022

Phase I

- **Late May 2022**
- Those registered for the DC newsletter
- Invite to book a sign up slot

Phase II

- **Jun – Dec 2022**
- Existing Discovery Card holders from our database phased across the months

Phase III

- **2023**
- All residents eligible for the card
- Community engagement

Key Benefits and Challenges

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- Currently 30 Local businesses which offer “experiences” are important part of the scheme. Looking to grow this.
- Attractive offers and discounts for residents typically 15% off.
- Promotion on our newsletters and websites

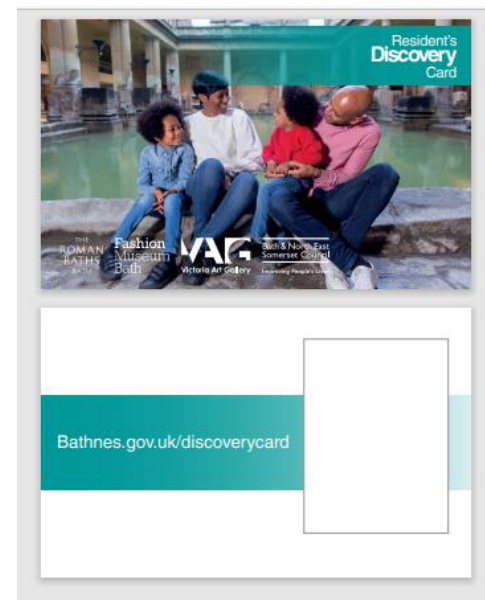
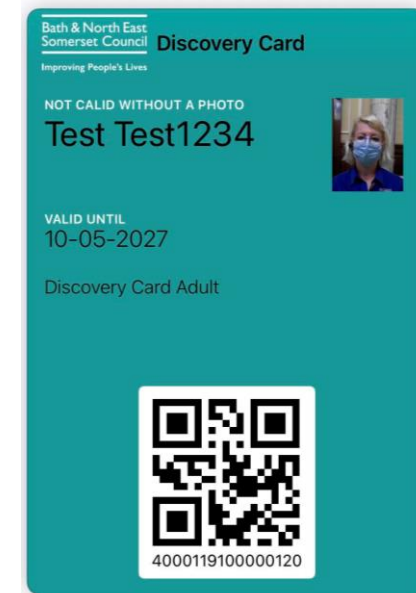


Bath Abbey	Active Reality
Bath Postal Museum	The Bird
Beckford's Tower	Homewood
Herschel Museum of Astronomy	Royal Hotel
No 1 Royal Crescent	The Royal Crescent Hotel
Museum of East Asian Art	No.15 by GuestHouse Bath
American Museum and Gardens	San Francisco Fudge Factory
Mary Shelley’s House of Frankenstein	eBike Hire at Green Park Bike Station
Jane Austen Centre	University of Bath Sports Training Village /Team Bath
Avon Valley Railway	Bath Boating Station
Bath City Sightseeing / Bath Bus Company	Bath Ebike Hire
Museum of Bath at Work	Bath Outdoors
Radstock Museum	
Thermae Bath Spa	
Homewood	
No.15 by GuestHouse Bath	
Demuths Cookery School	
Komedia	

Key Benefits and
Challenges

Key Benefits and Challenges

- Benefits:
 - Cross council working: Project has involved staff from libraries and one-stop shop throughout
 - Recyclable Cards
 - More partners
 - Digital and analogue sign up methods
 - E-card Innovation - Disney waiting to see how it goes
- Medium Term Challenges:
 - Successfully promote scheme so as to balance take-up (to avoid a rush) with need to engage people with this key benefit
 - Engaging hard-to-reach communities
 - Creating a Discovery Card ‘Supporter Community’



CLIMATE EMERGENCY AND SUSTAINABILITY

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:

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<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, Democratic Services (). A formal agenda will be issued 5 clear working days before the meeting.

Agenda papers can be inspected on the Council's website.

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
19TH SEPTEMBER 2022				
19 Sep 2022	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	Gulls Strategy	Aled Williams Tel: 01225 396625	Chief Operating Officer
19 Sep 2022	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	Renewables	Jane Wildblood Tel: 01225 477685	Director of Sustainable Communities
19 Sep 2022	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	Heritage Services Strategic Approach	Robert Campbell	Director of Sustainable Communities
24TH OCTOBER 2022				
24 Oct 2022	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	Council House Building Programme	Graham Sabourn Tel: 01225 477949	Director of Sustainable Communities

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
24 Oct 2022	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	Annual Homelessness Update	Graham Sabourn Tel: 01225 477949	Director of Sustainable Communities
14TH NOVEMBER 2022				
14 Nov 2022	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	Planning Performance	Simon De Beer Tel: 01225 477616	Director of Sustainable Communities
14 Nov 2022	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	WECA Scrutiny		Chief Operating Officer
16TH JANUARY 2023				
		Budget TBC		

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
16 Jan 2023	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	Climate Emergency Annual Report	Jane Wildblood Tel: 01225 477685	Director of Sustainable Communities
ITEMS TO BE SCHEDULED:				
Page 62	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	Electric Vehicle Charging Points	Chris Major Tel: 01225 39 4231	Director of Sustainable Communities
	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	WECA Spatial Development Strategy	Simon De Beer Tel: 01225 477616	Director of Sustainable Communities
	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	Littering Review (progress report)	Carol Maclellan Tel: 01225 394106	Director of Sustainable Communities

Ref Date	Decision Maker/s	Title	Report Author Contact	Director Lead
	Climate Emergency and Sustainability Policy Development and Scrutiny Panel	Bath Quays North Regeneration		Chief Operating Officer
The Forward Plan is administered by DEMOCRATIC SERVICES: Democratic_Services@bathnes.gov.uk				

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