

Single Member Cabinet Decision

Executive Forward Plan Reference	E 2101
---	---------------

Heritage Services Business Plan: 2010-2015 Update

Decision makers	<p>Cllr Terry Gazzard, Cabinet Member for Development & Major Projects</p> <p>Cllr Malcolm Hanney, Cabinet Member for Resources</p>
The Issue	<p>The <u>Updated Business Plan 2010–2015</u> identifies the changes to the planning assumptions made in the <u>Heritage Services Business Plan 2006–11</u>. It has been prepared following the annual in-depth review of business activity and includes an analysis of the risk involved. It is not an exhaustive analysis of the Service’s business position. For the full picture it should be read in conjunction with the Heritage Services Business Plan 2006–11.</p>
Decision Date	20 July 2010
The decision	The Cabinet Members approve the updated Heritage Services Business Plan 2010-2015.
Rationale for decision	<p>Heritage Services operates as a business unit, with annual profit targets and investment levels agreed corporately on a rolling basis. The business strategy to achieve these targets is detailed in the Business Plan which is reviewed and revised each year. The Plan provides an integrated approach to income generation and the investment necessary to achieve it, and is aligned with the Council’s corporate aims and objectives.</p>
Financial and budget implications	<p>Heritage Services generates external income for the Authority of £11.3 million p.a. This is planned to increase to £13.25 million p.a. by 2015. This income is a strategic resource for the Authority, and represents a direct contribution to its finances from the local tourism economy. There are also indirect contributions via parking fees and the impact on rental values of Commercial Estate shops.</p> <p>The financial information contained within this Business Plan supports the Council’s current Medium Term Service and Resource Plan (MTSRP) and the Council Budget decision in February 2010. The Plan has been discussed with the Strategic Director for Service Delivery and Divisional Director for Tourism Leisure & Culture in the context of the Council’s current exercise to review its MTSRP in the light of pressures upon public sector finances, and will be reviewed and amended from 2011 to meet any changes to profit targets required as a result of this exercise.</p>

Issues considered	Economic Sustainability; Customer Focus; Property; Social Inclusion and Young People.
Consultation undertaken	<p>The Strategic Director for Service Delivery and Divisional Director for Tourism Leisure & Culture have been consulted;</p> <p>The Heritage Services Board was consulted, in particular on investment plans. The Board includes the Cabinet Members for Resources and Development & Major Projects and the O/S Panel Chair;</p> <p>Ongoing sectoral liaison through the Association of Leading Visitor Attractions (ALVA) has ensured the best possible market intelligence;</p> <p>Visitor feedback is gathered and analysed during the year to inform the decision making process.</p> <p>Section 151 Finance Officer; Monitoring Officer.</p>
How consultation was carried out	Through the Heritage Services Board, in person and by e-mail.
Other options considered	The process of revising and updating the Business Plan has involved consideration of a number of different pricing, marketing and investment options. The financial and business effects of these options were modelled and evaluated. The business strategy attached recommends a coherent and integrated series of decisions that are most likely to enable the Service to meet the targets required of it by the Financial Plan and sustain this level of performance in future years.

Signatures of Decision Makers	<p>Councillor Terry Gazzard:</p> <p>Councillor Malcolm Hanney:</p>
Date of Signature	