

Bath & North East Somerset Council		
MEETING/ DECISION MAKER:	Cabinet	
MEETING/ DECISION DATE:	31 st March 2022	EXECUTIVE FORWARD PLAN REFERENCE:
		E 3346
TITLE:	Heritage Services Business Plan 2022 - 2027	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Heritage Services Business Plan 2022 - 2027		

1 THE ISSUE

- 1.1 The report introduces the Heritage Services Business plan for approval. The Plan sets out the strategy to rebuild visitor numbers and financial performance on a sustainable basis, whilst maintaining the high standards of visitor experience conservation and presentation that underpin commercial success.

The outlook for the visitor economy remains unclear; the assumptions upon which the Plan is built have greater degrees of uncertainty in the outer years.

The Plan proposes a budget for 2022/23 that consists of £17.4M of external income and £10.2M of expenditure. With internal re-charges and income this results in a profit of £5.56m.

- 1.2 The Service will seek to create a new Fashion Museum following the exit from the Assembly Rooms in 2023.

As has been demonstrated with the Roman Bath's Foundation, through the success of the fundraising for the Archway Project, establishing a fundraising development trust to support major capital projects is a proven strategy to successful fundraising.

As such, it is recommended that the Council establish a 'Fashion Museum Foundation', a fundraising development trust who would seek to raise funds for the new museum project.

2 RECOMMENDATION

The Cabinet is asked to;

2.1 Approve the Heritage Services Business Plan

2.2 Approve, in principle, the creation of a charity to support the new Fashion Museum and Collections Study Centre Project

3 THE REPORT

3.1 The Business Plan is included as an appendix to this report

3.2 Charity creation: This project will seek to secure funding from grant giving bodies, trusts and foundations. However, Local Authorities are often prohibited from accessing these funding streams. Further to this, Corporate and private funders can also have misgivings about contributing directly to a Local Authority.

A charity would also be able to claim gift aid on some donations optimising the charitable giving on offer.

It should be noted that it is likely that any charity will not be a 'Connected Entity' to the council for accounting purposes. Following the model of the successful Roman Baths Foundation, the council will have only minority representation on the board of any charity. This will ensure that the financial risks of the charity are not accounted for as a liability on the Council's accounts. However, this will also mean that BANES will not be able to exercise control over the charity – it will be a separate legal entity. It is the opinion of Heritage Services that the benefits of having a charity out-weigh any risk associated with this and the experience of the Roman Bath's Foundation gives us confidence that this lack of direct control would not be a hindrance to securing funds and delivering the Fashion Museum project successfully.

4 STATUTORY CONSIDERATIONS

4.1 N/A

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 The Plan 22/23 plan is deliverable within current resource limits. The outer years of the plan will be reviewed over 22/23 to assess any foreseeable resource implication.

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 Whilst the service conforms to best practice as set by the council and statutory legislation there are specific actions and approaches that could be taken in the context of its conservation, presentation and engagement activities. These in turn will impact on the audiences the service reaches and the staff it employs.

These will be crystallised over 22/23 with a clear action plan established to move forward in this area.

8 CLIMATE CHANGE

8.1 The Service is taking a number of measures to address the climate and nature emergency. Existing plans already in place include:

- Energy capture: investigate replacing defunct energy capture equipment at the Roman Baths installed in 1993 with new state-of-the-art kit, to reduce running costs at the Pump Room / Roman Baths complex and supply energy to the new World Heritage Centre and Clore Learning Centre.
- Victoria Art Gallery: bring forward proposals to repair the Gallery roof incorporating photo-voltaic glass panels.
- Print to digital: this process has already started with considerable new marketing emphasis switching away from conventional channels to social media. Some printed marketing material is inevitable in the short to medium term for the Service's attractions to remain competitive and, where it is used, the Service ensures that only materials from sustainable sources are used. Investigate how the transition from print to digital can be accelerated on a sustainable basis.
- Retail deliveries: the Service will retain its temporary retail warehouse in its non-city-centre location to eliminate multiple merchandise supplier delivery journeys into central Bath.
- Electric van: in tandem with the item above, the Service has leased an electric van to make consolidated retail merchandise deliveries from the warehouse to the Service's museums.

The journey to net zero will begin in earnest in 22/23. The service will undertake to create a strategy looking forward to 2030 that will set out what actions need to be taken to reach net zero within its own carbon boundary. Further to this, the service will also work with stakeholders to initiate a sustainable tourism strategy for BANES.

9 OTHER OPTIONS CONSIDERED

9.1 In relation to creating an independent charity the service considered not creating a charity but felt that this was not the preferred approach due to the restrictions this would place on the funds available to support the Fashion Museum project.

10 CONSULTATION

10.1 The Business Plan and recommendation to create a charity have been reviewed and approved at both Senior Leadership Team and Informal Cabinet.

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Background papers	<i>N/A</i>
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