

Heritage Services Business Plan 2022–2027

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Further details are available for Cabinet Members in confidential appendices upon request.

1. Summary.

This is the annual revision of the Heritage Services Business Plan_('The Plan'). It was initially adopted by Cabinet in February 2015 and reviewed annually in the same forum. It is the second revision of the Plan since COVID impacted Heritage Services' operations.

Heritage Services expects to deliver a financial surplus in 2022/23 of £5.5m.

The Plan sets out the recovery of visitor numbers and financial performance; it should be noted that performance is not expected to recover to pre-pandemic levels until year 2024/25. There is also risk to the trajectory of recovery, due to the uncertainty around the willingness of visitors to travel internationally; this affects both inbound visitors confidence to book travel to the UK and domestic visitors who may seek to travel abroad for holidays.

The Service will further develop its response to the climate and ecological emergency by ensuring that sustainability is embedded in the recovery from COVID-19, as well as undertaking detailed feasibility work to inform longer-term changes to its operation.

Integral to both financial recovery and the journey to net zero is establishing an approach to sustainable tourism that seeks to marry both outcomes. This will require the service to look outwards and work with partners both regionally and nationally to achieve the challenging financial and environmental targets required.

The Service will seek to find a suitable site in which to relocate the Fashion Museum, and bring forward proposals for a Fashion Museum Collections Centre. It will repair the Victoria Art Gallery roof to protect the collection displayed there.

The Service will continue to invest to protect and conserve the Council's heritage assets, improve the visitor experience, enhance commercial performance and develop its staff to deliver the Plan's outcomes.

2. Business philosophy.

The Heritage Services' Aims are to:

- Enhance the quality of life for residents of Bath & North East Somerset;
- Maximise public enjoyment of the Council's world class heritage assets;
- Enable people to learn from the activities and achievements of past and present societies;
- Respond to the climate and ecological emergency and achieve net zero by 2030 in line with the Council's objective;
- Contribute to the region's economic prosperity through our Business Plan.

The Service cannot maximise income to the exclusion of other considerations. Its business philosophy is to maintain the sustainability of three interdependent areas of activity:

- **Conservation** – preserving our unique heritage
- **Customer care** – improving the visitor experience
- **Commercial development** – remaining competitive and maximising income earning opportunities

The three areas of activity are interdependent: the better the state of our heritage's Conservation, the better the experience for the Customer. Better Customer experience leads to enhanced reputation encouraging more visitors, which in turn increases the Commercial return. Healthy returns enable more resource to be reinvested into Conservation, Customer service and Commercial development.

The more one focuses on or neglects one of these priorities, the less sustainable the Service becomes.

3. Performance Review.

3.1 2021/22 performance

All aspects of the Heritage Services performance remain heavily influenced by the pandemic. At the start of the financial year all three visitor sites were closed, along with the Bath Record Office.

The majority of Heritage Services staff were reassigned to work elsewhere in the Council, with the significant portion of these staff working at the Bath Pavillion vaccination centre. Other colleagues made valuable contributions volunteering at the BANES PPE hub and some were furloughed with the concurrent benefits to the Service's revenue position. A core cohort of staff remained to ensure that the buildings, monument and collections in our care remained safe and secure.

The Service reopened the Roman Baths on the 17th May 2021 and the Fashion Museum and Victoria Art Gallery on the 18th May 2021. Figures 1a-c show the performance of the Roman Baths, Fashion Museum and Victoria Art Gallery relative to budget and pre-pandemic level of footfall.

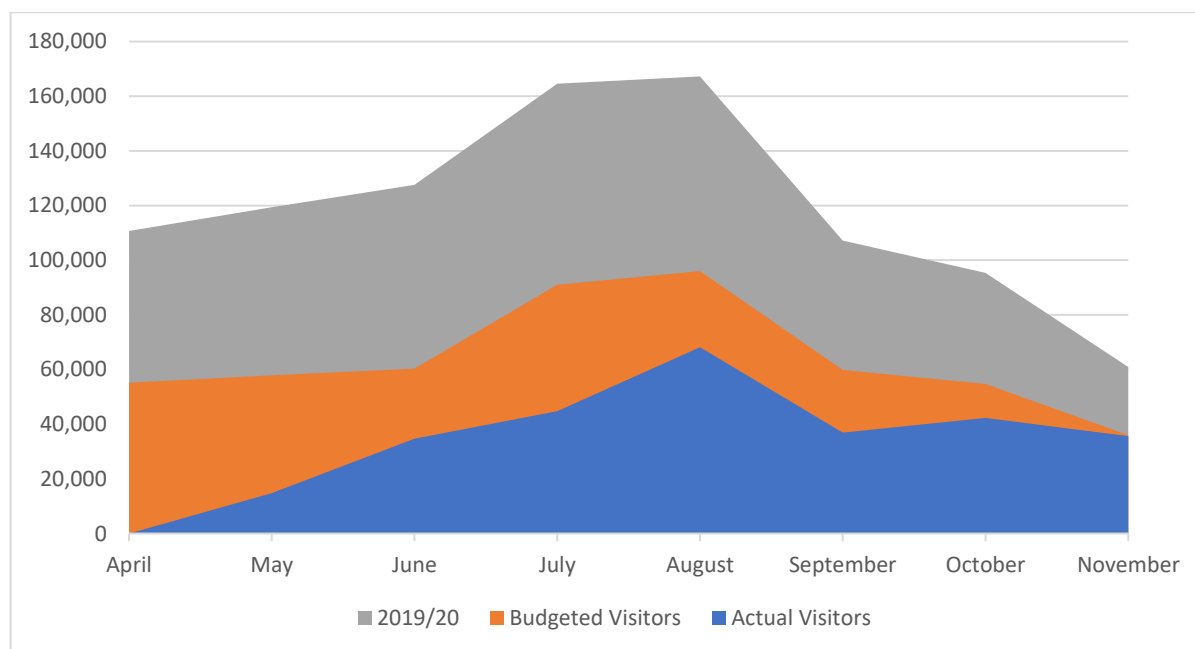


Figure 1a. Roman Baths: Visitors compared to budget and pre-pandemic

When the budget for the Roman Baths was set in the Autumn 2020, the January – May closure was not envisaged, nor was the ongoing requirement to restrict capacity at the level which has been necessary. When the Baths reopened in May 2021, capacity was capped at

200 people / hour. As restrictions have relaxed this has been cautiously increased. Each increase has been trialled and visitor feedback monitored before any further changes made. Capacity is currently 280 people / hour. Within the confines of this capacity, demand has been good and the gap between actual and pre-pandemic performance has closed. November visitors were 59% of the 2019 visitor figure.

Secondary spend from visitors has also been strong, spend per visitor in retail has never been higher and Pump Room sales and sales from the pop-up bar over the summer were also very strong. Despite the lower visitor numbers this strong spend per visitor has helped to mitigate this.

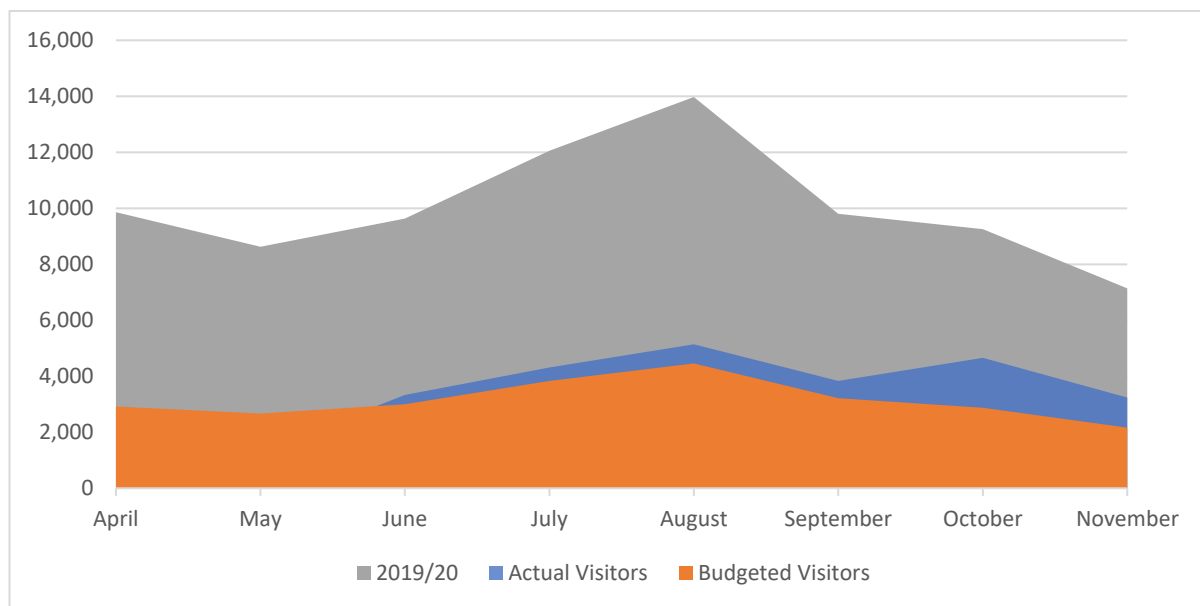


Figure 1b. Fashion Museum: Visitors compared to budget and pre-pandemic

Visitor numbers at the Fashion Museum have been encouraging since reopening, exceeding budget each month from June. The gap to pre-pandemic performance is also closing, with November at 45% of 2019. It's likely that announcements around the Fashion Museum's future has stimulated some of this demand, with people visiting whilst they are able to.

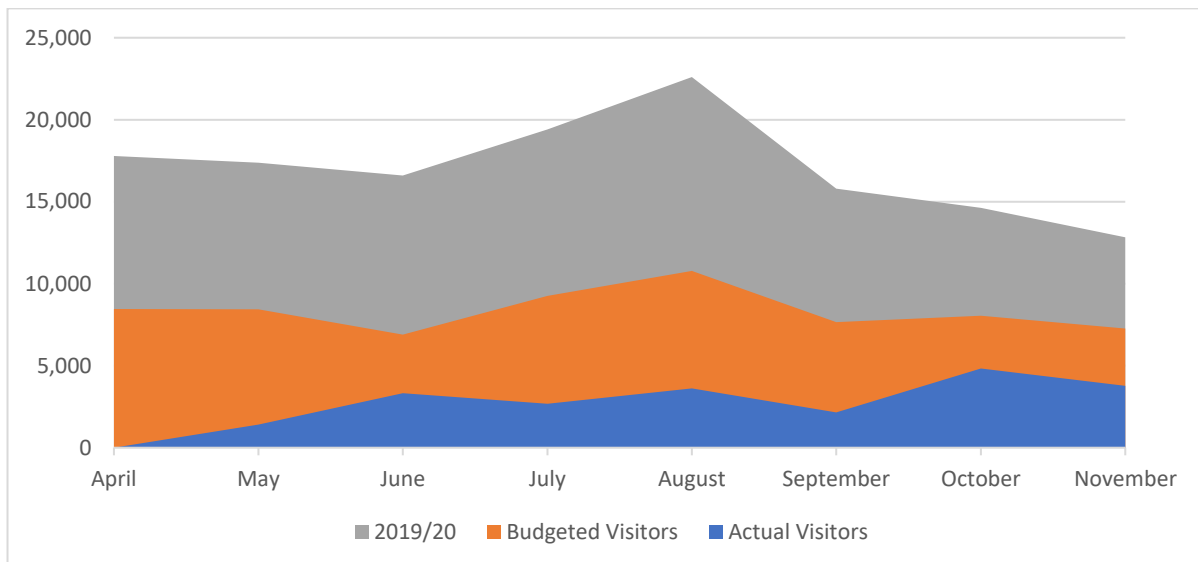


Figure 1c. Victoria Art Gallery: Visitors compared to budget and pre-pandemic

At the Victoria Art Gallery the visitor numbers have fluctuated with the changing exhibition programme; visitors are currently at 29% of pre-pandemic numbers.

It should be noted that the the combined Saver Ticket, with the Roman Baths hasn't been available during 2021.

The lockdown and ongoing capacity restrictions have had a significant impact on earned income, which is forecast to be £4M below the budgeted levels. At the time of writing, in 2021/22 the Service forecasts to return a surplus of £3.9 Million p.a. to the Council. It should be noted that this includes Government support through the sales, fees and charges (SFC) which ran until June 2021.

SFC support, increased yield per/visitor and cost saving measures delivered by the Service have restricted the drop in net profit to £1.6 million, as shown in Figure 2 below.

	Heritage Services budget 21/22		
	Budget (£000)	Forecast (£000)	Decrease (£000)
Net profit	5,447	3,894	1,554

Figure 2: Heritage Services' financial performance in 2021/22.

3.2 Roman Baths Financial Benchmarking.

The Roman Baths and Pump Room have continued to benchmark financial and visitor experience performance through the Association of Leading Visitor Attractions (ALVA). The Fashion Museum and Victoria art Gallery are not eligible to be included in this as there visitor numbers are too low.

Financial benchmarking results are for the 2020/21 financial year. The Roman Baths were more acutely affected than many sites for three key reasons:

- The Roman Baths is an indoor site which limited opening days. Sites which had an outdoor offer were able to remain open during some of the Roman Baths' enforced closure periods.
- Many of the benchmarking cohort have a membership model which provided income from members during the periods that they were closed.
- A significant number of Heritage Services' staff were redeployed rather than furloughed during the pandemic. This supported the delivery of essential Council services, but also reduced the savings achieved through furlough. Other organisations within the cohort furloughed more extensively and therefore saved more money.

Profitability.

In the key measures for profitability the Roman Baths remains above the ALVA benchmark, however it has slipped from 4th to 3rd quartile. SFC income isn't included in the benchmarking figures; whilst it was a vital source of revenue to Bath and North East Somerset Council, it was a scheme which was only accessible to local authorities and therefore not comparable to the cohort.

Admissions income.

Whilst overall income fell, due to lower visitor numbers, the Roman Baths remained in the top quartile for measures relating to income per paying visitor

Retail.

The Roman Baths remained in the top quartile for income per square metre. However, measures relating to income per visitors, average transaction value and the overall profitability of the retail offer are below the ALVA benchmark.

Marketing.

The marketing cost per paying visitors remained in the lowest quartile, indicating the cost-effectiveness of our marketing function and also reflecting the savings made in this area of

the budget. This spend will be carefully monitored going forward, to ensure that our comparatively low spend does not lead to a slower recovery from COVID-19. Section 6 below outlines the plans for marketing.

3.3 Roman Baths Visitor Experience Benchmarking

This section shows the results of ‘quality of visit’ benchmarking of the Roman Baths against other ALVA members. It summarises the aggregated findings of exit surveys conducted in Autumn 2020, Spring 2021 and Summer 2021.

Overall visitor experience:

	Enjoyment (mean out of 10)	Value-for-Money (mean out of 10)	Net promoter score (likelihood to recommend)
All Attractions	8.9 (+0.1)	8.7 (+0.2)	+ 65 (+6)
Museums & Galleries	9.0 (+0.2)	9.0 (+0.3)	+ 67 (+8)
Heritage Attractions	8.8 (no change)	8.5 (+0.1)	+ 60 (+4)
Roman Baths	9.0 (+0.1)	8.4 (+0.1)	+ 70 (no change)
Highest score	9.5	9.6	+ 93
Lowest score	7.9	7.3	+ 18

Figure 3: overall quality of the Roman Baths visitor experience, benchmarked against other ALVA attractions Autumn 2020 - Summer 2021, movement from prior year shown in brackets.

The Roman Baths sits in ALVA’s Heritage Attractions grouping. The results show that the Value-for-Money ratings for the Roman Baths are below the mean scores for All Attractions and Heritage Attractions. However, the scores in Value-for-Money and Visitor Enjoyment did improve.

It is pleasing to see a third consecutive year with improvements in the value for money score, considering that a summer super-peak price was introduced and this was extended into the Autumn due to demand levels.

Experience Intensity ratings.

The overall “experience intensity” is a composite benchmark made up of a range of measures. The Roman Baths’ experience intensity score is 86.3 against an ALVA benchmark of 86.1 and Heritage measure of 86.0. The experience ratings of all major visitor attractions included in the ALVA Benchmarking Survey are high, so this is a challenging benchmark. It is testament to the work of our teams that the Roman Baths and Pump Room perform ahead of this measure.

3.4 Conclusion

What we can take from the financial performance in 21/22 and the ALVA benchmarking is that despite the restrictions and impacts of the pandemic, Heritage Services has managed

to improve in key measures. The increased yield per visitor and retail spend p/head provides a potential way-forward for the service when looking at how we can contribute to a sustainable tourism offer in the region. We may be able to limit visitor numbers to lower than pre-pandemic levels but still achieve the required surplus projections. This will be modelled more extensively over 22/23 and integrated into our overall approach to sustainable tourism which will also look to encourage visitors to remain in the region for longer.

4. Business targets 2022-2027.

The Plan aims to grow annual profit over the next five financial years, so that by 2025/26 profit returned to the Authority will be £12.2 Million p.a.

The table at Figure 6 below demonstrates planned performance in each year based on the updated financial model that underpins the Plan. This Plan is produced against a backdrop of uncertainty and there are a significant number of assumptions in the outer years of the plan, which will be refined as the trajectory of COVID recovery, impacts of Brexit, cost of the net zero goal and other local changes become clearer.

	2020/210 (actual)	2022/22 (forecast)	2022/23 (proposed)	2023/24 (proposed)	2024/25 (proposed)	2025/26 (proposed)	2026/27 (proposed)
External turnover (£000)	15,509	14,621	17,429	19,691	22,508	24,684	25,880
Net Profit (£000)	6,141	3,894	5,561	6,395	9,580	11,389	12,208
Profit target (£000)	9,682	5,447	5,561				
Surplus against target (£000)	(3,541)	(1,554)	0				
<i>Profit as a % of income</i>	39.6%	26.6%	31.9%	32.5%	42.6%	46.1%	47.2%
Roman Baths visitors (000s)	144	435	735	882	1,019	1,126	1,184
Fashion Museum visitors (000s)	0	53	38	0	0	0	0
Victoria Art Gallery visitors (000s)	0	29	69	132	132	132	132
Roman Baths income per visitor (£)*	19.26	22.18	21.62	21.43	21.32	21.19	21.13
External turnover (£000)	15,509	14,621	17,429	19,691	22,508	24,684	25,880
* (admission income plus retail sales & other sales) and restaurant commission)							

Figure 4: Heritage Services' key financial and visitor targets.

The Plan projects growth in visitor numbers and visitor-driven income from the current performance outlined in section 3.1. It also absorbs the anticipated pay award to be agreed by the Council for each year of the plan. Through the lifetime of the Plan, pay is expected to be the biggest cost pressure facing the Service.

The Plan projects an ongoing recovery with no further closure requirement and no COVID related restriction to capacity from the start of 2022/23.

The Plan also assumes that the Fashion Museum will close during Q3 2022/23 and that a new Fashion Museum will not open within the life of this Plan. Nevertheless, it is hoped that a suitable location will have been identified and that fit-out work would be under way.

The key risks in relation to these assumptions are discussed in section 7.

5. Business Strategy 2022-2027.

The service has two primary objectives over the lifespan of the plan:

- Return to pre-pandemic levels of profitability
- Initiate the move of the Fashion Museum and its delivery at a new location

These are contextualised by the need to achieve net zero by 2030.

The role that the service has more widely across BANES and the region in general also needs to be re-assessed. How Heritage Services will engage with, shape and support the wider cultural offer available to residents and tourists needs to be considered.

In order to deliver on these objectives and contexts the service will look to undertake a more fundamental review of its vision, mission and activities which will shape the 23/24 iteration of the business plan.

Over 22/23 the Service will continue to implement the broad strategy outlined in previous iterations of the Plan. This will involve:

- Exit surveys to measure visitor satisfaction at all three sites and further research to understand visitor motivations.
- Development of a Sustainable Tourism strategy to underpin our recovery from COVID.
- Growing support from residents, visitors and the wider public through increased digital engagement and fundraising activities.
- Testing and extending our digital revenue generation, including an online shop.
- Delivering for local residents, through a relaunched Discovery Card scheme.
- Grow commercial non-visitor revenue, particularly through the expansion of the wedding offer.
- Sustaining staffing and investment to support ongoing price increases and improve visitor satisfaction.

The detailed proposals over the life-span of The Plan include the following measures:

5.1 Roman Baths

- Maximising revenue through admission income and retail.
- Open and operate the Clore Learning Centre.
- Develop products with partners which encourage overnight stays in the district to deliver maximum economic benefits from visitors.
- Launch the Mandarin children's audioguide as international tourism recovers.

- Ensuring that experience is at the heart of our product offering, using products like late opening, tai chi on the terrace and the Prosecco Bar to ensure appeal is as broad as possible.
- Review and improve the interpretive experience to offer more diverse narratives and keep pace with modern interpretive techniques.

5.2 Fashion Museum

- Expected closure of the Museum in its current location in Q3 2022/23, with associated reductions in admissions, retail, catering and room hire revenue.
- Create a fundraising strategy to support the future of the museum and collection.
- Establish a charity to support the fundraising requirements around the future of the collection and museum.
- Temporary storage of the collection whilst permanent collection centre is developed.
- Increase awareness of the collection whilst a new permanent location for the collection and museum is secured.
- Continue to provide loans to other organisations to enable audiences to engage with the collection away from the museum.
- Deliver a new Collection Study Centre and be underway with delivery of the new Fashion Museum.

5.3 Victoria Art Gallery

- Continue to engage loyal repeat visitors and extend this audience through the high quality programme of temporary exhibitions.
- Fix the failing roof to stop water ingress and safeguard the collection.
- A business case for a scheme to develop an improved education facility with discrete space for learning and community engagement activity will be developed during 2022.

5.4 Bath Record Office

- Complete the Wellcome Trust funded *Building a Healthier City* project and deliver associated public engagement activities to engage diverse audiences in the collections.
- Progress with digital preservation strategies including capacity, systems and collecting.
- Apply for grant funding to continue with high-level cataloguing and conservation projects.

- Make a business case for the establishment of a paper conservation service which provides both internal professional support and undertakes external work to provide income generation.
- Seek opportunities to improve public onsite access to the collections at the Guildhall.

5.5 Group visitors

Pre-pandemic, groups made up over 30% of all Roman Baths visitors. It is important to consider groups in three distinct categories:

- Education;
- Credit customers;
- Other group customers.

The Group Management Strategy, created in 2018, will be updated in 2022 to set out our approach to managing this segment of our audience through the year. This update will reflect that although a high number of coaches can contribute to congestion, they are one of the lowest polluting forms of transport. Our strategy will encourage and incentivise visits which include an overnight stay or a longer dwell time in the city.

5.6 Climate Emergency

Currently Heritage Services has no strategic approach to move to net Zero by 2030. Work will commence in 2022/23 to establish this strategy and understand the risks and mitigations to its impact on investment costs and return of surplus.

Key priorities for 2022/23 are to establish a baseline environmental impact assessment for the current Heritage Services operation and a methodology for attributing the carbon footprint of visitors to our sites, recognising that for international visitors their visit to Bath is rarely the sole reason for their visit to the UK. We will continue the discussions with other World Heritage Sites in the UK about how we can shape the discussion on sustainable tourism in our recovery from COVID, whilst protecting the Outstanding Universal Value of the sites we care for.

Alongside these long-term strategic objectives we'll also explore the options to introduce green-travel discounts and establishing partnerships with mass-transit providers. We will develop an environmental impact assessment as part of the criteria for agreeing touring exhibitions, and loans in/out, including the transport associated with them.

Work already in progress includes:

- A capital project to upgrade our heat exchange system at the Roman Baths. The scheme will use energy from the thermal spring water to provide heating for the new Clore Learning Centre and Roman Baths and Pump Room.
- Extending our lease at our retail warehouse on the outskirts of Bath. The non-central warehouse avoids city centre deliveries from supplier.
- We have ordered an electric van for use in transporting retail stock and goods to our sites. Expected delivery August 2022.
- Our “How to get here” section of the website has been updated to put car travel at the bottom of the list.
- Through a regular plant and equipment replacement programme we ensure that we are using energy-efficient equipment.
- We will neither seek nor accept funding from an individual or organisation if it is profiting as a result of environmental destruction.

5.7 Diversity, Equality and Inclusion

Currently Heritage Services has no strategy encompassing diversity, equality and inclusion. Whilst it is aligned with council policies in this area there is more that could be done to broaden the content, audiences and work-force specific to a Heritage, Museums and Archives service. Links can and should be made with other institutions in the city who are already exploring contested narratives at their sites and working with local communities to do so. Work will commence in 22/23 to bring together the existing good practice within the service, set aspirational but achievable targets and integrate these into the endeavours of all members of the service.

This also speaks to the ways in-which we engage with local people so they have a voice in what we do and how we ensure they get maximum value from the council’s heritage assets.

5.8 People

An integral part of the strategy going forward will be a focus on COVID recovery for service staff who have had a challenging two years – we will build an even stronger performance culture with welfare and staff engagement, wellbeing and development at its heart. Some actions we will explore include:

- Developing a comprehensive staff engagement and internal communication plan so that all staff are well informed and also able to contribute to the continuous improvement of the service

- Developing a wellbeing strategy specific to Heritage Services – taking the best of the work undertaken by the council and tailoring it to our specific circumstances
- Ensuring all staff have an up-to-date forward job plan, linked explicitly to our strategy, that is reviewed on a regular basis. These plans will also focus on developing staff for the benefit of the Service, our customers and their own personal and professional goals. We will also systematically embed our expectations and actions related to health and Safety, the climate crisis and diversity, equality and inclusion into these plans
- Undertaking a skills audit across the Service
- Auditing and improving our succession planning to mitigate the risk of key staff members leaving the business or falling sick
- Developing initiatives which encourage cross site working to break down silos and develop a single service culture

5.9 World Heritage Site Status

In 2021 Bath achieved a second UNESCO inscription making the city the only double-nominated site in the UK and one of only a handful in the entire world. This was in relation to the multi-site 'Great Spa Towns of Europe' inscription. This was the result of a 10 year effort funded by the council and with significant input from councillors and officers.

Going forward, Heritage Services will work to make the most of this achievement by optimising the recognition and association of the city with one of the World's most highly respected global brands for the benefit of all residents and businesses.

The Service will also continue to contribute to the overall World Heritage Site management – most notably by initiating the drafting of the revised World Heritage Site Management Plan which is due for renewal in 22/23.

6. Marketing plan.

6.1 Key Objectives

The key objectives for the Marketing Team in 2022/23 are to deliver marketing campaigns that will aid recovery from the global COVID-19 pandemic, achieving the targets set out within this Business Plan. The team will focus on the domestic market while also working with key partners to drive visitors from returning international markets (initially focusing on Europe and the US, as these are predicted to return the soonest), and keeping in touch with long term priority markets (such as China). Alongside this we will also:

- Redesign our suite of eight websites and rebuild on the Drupal 9 platform by November 2022.
- Develop and build a robust digital marketing / engagement strategy, which will allow us to engage with new audiences and form more meaningful engagements with pre-existing audiences.
- Promote the official opening of the Clore Learning Centre and new learning offer at the Roman Baths, and the opening of the new World Heritage Centre; this is currently scheduled for Spring 2022.
- Work with colleagues in the Fashion Museum to develop a robust engagement plan for when the museum closes in Autumn 2022 and set expectations re. the closure with current stakeholders. We will also support fundraising activities connected with the Fashion Museum Relocation Project.
- Support the Film Office and Bath Record Office, promoting their offer and activities.
- Promote the relaunch of the Discovery Card across all areas of Bath and North East Somerset;

6.2 Roman Baths Campaigns

We will run the following key campaigns at the Roman Baths in 2022:

- **Spring Family Campaign:** This campaign will focus on a family audience and will run from Easter holidays to the May half term, in order to take in the additional Jubilee Bank Holiday.
- **Easter Lates:** A predominantly digital campaign promoting the late-night opening over the Easter Bank Holiday weekend. This will be targeted towards younger adults aged 25 – 35.

- **Summer Lates:** As with the Easter Late campaign, this will target adults aged 25 – 35. This will be a national campaign and will include London, Cardiff, Bristol, Swindon and Southampton.
- **October Half Term:** Similar to the Spring campaign, this will target families looking for fun days out with the kids, highlighting the family-friendly offer at the site.
- **Christmas:** Though we do not run a full campaign around Christmas, we will target visitors to the Bath Christmas Market within the city; this will be done through partnerships with other attractions within the city, posters and banners within the city and digital marketing.
- **February Half Term:** this will be a digital campaign (in order to ensure maximum agility) focusing on a local and regional family audience.

6.3 Fashion Museum

- **The ‘You Choose’ exhibition campaign** will run from April onwards, with the main marketing push (including out of home advertising, digital promotion etc.) scheduled for the summer to take advantage of visitors spending their summer holidays in Bath. The campaign will also give us the opportunity to connect with audiences the service has found it harder to reach and engage them with the collection ahead of the move to a new location.
- Throughout this campaign we will take opportunities to prepare audiences for the move away from the Assembly Rooms and engagement with the new Museum and Collections Study Centre Project.

6.4 Victoria Art Gallery

- **Mary Fedden in the South West** (*9 July – 16 October 2022*): Targeting Arts Engaged audiences in the South West, this campaign will use of mix of out of home and digital media, and we will also explore partnership opportunities with local organisations such as the RWA in Bristol, with whom Fedden has a connection.
- **Peter Brown** (*22 October 2022 – 15 January 2023*): A digital only campaign will target local and regional audiences from October 2022 to January 2023.
- These two exhibitions have been selected as having the widest appeal, and so will have full campaigns. However, we will also support other exhibitions through local print and digital advertising, as well as the permanent exhibition and family activities.

6.5 Discovery Cards

- In Spring 2022, we will launch a campaign to promote the Discovery Card scheme, looking to expand the uptake of the offer in the B&NES area, especially amongst audiences that we currently see low uptake from.

6.6 Bath Record Office and Film Office

- Bath in Time – We will promote the launch of the new Bath in Time website in February 2022 and promote the improved offer.
- We will launch new websites for the Bath Record Office and Bath Film Office.
- We will continue to support the Bath Record Office and Film Office throughout the year with PR activity and social media support.

6.7 Events and Private Hire Marketing

The strategy to achieving Bath's Historic Venues' objectives will be to continue targeting the wedding market as this has proved the lowest risk event type in current conditions and has generated income consistently throughout the pandemic.

- The Roman Baths and Bath brands are strong, and the Roman Baths and Pump Room venue has continued to be popular for weddings. Bath's Historic Venues can build on this and promote its excellent customer experience and quality brand to attract wedding couples from locations within 2 hours of Bath.
- The Victoria Art Gallery has capacity and potential for increased turnover. With the loss of the Assembly Rooms in 2022, marketing resource (time and budget) will be transferred to the gallery.
- Targeting corporates will be reintroduced, subject to sentiment and government restrictions, working in partnership with local hotels and Visit Bristol & Bath.

There will be continued focus on digital promotion, which produced excellent results in 2021, and resource dedicated to the development of an effective Digital Strategy.

7. Risk.

The risk inherent in the Service's business activities has been highlighted in stark fashion throughout the coronavirus pandemic. By extension, it has exposed the risk that the Council bears as the surplus generated by Heritage Services helps fund other key service delivery.

Within the Council's General Reserves via the Robustness of Estimates calculation, a risk of £2.5m was recognised in 2020/21. This was assessed as medium risk; the Plan recommends that this risk provision is maintained. It is not possible to know what level of operational restrictions will be required during 2022/23, but an enduring need to limit capacity would restrict revenue generation. The impacts of both Coronavirus and Brexit on international tourism is uncertain and could impact recovery rate and revenue.

The Plan assumes that there will be ongoing impacts as a result of the Coronavirus pandemic. It assumes that they will largely relate to the supply of visitors rather than ongoing restrictions to capacity and that during 2022/23 the operational restrictions to keep visitors, staff and residents safe will be relaxed. It is however cautious about the rate of recovery, particularly for international visitors.

The Plan assumes that there will be no new adverse impact caused by security, economic or environmental events, but it should be noted that terrorism continues to pose a risk. The proposed city centre counter-terrorism measures are designed to reduce the risk of such an event.

There are inherent risks to the closure and re-launch of the Fashion Museum. There is currently no secured funding to support this project beyond that granted for feasibility work on the Collections Study Centre. An inability to create and execute a robust fundraising strategy will elongate and potentially halt the move to deliver new homes for the collection and museum. This will increase revenue pressure on the service to support temporary storage of the collection and increase the reputational risk for both the service and council.

Beyond 22/23 potential risks will include increased investment pressure related to achieving net zero by 2030 in-line with council objectives, increased maintenance and life-cycle costs on ageing capital infrastructure.

Appendix 1: Financial summary.

Business Plan Summary												
	Prior Year Actuals		Current Year (2021/22)		2022/23 Financial Year				Plan Years			
	2019/20 £'000	2020/21 £'000	Budget £'000	Forecast £'000	Business Plan £'000	Budget £'000	Var' to 21/22 Plan £'000 %		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Admissions	(17,798)	(2,503)	(12,598)	(8,646)	(15,717)	(14,573)	1,144	7%	(17,055)	(19,598)	(21,552)	(22,633)
Retail Sales	(2,399)	(238)	(1,508)	(1,164)	(1,928)	(1,657)	271	14%	(1,776)	(2,060)	(2,251)	(2,348)
Room Hire	(594)	(44)	(299)	(423)	(305)	(525)	(220)	(72%)	(296)	(301)	(308)	(314)
Catering	(684)	(45)	(386)	(318)	(394)	(373)	21	5%	(350)	(360)	(371)	(382)
Other Income	(218)	(11)	(130)	(273)	(202)	(224)	(22)	(11%)	(206)	(180)	(195)	(196)
Grants/Contributions	(144)	(12,668)	(1,756)	(3,797)	(98)	(97)	1	1%	(29)	(29)	(29)	(29)
Total Income	(21,838)	(15,509)	(16,676)	(14,621)	(18,644)	(17,449)	1,195	6%	(19,711)	(22,528)	(24,705)	(25,902)
Employee Costs	4,959	4,524	4,970	4,826	5,233	5,293	60	1%	5,186	5,341	5,501	5,664
Premises Costs	1,371	1,261	1,369	1,367	1,527	1,411	(116)	(8%)	1,538	1,611	1,690	1,773
Transport Costs	34	19	31	26	31	28	(3)	(9%)	29	29	29	29
Supplies & Services	3,185	1,116	2,437	2,142	2,908	2,489	(418)	(14%)	2,735	2,916	3,046	3,126
Other Costs	1	1	1	1	1	1	(0)	(2%)	1	1	1	1
Maintenance	533	326	580	523	1,087	597	(490)	(45%)	1,404	668	685	696
Investment	553	396	379	379	835	474	(361)	(43%)	810	770	750	790
Total Expenditure	10,636	7,643	9,767	9,264	11,622	10,294	(1,328)	(11%)	11,703	11,335	11,702	12,080
Internal Income	(2,891)	(2,539)	(2,887)	(2,864)	(3,110)	(3,322)	(212)	(7%)	(3,404)	(3,480)	(3,555)	(3,632)
Recharge codes	4,481	4,265	4,349	4,326	4,589	4,915	325	7%	4,998	5,073	5,148	5,225
Internal Recharges	1,589	1,725	1,462	1,463	1,480	1,593	113	8%	1,593	1,593	1,593	1,593
(Surplus) / Deficit	(9,612)	(6,141)	(5,447)	(3,894)	(5,541)	(5,561)	(20)	(0%)	(6,415)	(9,600)	(11,410)	(12,229)

Figure 5: Heritage Services Business Plan financial summary.

Appendix 2: Roman Baths Awards 2008-2021

Roman Baths Awards 2008 – 2021

2021	The National Autistic Society (national) Autism-Friendly Award – WINNER Visit England Quality Food and Drink Award (national) Quality Food and Drink – WINNER
2020	Visit England Tourism Excellence Awards (national) Large Visitor Attraction of the Year – SILVER International Tourism - SILVER South West Tourism Excellence Awards International Welcome – GOLD Large Visitor Attraction of the Year – GOLD Access & Inclusion – GOLD
2019	Bristol, Bath & Somerset Tourism Excellence Awards Large Visitor Attraction of the Year – GOLD International / Inbound Visitor Experience – GOLD Business Tourism Venue – GOLD South West Tourism Excellence Awards International Visitor Experience – GOLD Large Visitor Attraction – GOLD Business Tourism Venue – SILVER
2018	Visit England Tourism Excellence Awards (national) Inclusive Tourism – GOLD Inbound Tourism – SILVER South West Tourism Excellence Awards Best International Visitor Experience – GOLD Access & Inclusivity – GOLD Business Tourism Venue – BRONZE The National Autistic Society (national) Autism-Friendly Award – WINNER 2018 CIE Tours Ireland (international) Best Heritage Site in UK – GOLD
2017	Bristol, Bath & Somerset Tourism Excellence Awards Best International Visitor Experience – GOLD Access & Inclusivity – GOLD Large Visitor Attraction of the Year – BRONZE Visit England Tourism Excellence Awards (national) Large Visitor Attraction of the Year – RUNNER UP UK Wedding Awards (national) Best Historic Venue – GOLD South West Tourism Excellence Awards Large Visitor Attraction of the Year – GOLD Best International Visitor Experience – SILVER

2016	Bristol, Bath & Somerset Tourism Excellence Awards Best International Visitor Experience – GOLD Large Visitor Attraction of the Year – GOLD Visit England Tourism Excellence Awards (national) Access for All – SILVER South West Tourism Excellence Awards Access & Inclusivity – GOLD Overall – WINNER OF WINNERS The National Autistic Society (national) Autism-Friendly Award – WINNER
2015	Visit England Tourism Excellence Awards (national) Large Visitor Attraction of the Year – HIGHLY COMMENDED CIE Tours Ireland (international) Award of Excellence – SILVER South West Tourism Excellence Awards Large Visitor Attraction of the Year – GOLD
2014	CIE Tours Ireland (international) Award of Excellence – SILVER
2013	Visit England Tourism Excellence Awards (national) Large Visitor Attraction of the Year – SILVER CIE Tours Ireland (international) Award of Excellence – SILVER South West Tourism Excellence Awards Large Visitor Attraction of the Year – GOLD
2012	European Museum of the Year Awards (international) FINALIST CIE Tours Ireland (international) Award of Excellence – SILVER South West Tourism Excellence Awards Access for All – HIGHLY COMMENDED
2011	The Art Fund Museum Prize (national) Museum of the Year – FINALIST Royal Institute of Chartered Surveyors Awards (South West) Community Benefit award – WINNER Meeting & Incentive Travel Industry Awards (national) Access Excellence – BRONZE
2010	Museums & Heritage Awards for Excellence (national) Classic Award for continuous improvement – WINNER China Outbound Travel and Tourism Market (international) China Welcoming Tourists Marketing award – SILVER Able Radio (national) Online radio station for the special needs community – GOLD
2009	Learning Outside The Classroom (national) H.M. Government's quality badge Sandford Award for Heritage Education (national) Awarded by the Heritage Education Trust
2008	National Training Awards Best Medium-Sized South West Business – WINNER

Appendix 3: The business unit.

The Council established Heritage Services as an internal business unit in 2005. It approved bespoke financial arrangements to give the Service the same freedoms and agility enjoyed by its ALVA peers, to plan and to implement investment, pricing and marketing decisions and, in return, to deliver an agreed surplus for the Council.

Heritage Services is unique amongst UK local authorities in operating at no cost to the local taxpayer. The Service's operating model has attracted the interest of other local authorities, independent visitor attractions and foreign governments' agencies.

Within the Council, the Service is unique in self-funding all cost increases, including increases in wages, employer on-costs and other fixed costs such as business rates.

Through its rolling 5-year business plan, the Service maximises the commercial opportunities offered by the Council's world class heritage assets. Using planned re-investment of a proportion of its earned income, the Service conserves and develops these assets, maintains and extends the audiences who enjoy them and protects and enhances the income streams earned through them.

Performance, business planning and investment strategy are reviewed by the Heritage Services Advisory Board of external specialists in governance, museums and visitor attractions, who advise Cabinet Members and the Scrutiny Panel Chair on the soundness of the Service's business plan.

Appendix 4: Long-term performance (2011-2021).

Sustained investment in the quality of interpretation, the standard of presentation and in staff training has enhanced the quality of the Roman Baths' visitor experience. This approach has resulted in excellent visitor feedback, commercial success and regional and national awards; a summary of these awards can be found as an attachment to the Plan.

The graph in Figure 2 below shows that, prior to the COVID pandemic, Roman Baths' visitor numbers had grown steadily. The dip in 2012 was caused by the London Olympics and the faster growth in 2017 as a result of terror attacks elsewhere in the UK, which saw a noticeable increase in visitors to Bath.

In January 2020, just before COVID impacts started to be felt, the Roman Baths reached its highest rolling 12 month visitor figures. This figure fell by 88% over the following 15 months and the rolling 12 month figures have 'recovered' to 24% of the Jan 2020 figure.

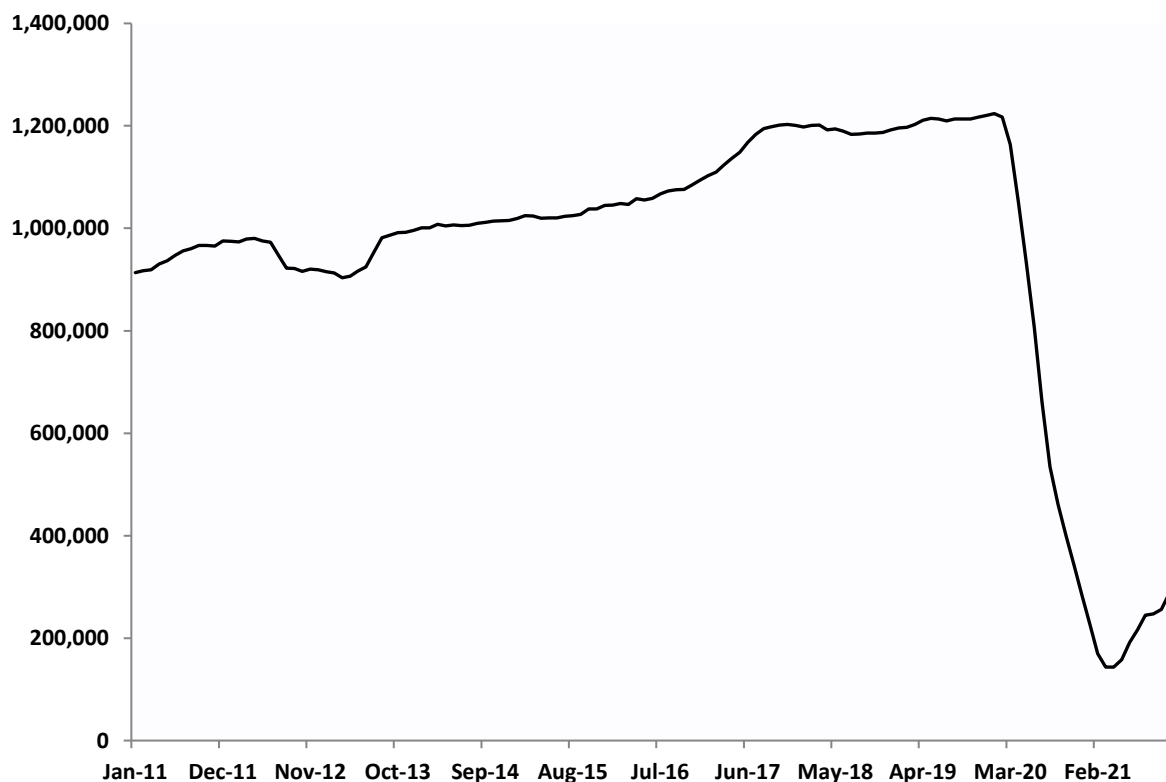


Figure 6. Roman Baths' rolling 12-month visitor total. The impact of COVID-19 is clearly shown