



Heritage Services Strategy, Fashion Museum and Discovery Cards

Monday September 19th 2022

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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- The Service's governance and staff engagement practices are out-of-date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

Overall Outcomes

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

Fashion Museum
Bath



Bath & North East
Somerset Council

Improving People's Lives

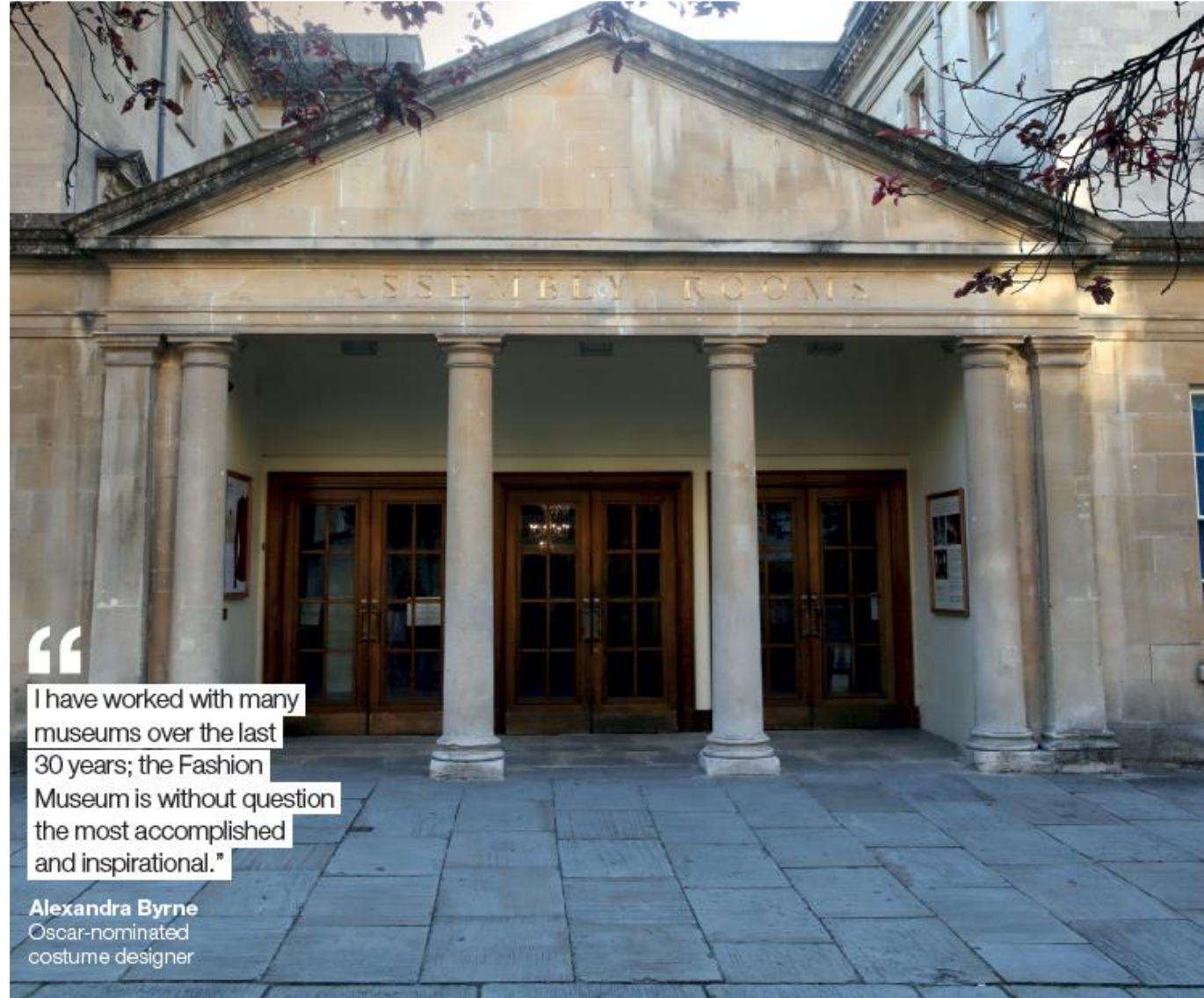
A NATIONAL TREASURE

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



“

I have worked with many museums over the last 30 years; the Fashion Museum is without question the most accomplished and inspirational.”

Alexandra Byrne
Oscar-nominated
costume designer

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**

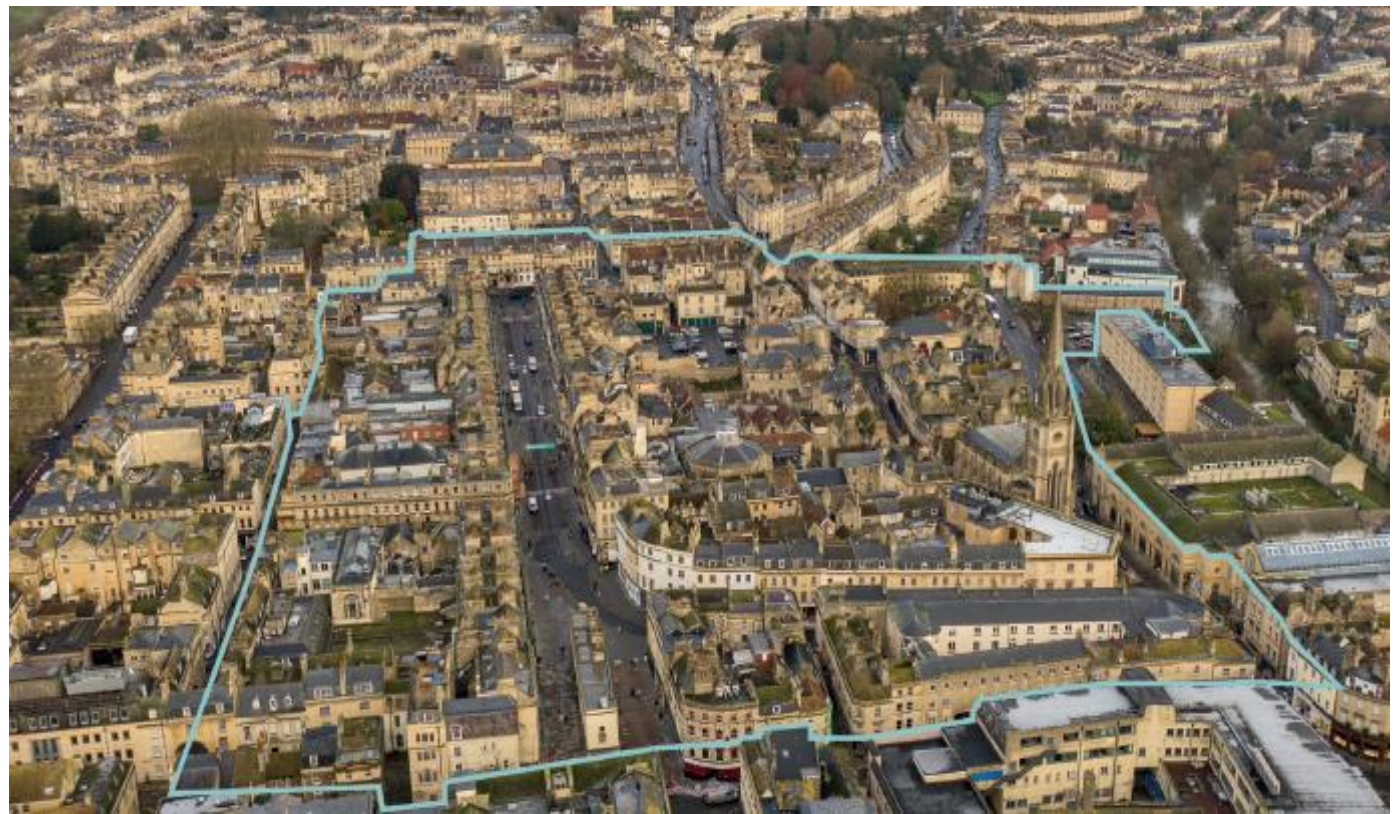


The Situation:

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.

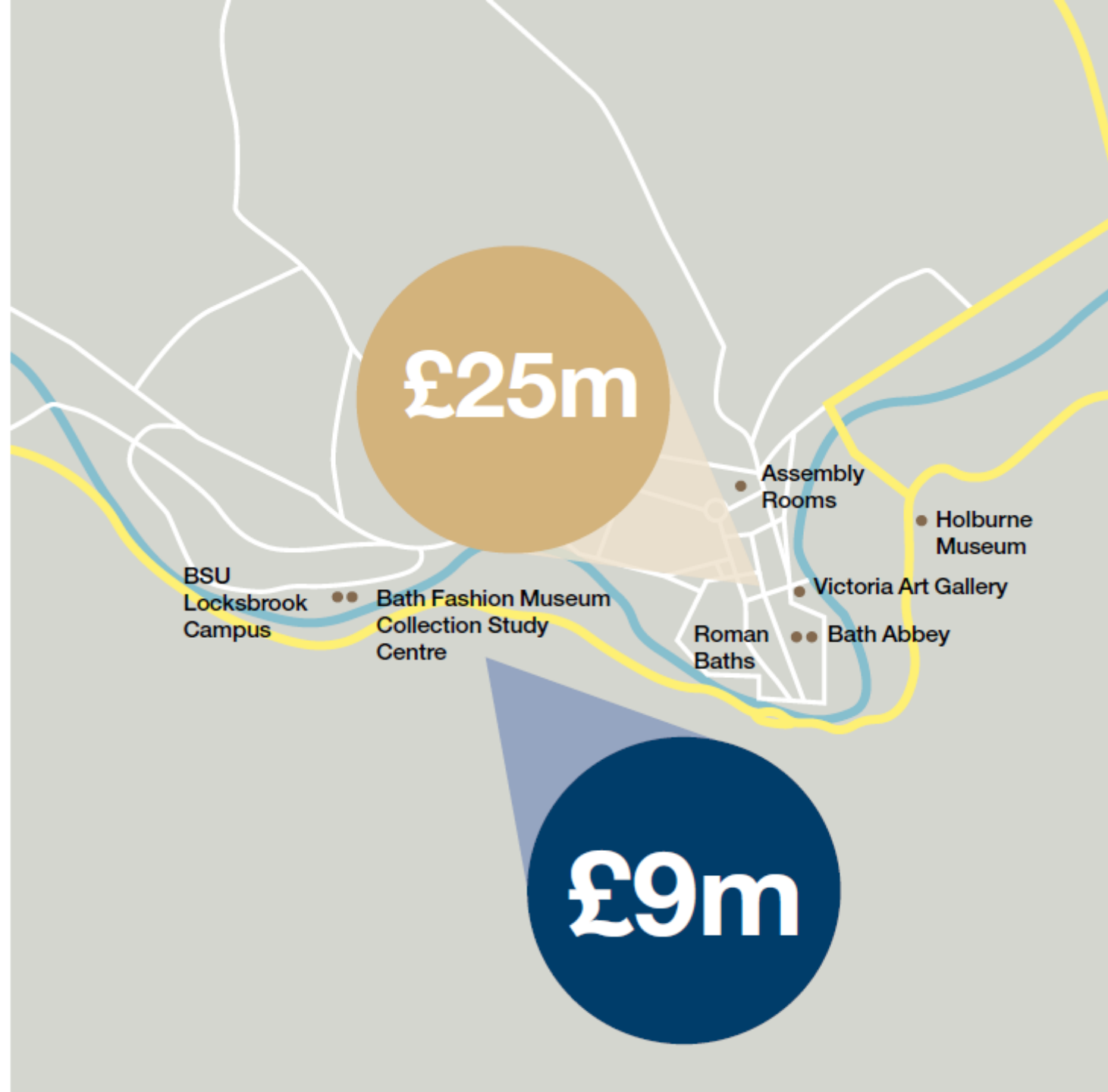
We will establish a **purpose built home** for the collection

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



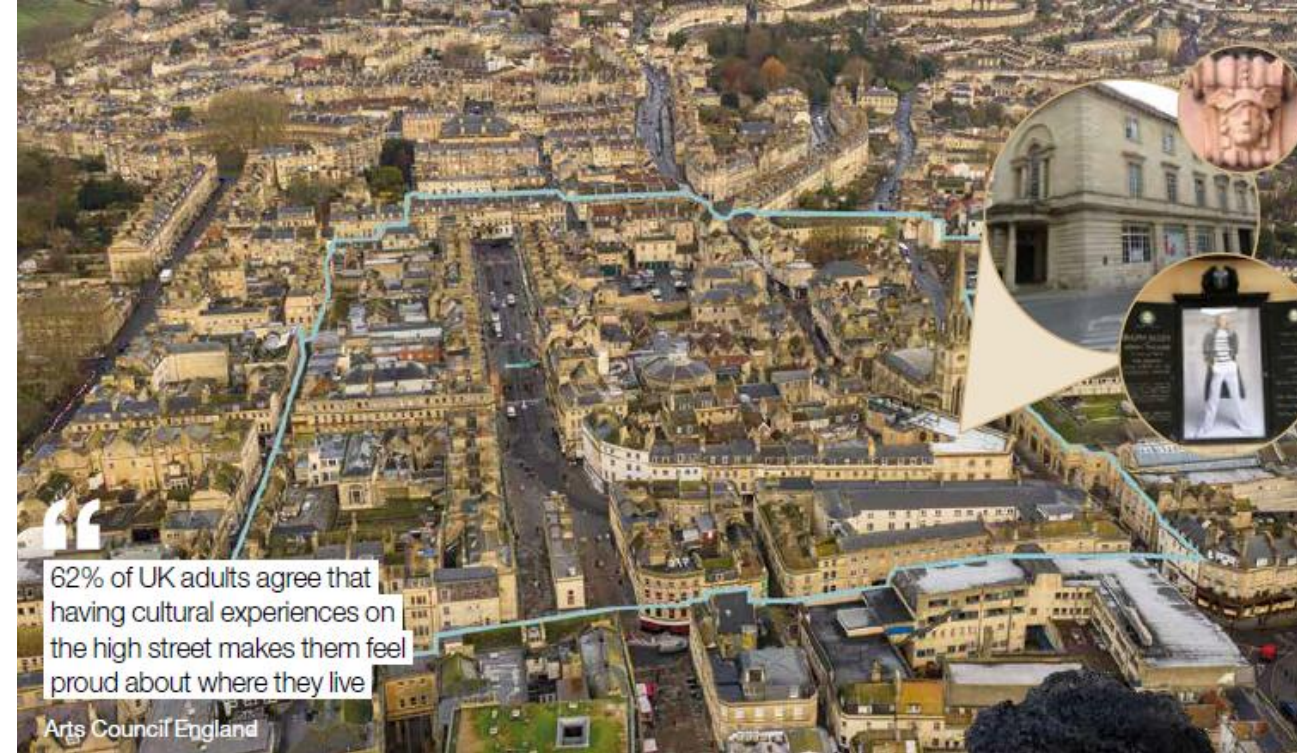
FASHION COLLECTION ARCHIVE

- 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



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



“

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

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*

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.

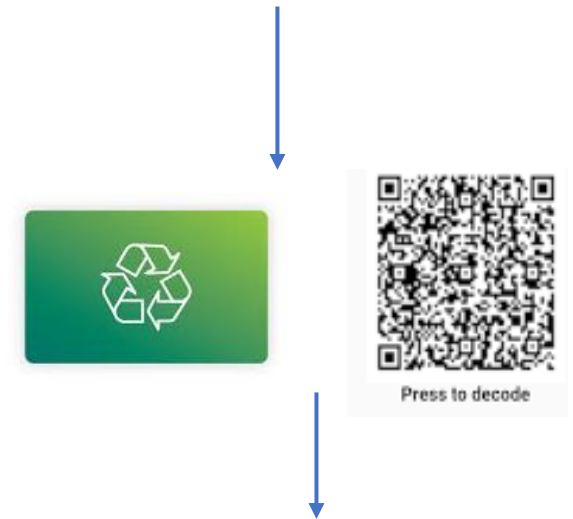
Residents can choose from two sustainable card options

- 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

- 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'

