



# Heritage Services

Strategy  
2022-2027



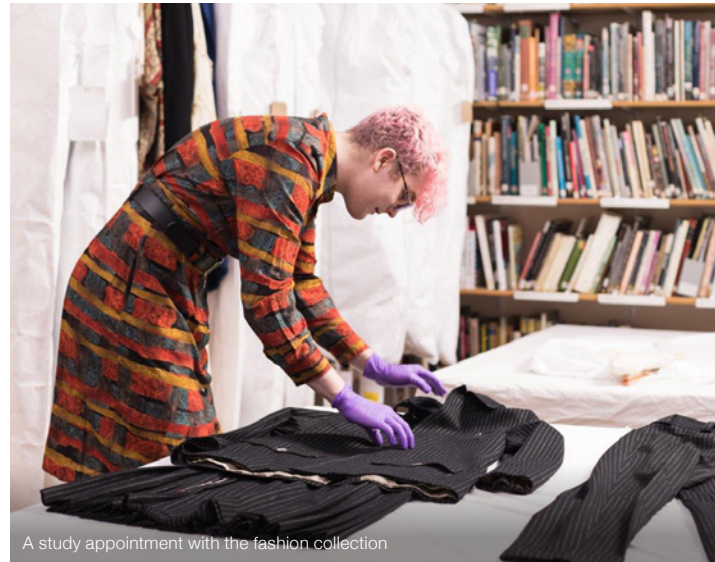
Bath & North East  
Somerset Council

Improving People's Lives

## Who we are

**Heritage Services is an essential part of Bath & North East Somerset Council; responsible for stewarding the public facing heritage assets in the council's care.**

The council established Heritage Services as an independent business unit in 2005 allowing the service greater financial freedom and agility delivering, in return, 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 is singular, within the council, in self-funding all cost increases. Instead, the service provides reductions in council tax to residents and helps fund the council's delivery of cardinal services, such as social care, schools, and housing.



# 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:

**1.**

Return the service to its pre-Covid profitability

**2.**

Move the Fashion Museum

**3.**

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



A study appointment with the fashion collection



Prosthetics, trainers and blades worn by Harmonie-Rose Allen  
ca. 2017–2019 Bath Fashion Museum



Dress of the  
Year 2021

# Mission: Corporate link

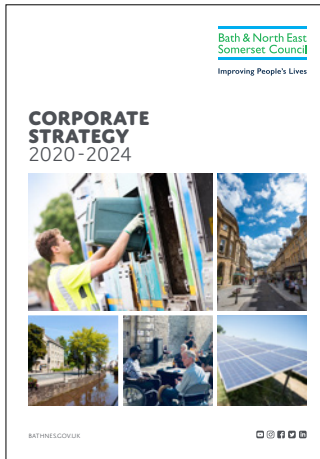
We **improve people's lives** directly through the experiences and opportunities we offer and indirectly via the surplus we return for use by the council



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



# Culture

This is how we do things in Heritage Services. It is everyone's responsibility to live these values when they work for us:

## Bold



- ▶ We'll do whatever it takes to make sure people love their interactions with our sites and collections
- ▶ We set aspirational goals, try new things, embrace change and learn from our mistakes
- ▶ We look outwards to help us continuously improve what we do
- ▶ We use data and research to help us set the right outcomes, make the right decisions and understand how things have gone

## Empowered



- ▶ When someone performs well we recognise this and celebrate it
- ▶ Everyone knows what is expected of them and what good looks like so they can take the initiative and get things done
- ▶ Everyone understands our audiences and how to give them what they need
- ▶ Everyone is focussed on their personal development and, if they have them, of their staff too

## Supportive



- ▶ We care about each other and want to make sure we are enjoying ourselves at work
- ▶ We can make sure everyone has what they need to get the job done – including the right equipment and enough time
- ▶ We work collaboratively across the service, council and with external stakeholders

## Transparent



- ▶ We all know what the plan is, why we are doing it and make an effort so everyone knows what is happening
- ▶ We listen to our supporters and work with them to improve how we do things
- ▶ We listen to our colleagues and actively encourage constructive criticism from any person in the service to contribute to our continuous improvement
- ▶ We learn lessons, make sure we embed best practice and don't repeat our mistakes

# Strategic Priorities

1.

To provide maximum access to our buildings, monuments and collections to as wide an audience as possible to facilitate learning, understanding and emotional connection

2.

To be a supporter focussed organisation

3.

Maximise income

4.

To operate efficiently and effectively as an organisation

5.

To bring benefit to Bath, the South West and the UK

6.

To act as an environmentally sustainable and responsible organisation in everything we do



The Bath World Heritage Centre

Cover (clockwise from top left): The Roman Baths by torchlight, The Fashion Museum Collection, Bath Record Office and The Victoria Art Gallery.