

# Bath & North East Somerset Council

MEETING/ DECISION MAKER:	<b>Cabinet</b>	
MEETING/ DECISION DATE:	<b>9<sup>th</sup> March 2023</b>	EXECUTIVE FORWARD PLAN REFERENCE:
		<b>E 3346</b>
TITLE:	<b>Heritage Services Business Plan 2023 - 2028</b>	
WARD:	All	
<b>AN OPEN PUBLIC ITEM</b>		
<b>List of attachments to this report:</b> Heritage Services Business Plan 2023 - 2028		

## 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 2023/28 that consists of £21M of external income and £12.8M of expenditure. With internal re-charges and income this results in a profit of £8.2m.

## 2 RECOMMENDATION

**The Cabinet is asked to;**

2.1 Approve the Heritage Services Business Plan

## 3 THE REPORT

3.1 The Business Plan is included as an appendix to this report along with a copy of the Heritage Services Strategy.

## **STATUTORY CONSIDERATIONS**

3.2 N/A

### **4 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)**

4.1 The Plan 23/28 plan is deliverable within current resource limits. The outer years of the plan will be reviewed year on year to assess any foreseeable resource implication.

### **5 RISK MANAGEMENT**

5.1 A risk assessment related to the issue and recommendations has been undertaken, in compliance with the Council's decision making risk management guidance.

### **6 EQUALITIES**

6.1 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 23/24 with a clear action plan established to move forward in this area.

### **7 CLIMATE CHANGE**

7.1 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.
- 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 23/24. 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.

### **8 OTHER OPTIONS CONSIDERED**

8.1 N/A

## 9 CONSULTATION

9.1 The Business Plan has been reviewed and approved at both the Council's Senior Leadership Team and Informal Cabinet.

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<b>Background papers</b>	N/A
<b>Please contact the report author if you need to access this report in an alternative format</b>	