

Bath & North East Somerset Council

MEETING/ DECISION MAKER:	Cabinet	
MEETING DATE:	7th March 2024	EXECUTIVE FORWARD PLAN REFERENCE:
		E 3502
TITLE:	Heritage Services Business Plan 24-29	
WARD:	All	
AN OPEN PUBLIC ITEM		
List of attachments to this report: Appendix 1 - Heritage Services Business Plan Appendix 2 - Heritage Services Business Plan Risk Register		

1 THE ISSUE

- 1.1 This is the update of the Heritage Services Business Plan 2024-2029. It covers the five financial years from 2024/25 to 2028/2029 and has been prepared following the annual in-depth review of business activity. The revised Plan includes an analysis of the risk involved.

2 RECOMMENDATION

The Cabinet is asked to;

- 2.1 Approve the Heritage Services Business Plan 2024 - 2029

3 THE REPORT

The report introduces the Heritage Services business plan going to Informal Cabinet on 20th February 2024 and Cabinet on the 7th March 2024.

This is the annual revision of the Heritage Services Business Plan (the Plan). This revision of the Plan sets out the Services' Vision and Mission as it recovers from the impacts of the COVID-19 pandemic, responds to the changing economic situation and its impact on the Council's visitor businesses.

Heritage Services expects to deliver a financial surplus in 2024/25 of £12.2 million. This will exceed pre-pandemic income and profit although visitors will still not have returned to 2019 levels.

The Service will use the carbon baseline work undertaken during 2023 to inform its ongoing response to the climate and ecological emergency. The actions required to achieve net zero by 2030 will be set out and costed during 2024.

The Service will commence design work for the new Fashion Museum within the Milsom Quarter and continue to develop plans for the creation of a Fashion Collection Archive in Locksbrook, in partnership with Bath Spa University. Following repairs to the Victoria Art Gallery roof it will reopen the Upper Gallery, providing free access to the Council's art collection along with the creation of a new, community engagement space in the Gallery footprint.

The Service is committed to ongoing investments to safeguard and preserve the Council's heritage assets, to elevate the visitor experience and optimise commercial performance. and developing the skills of its staff to effectively achieve the outcomes outlined in the Plan.

In 2024, at the request of the Director of Sustainable Communities, the Service will review its relationship with the Council as set-out in the original Cabinet Decision in 2004 that established the Service as an Independent Business Unit. This will consider the role of the Heritage Advisory Board in providing external quality assurance as part of the yearly budget setting process. This may require a revision to the original Cabinet paper from 2004.

A provisional capital budget of £17.5m was added to the capital programme for the financial years 2024/25 to 2028/29 for Fashion Museum Renovation. The next key milestones for the project are to achieve RIBA stages 2 (concept design) and 3 (spatial co-ordination) which will link to submission of planning documents. The Business plan refers to the plan to fully approve an agreed amount of capital budget in 2024/25 to progress the project beyond the early-stage work currently being charged to the revenue budget. This approval of capital budget will be timed for when we have greater certainty on cost estimates. All decisions to proceed with the project will be managed via the B&NES Gateway process and the approval processes for the provisional and approved capital programme budgets.

Whilst not a main theme of the Business Plan the Service will also be working to create a corporate approach to Culture for B&NES. This will include:

- An audit of current cultural activity delivered by Council staff including Heritage Services, Libraries, Regeneration and Green Infrastructure
- An audit of cultural infrastructure in B&NES – both venues/attraction and groups/organisations
- An integration of Council cultural activity (with a focus on Heritage Services Community Engagement work) into the nascent delivery of the Joint Health and Wellbeing Strategy
- An inclusion of principles relating to Culture in key Corporate strategies including the Local Plan, Transport Action Plan, Skills Plan and any other planning deriving from the Economic Strategy

This work will inform a public facing, corporate approach to Culture in the Authority with the aim to:

- Ensure Council cultural activity is as targeted as possible to deliver on the Corporate Strategy and other key strategic plans

- Understand and explain how and why the Council will support culture in B&NES
- Demonstrate to funders that the Local Authority is committed in a meaningful way to culture (thereby encouraging funding in Council and 3rd party cultural activities)
- Allow the Council to actively support a vibrant cultural sector in the Authority
- Be responsive and complementary to the regional cultural picture as denoted by the WECA Cultural Compact

4 STATUTORY CONSIDERATIONS

4.1 N/A

5 RESOURCE IMPLICATIONS (FINANCE, PROPERTY, PEOPLE)

5.1 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.

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 The plans for the Service to make meaningful progress to be more Equitable, Diverse and Inclusive are included in the Plan.

8 CLIMATE CHANGE

8.1 The plans for the Service to make meaningful progress towards net 0 are included in the Business Plan

9 OTHER OPTIONS CONSIDERED

9.1 N/A

10 CONSULTATION

10.1 The Business Plan has been reviewed and approved at both the Council's Corporate Management Team and Informal Cabinet

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Background papers	Heritage Services Strategy Heritage Services Annual Report Heritage Services Business Plan 23-28
Please contact the report author if you need to access this report in an alternative format	