



# Roman Baths

Forward Plan  
2023-26

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Bath & North East  
Somerset Council

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Improving People's Lives

# **The Roman Baths Forward Plan 2023-26**

**Name of museum:** The Roman Baths

**Name of governing body:** Bath and North East Somerset Council

**Date on which the policy was approved by governing body:**

**Date at which this policy is due for review:** 3 years from date above

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# 1. Statement of Purpose

The Roman Baths is here to enrich people's lives by preserving, developing and making accessible the ancient monument, historic building and Designated collection held in trust by the Council. It also contributes positively to cultural life, learning and the local and regional economy by making available a nationally significant resource to a very wide range of audiences in an inspiring and sustainable way.

# 2. Introduction

The Roman Baths (Museum and monument) is owned and operated by Bath and North East Somerset Council which is a small to medium sized unitary authority. The Council's power to operate the museum derives from the Public Libraries and Museums Act 1964.

It is managed as part of the Council's Heritage Services, together with the Fashion Museum and The Victoria Art Gallery which are also Accredited Museums and the Bath Record Office which is an Accredited Archive Service. The Service also includes:

- The Council's World Heritage Management Office
- Listed buildings, notably the Pump Room, Assembly Rooms, No. 4 The Circus
- The Clore Learning Centre
- The World Heritage Centre
- Collections Stores in Culverhay and Lansdown

The Roman Baths Foundation, a registered Charity (Reg No.1163044) set up in 2015, supports the Roman Baths by raising funds for education, research and conservation projects.

This document sets out the future direction for the Roman Baths. It is site-specific and supplements other documents that are Service wide in their remit, including the existing Heritage Services Business Plan (2022 – 27). The Roman Baths has seen significant development in past years as the Council has invested to deliver better conservation of buildings and collections, improved access, better interpretation and improvements in earned income.

This has resulted in improved feedback from visitors and an increase in visitor numbers. However, the service is now in recovery from the impact of COVID-19 and the subsequent disruption to the Roman Baths development and operations seen in the last two years.

Preparing this document has presented us with the opportunity to reflect on this process and create a new vision for the Roman Baths.

The Plan is for a period of three years which will incorporate the next Accreditation Review round in June 2024.

### 3. Review of the Previous Plan

The most recent Forward Plan for the Roman Baths expired in March 2021. During the life of that plan the COVID-19 pandemic prevented the team from achieving the actions presented. Work was only able to resume following the re-opening of the Roman Baths on 17<sup>th</sup> May 2021.

In 2021 the Head of Heritage Services, Stephen Bird, retired which led to the appointment of Rob Campbell to that position. This was followed by the retirement of the Roman Baths and Pump Room Manager, Stephen Clews, and the subsequent appointment of Amanda Hart to that post.

The combination of an unprecedented global pandemic and a change in senior leadership has led to a re-evaluation of the future direction of Heritage Services and the Roman Baths.

Despite the disruption during the previous plan the Roman Baths were successful in receiving a number of awards (see Appendix 1).

## 4. Development of this Plan

This plan was developed by the Roman Baths Team who are responsible for coordinating and applying for the Museum Accreditation standard in consultation with stakeholders, users and non-users of the Roman Baths by evaluation and feedback alongside dedicated surveys.

The Plan will be submitted for approval to the Leader of the Council for sign-off in April 2023.

## 5. Monitoring this Plan

Progress towards the actions identified in this plan will be monitored on an ongoing basis at team meetings with an annual report being prepared for the Head of Heritage Services in April each year. Milestones will be set for each of the objectives to assist with progress monitoring. A full review of the Plan will be undertaken at the end of March 2026 and a successor plan brought forward for approval by the Council. Implementation of this Plan will be the responsibility of the Roman Baths & Pump Room Manager overseen and approved by the Head of Heritage Services.

## 6. Current Situation

The Roman Baths is still recovering from the Covid-19 pandemic as we seek to improve the yield per visitor and diversify income streams to mitigate against any downturn in the domestic and in bound tourism market.

During 2022 the Collections, Commercial Services, Operations and Visitor Experience teams have been actively recruiting and have been finding the jobs market particularly challenging. This has meant we have been operating on reduced staffing numbers, which has impacted on workloads and staff morale.

audience research has been undertaken to produce an Audience Development Plan which will inform the Community Engagement Plan to ensure the Roman Baths and its collections are accessible to a wide range of audiences going forwards.

## 6.1 Organisation Structure

The work of the Service is governed by a Business Plan as well as site-specific Forward Plans. Heritage Services is part of the Sustainable Communities Directorate of the Council (see Appendix 2).

Heritage Services' vision is to: learn from the past, understand the present and shape the future. This underpins the Service's Strategy that was produced in 2022.

## 6.2 Public Opening

The Roman Baths is open every day except 25 and 26 December. Opening hours vary seasonally and are currently as follows:

November to February: 10.00 – 18.00

March to May: 9.30 – 18.00

June to mid- July & September to October: 9.00 – 18.00

Mid July to end of August: 9.00 – 22.00

This is supplemented by occasional public late openings for special events such as Museums at Night and Science Week.

## 6.3 Staffing

The Roman Baths has 60.7 FTE staff most of whom are employed in front-of-house and operational support roles. Three staff have curatorial responsibilities, and a learning service is provided on a cross-service basis by a Learning & Participation Manager and a team of Learning Workshop Leaders. A fixed-term Community Engagement Officer was appointed as part of the Archway Project which will become a permanent position in April 2023. Marketing, retail, business support, facilities management, catering and hospitality services are also provided on a cross-service basis. There is one person providing administrative support (see Appendix 2). Catering, security

and costumed interpretation services are provided through contracted suppliers. The Council provides internal HR and IT support through corporate centralised services. The Roman Baths is also able to draw on centrally provided Council services for property management and project delivery on an 'as and when required' basis and has access to central financial support services that provide insurance, VAT and financial planning advice.

Roman Baths staff are assisted by volunteers working mainly with collections and at public events in support roles for learning and curatorial staff. We are looking to re-establish connections with our volunteers in 2023 as collections work resumes following COVID-19.

Opportunities for local young people in formal school education are provided through work experience placements. Work experience opportunities for students in higher education through established arrangements with some universities providing museum and heritage related courses at graduate and post-graduate level (currently Leicester, Bournemouth, Bradford and Bath Spa) are also provided. From time-to-time other opportunities arise, for instance, the Roman Society has an established bursary that provides a sponsored placement.

## 6.4 Audiences

The Roman Baths collects information about its visitors from ticket sales information and through visitor research. It also collects thousands of visitors comments each year which are analysed to see what issues are important to visitors. Research provides segmented information on that audience including profiles relating to some of the 8 protected characteristics in the Equalities Act 2010, such as age, gender, and ethnicity. From time to time some information is also gleaned through non-visitor research carried out through the Council's Voicebox scheme.

In the last full year of operation pre-COVID the Roman Baths saw just over 1,200,000 visitors, in 21/22 it was 435,000 (see Appendix 4 for a breakdown of visitors). Visitors comprise adults 65%, seniors 6%, students 11%, families 14% and children 4%. The number of visitors returning is increasing, however, we are currently receiving about 80% of our previous capacity following COVID-19, probably because of a slower return from international visitors.



Each year the marketing team creates a marketing plan for the year ahead which analyses all the visitor research and sets out a strategy for marketing to target audiences. The following target markets were identified as growth audiences for the Roman Baths:

- Residents of Bath and North East Somerset, encouraging them to visit with friends and family, and to become advocates of the Roman Baths and our conservation work
- International tourists: inbound tourism is unlikely to return to 2019 levels until 2025/6, however, we are already seeing a strong return of the North American market and an increasing desire to travel in markets such as India and Australia and sort-haul Ireland, France, Italy, Spain. We will look to maximise visits from these markets as they return, working with the group travel market but also the growing FIT market
- Families with children under the age of 11; we will ensure that we target both parents and grandparents as part of our marketing strategy. As the cost-of-living impacts on spending abilities, there is a market in the ABC1 seniors who are more likely to be minimally impacted by rising costs that will be a key priority for us
- Couples travelling by themselves (both pre-children and empty nesters), will form the focus of our off-peak marketing campaigns.

These target audiences are aligned to different marketing campaigns each with their own campaign creative and media plan.

Approximately 75% of visitors speak English. Foreign language interpretation is provided through a further 11 languages on an audio guide and 32 other languages in the form of a free leaflet.

The concession of free admission for residents of Bath and North East Somerset with Discovery Cards ensures that they are not prevented from accessing their local heritage by price. In Spring 2022, a campaign to promote the Discovery Card scheme launched, looking to expand the uptake of the offer in the B&NES area, especially amongst audiences that we currently see low uptake from.

Facilitated learning groups and self-guided learning groups visit the RB. This has included groups learning English as an additional language. The Archway Project, a major development project delivering a new Clore Learning Centre and Investigation Zone for the Roman Baths with support from the Heritage Lottery Fund and Clore Duffield Foundation, opened in June 2022. These state of the art facilities offer a unique learning experience for school groups and should translate to an increase in the take up of school visits to the Roman Baths. Community groups are also a target audience for activities in the new facilities.

## 6.5 Tourism

The Roman Baths is a significant component in the local tourism industry and has by far the largest number of visitors of any museum or visitor attraction in the area.

Prior to COVID-19 it attracted a large number of overseas visitors – approximately 40% - which included both long haul and European markets. As the tourism industry begins to recover from the impact of the COVID-19 pandemic, we are seeing a rising demand for tickets, in particular from the long haul markets including the US.

The majority of visitors are day visitors to Bath and many visitors – around 33% - arrive by coach.

Good relations are maintained with the local tourism industry through Visit West, familiarisation visits, and through attending tourism events throughout the year where we meet with representatives from the tour operators and tourism industry.

The Roman Baths will continue to support the local tourism objective to increase out-of-season visits and encourage longer visits to the city that further benefit the local economy; this will be achieved by continuing to market in low season months and by working with tour operators to create packages that will encourage people to increase the length of their stay in the city.

## 6.6 Access

In recent years the Roman Baths has carried out a large number of accessibility improvements affecting both physical and intellectual access. This has been recognised through awards at national level, most notably the Gold Award for Inclusive Tourism from VisitEngland, which is the highest level of recognition possible within the sector.

The Roman Baths occasionally hold open evenings for visitors that benefit from a quieter experience. These have included late night opening “Evening Explorers” for people with Dementia, Autism and those in recovery from a stroke, and their families.

## 6.7 Environmental Sustainability

In 2022 the Energy Capture Scheme was completed at the Roman Baths. This innovative scheme uses heat from the thermal spring water to heat the new Clore Learning Centre buildings.

In response to the Climate Emergency, one of the Service’s key priorities currently is 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 to assist the Council in reaching Net Zero by 2030. The contribution the Roman Baths can make includes, but is not limited to, the following:

- Using heat from the Hot Spring to help heat the building in winter
- Using high efficiency boilers to heat the parts that Spa Water cannot reach
- Water saving measures in the toilets
- Using low energy hand driers
- Using low energy display and general lighting systems
- Use locally sourced ingredients in our menus
- Providing recycled carrier bags in our shops
- Recycling food waste from our restaurants

- Recycling waste materials and used electrical equipment from all our operations and staff areas
- Using local Scrapstores to supply our events and activities programmes
- Participating in Museum Freecycle
- Discovery cards and tickets are available in digital format
- Moving towards using eco-friendly cleaning chemicals
- Replacing old electrical and mechanical plant equipment with the best energy rated available.

## 6.8 Collection

The Roman Baths Museum was originally developed around the discoveries made from the site of the Roman Baths and Temple complex and the city of Bath; the earliest discovery of Minerva's Head being made in 1727. In 1999 the museum's collection was Designated as having national significance. In 2014 'The Roman curse tablets from Bath – Britain's earliest prayers' were added to the UK Register of the Memory of the World by UNESCO.

Today, the Museum displays Roman objects from the site of the Roman Baths and Temple Complex, and the Roman town of Aquae Sulis. In addition to this, the collection is made up of archaeological finds and documentary archives from Bath and North East Somerset as the archaeological repository for the region, as well as numismatics (coins), local history items, paper ephemera, historic spa equipment and historic furniture.

The collection is currently stored across five stores on site at the Roman Baths, and two off-site stores on the outskirts of Bath, all of which are at capacity and fall short of the expected standards of museum collections storage. There is much work to be done following a number of large storage moves over recent years. The current issues and future options are currently being explored.

The museum collection is recorded on the Collections Management Database, Mobydoc Micromusee. To date, there are 89,498 records on the database, due to the nature of bulk archaeology material and historic cataloguing processes some object records refer to a group of material (e.g. a

bag of Roman pottery sherds from the same context entered as one record.) There are an estimated 182,899 objects within the 89,498 records.

There is a significant backlog of uncatalogued material not represented in the numbers extracted from Micromusee. Due to the nature of developer-led archaeology and the required deposition of archaeological archives with the local museum, the regular deposition of large uncatalogued collections is a standard part of collections development at the Roman Baths. The receipt and management of these archives is dictated by the Standards of Deposition, and the processing and documentation of these depositions is summarised in the Collections Documentation Plan.

The backlog is increased by the collection of object and documentary archives transferred by Bath Archaeological Trust when the company was dissolved in the early 2000s. Due to the nature of this transfer, this material falls below modern standards of management prior to deposition with the museum and requires additional processing and resources to catalogue. Additional retrospective documentation is necessary to identify and understand existing object collections currently not catalogued as part of the collection, which will be outlined in further detail in the Documentation Plan.

At this time the conservation of the collection and site are managed through a reactive process responding to any urgent change or requirement. The Roman Baths currently has a subscription service with Wiltshire Conservation and Museums Advisory Service, which provides discounted services and an annual subscription visit. The subscription visit has been used to provide an appraisal of specific environmentally sensitive material types of objects currently in storage, and the proposed actions have provided a format for in-house collections care and preventative conservation activities. Due to the nature of the Roman Baths site and museum and the number of visitors, the Scheduled Monument requires regular maintenance and remedial works by specialist conservators, programmed in response to any issues observed and reported.

A more coherent and comprehensive approach is required for both object and site conservation through the creation of a Conservation Action Plan that will outline a process for ongoing preventative and responsive conservation needs. Work on this has begun regarding the site and monument and requires addressing for the Roman Baths collection.



All existing policies and procedures are currently under review most were last coherently updated in response to the last round of Accreditation in 2015 and will be updated over the coming year to reflect the current position and priorities going forward. In addition to policy and procedural documents, there is a backlog of organisational and practical administration required to bring the collections management processes at the Roman Baths back up to standard (see Appendix 5 for a list of related Plans and Policies).

## 6.9 Finance

The Roman Baths is managed as part of Heritage Services. Business Planning and back-office finance support is provided at divisional level and for some aspects at directorate level.

Financial performance is benchmarked alongside visitor experience, through the ALVA benchmarking scheme. This benchmarking has shown that, in the years preceding COVID the Roman Baths was in the top quartile for Profitability, Income per visitor and Employee Costs in relation to turnover. However, benchmarking also shows that we perform below average in Retail Sales per Visitor and overall Value for Money.

Income currently exceeds expenditure with the surplus used to support other parts of Heritage Services and beyond that to subsidise other services within the Council. Before the pandemic the Service made a profit of £9 million.

In 2019/20, when benchmarked against other ALVA attractions, the Roman Baths was the most effective site at converting income to profit and generated the highest 'profit per employee' in the benchmarking group. The average Roman Baths admission price per paying visit was the highest amount of the Heritage sites within ALVA; labour costs as a % of income are the lowest of all ALVA attractions and retail sales per m<sup>2</sup> are amongst the highest in the UK.

The Romans Baths Visitor Enjoyment and Net Promoter scores in 2022 are above the pre-COVID scores. Value for money scores are about level with 2019 and ahead of 2018 levels, this has been achieved despite a +60% increase in our headline peak price.

COVID had a profound impact on the Roman Baths' visitor and financial figures. The chart below shows the extent of the impact and the recovery to date, with visitors in the last 12 months around 45% of the per-COVID rolling 12-month total. As a city centre attraction with international tourists historically making up 40-45% of visitors, the Roman Baths will experience a slower recovery than outdoor attractions, with a domestic audience. The Roman Baths is forecasting visitors around 80% of pre-pandemic total in 2022, with continued recovery into 2023/24 and to return to pre-COVID profitability in 2024/25 (see Appendix 6 for income and visitor number forecasts).

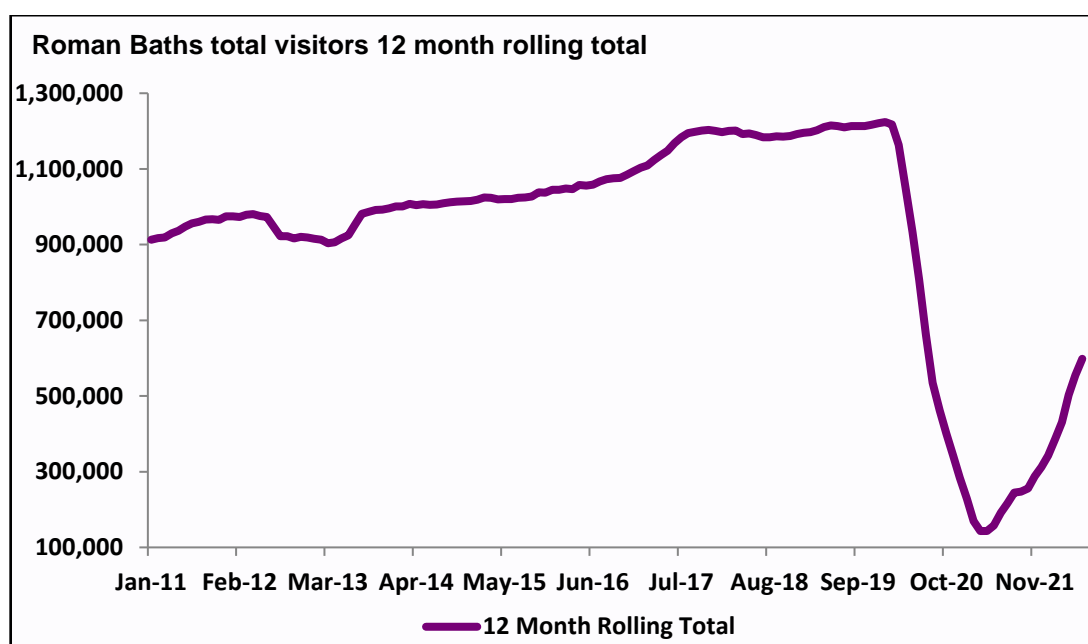


Figure 1: Roman Baths Rolling 12-month visitor total 2011-2022

## 6.10 Admissions

Admissions make up 88% of the Roman Baths' income. The vast majority of people visiting the Roman Baths have not been before and are one-off visitors. As shown above, the pandemic has highlighted the reliance on the international tourist market and high footfall to the Roman Baths income. The Roman Baths must turn its attention to the yield per visitor and other opportunities within the business to maximise its income potential to guarantee profitability into the future.

## 6.11 Venue Hire

The Roman Baths is available for private hire on a year-round basis in the morning and evening outside of museum opening hours. The venue is not available to hire in the evenings from mid-June until the end of August due to museum late night opening. A combination of wedding ceremonies and receptions, corporate hospitality, gala dinners, private parties and concerts take place at the venue. During and since the Covid-19 pandemic, the majority of events have been weddings but demand for corporate and private events is on the rise (for expected income see Appendix 6).

## 6.12 Catering

Searcys currently hold the contract to provide sole catering provision in the Pump Room and Roman Baths for restaurant and event catering. The Pump Room standard offer is morning coffee between 10am and 12noon and then afternoon tea between 12noon and 2pm and 4 – 6pm. The catering contract ends January 31<sup>st</sup> 2025 so a full tender process will take place to procure the new contract in 2024.

## 6.13 Retail

There are two shops trading at the Roman Baths, the main shop is situated at the end of the visitor journey and the Lower Museum shop is located just before visitors arrive at the Great Bath. A full review of the retail operation is currently underway which will advise a new pricing and range planning strategy, a small refit in spring 2023 and enhanced staff development with the expectation of increasing revenue by 20% from 2023.

Sales Forecast / Budget	Main Shop	Lower Museum Shop	Total
22/23	1,508,263	266,805	1,775,068
23/24	1,829,280	327,960	2,157,240

24/25	1,609,344	387,248	1,996,592
25/26	1,876,372	446,065	2,322,437

Profit Plan	Main Shop	Lower Museum Shop	Total
22/23	£681,345	£174,221	£855,566
23/24	£1,006,104	£205,128	£1,211,232
24/25	£872,784	£225,287	£1,098,071
25/26	£1,013,760	£258,526	£1,272,286

## 6.14 Formal Learning

The Roman Baths learning offer includes interactive teaching sessions for key stages 1 - 4 and talks and presentations to further and higher education audiences. The learning and participation team support placements for students for university students to support the programme and offer experience. In addition, self-guided investigations are supported by a variety of resources available via the website and virtual sessions developed during Covid-19 are still available to schools.

The Roman Baths Clore Learning Centre and the hands-on archaeological investigation zone, which runs under York Street and connects to the Roman Baths, opened in June 2022. These new facilities, and an increase in professional trained staff, will increase our capacity to create and deliver a wide range of events and activities for both formal and informal learning.

## 6.15 Community Engagement

As part of the Archway Project, to develop a Learning Centre for the Roman Baths, funding was made available to create a Community Engagement Officer role within the Learning and Participation Team. The role has been pivotal in increasing the amount of work we do with community groups and developing community partnerships. These include both local and national

collaborations with Universities, Charities, Heritage organisations, museums and local interest groups.

The Community Engagement Officer was also responsible for recruiting, training and managing a new team of volunteers in the World Heritage Centre and establishing Better Impact, a software management programme for volunteers.

An audience development plan with a focus on community groups was commissioned towards the end of 2022 and is due to be completed in 2023. This will indicate which community groups we could be working with and will form the basis of a Community Engagement Plan.

## 6.16 Security and Fire Management

A professional Security and Operations Manager is employed to oversee security operations and manage security on site.

The Site is fitted with a comprehensive interior and exterior CCTV system that records 24 hours a day. Operations and Security Assistants are on site 24 hours each day to investigate, and manage security and fire alarm activations.

We also have a professional contracted security company on site when we are open to the public to support our in-house teams, actively monitor suspicious behaviour and manage any incident that may arise.

The site has an intruder alarm system, which if activated will trigger an alarm in multiple locations and send a message to radios informing the Security and Operations team who can then immediately respond. The intruder alarm system is also monitored by an external alarm monitoring station whose staff will contact the site and on-call duty numbers if an alarm has been activated. All the museum cabinets are fitted with a tamper alarm and are marked up to identify us which cabinet has been tampered with.

The building has a fire risk assessment undertaken annually and any actions implemented. The fire risk assessment informs our fire procedures for staff to



follow in the event of an evacuation. The Site's fire alarm system that is linked to radios carried by the onsite security and operations team, security officers and Visitor Experience Supervisors to enable an immediate investigation of the area that has been activated and be ready to respond to an evacuation. This system is also linked to the external alarm monitoring station to call the fire service.

All contractors' work is pre-arranged with a robust sign in/out procedure and subject to suitable and sufficient risk assessments, method statements and where applicable permits to work. No hot works is permitted on site. Any contractor working in an area where there are collections is supervised.

## 6.17 Projects

### **Roman Baths – Education Room**

In the short term this room requires a basic refit, ideally aligning the floor levels and updating the furniture, fixtures and fittings to turn it into a high quality space for multifunctional use for activities and events. Long term we will consider this space in any gallery redevelopment.

### **Swallow Street Workshop**

As part of the Archway Project this space was engineered out of the project due to budget restraints. Originally intended to be designed as a workshop and staff area. The plan would be to re-engage with the architect and develop these plans further to turn them into a space for our Operations team, as a workshop space and staff room.

### **Roman Baths Interpretation and Redevelopment**

Longer term plans will be to evaluate and redesign the interpretation at the Roman Baths and potentially reconfigure and design spaces that are no longer fit for purpose. For example, the Life/Death Galleries which are usually too overcrowded with visitors and the seated gallery directly outside this space.

## 7. Strategy and Future Priorities

The Heritage Service supports the Council's purpose to **Improve People's Lives** and their policies of **Tackling the Climate and Ecological Emergency** and **Giving People a Bigger Say** through their Strategy (see Appendix 9).

The Roman Bath's priorities, as outlined in the Action Plan, are tied into the Service's Strategic Priorities and its vision to *'learn from the past, understand the present, shape the future'*.

The immediate priority is to review, update and create new policies and plans for the Roman Baths that complements the activity contained within this plan and ensures that the Museum is ready for its Accreditation submission in 2024. An Audience Development Plan and new Community Engagement Plan will support the Roman Baths to connect with our local communities. A new Conservation Plan will highlight priority areas for conservation work and the Collections Plans will provide opportunities for students and volunteers engage in behind-the-scenes museum work.

To reduce the reliance on high footfall for income generation the Roman Baths team, for the duration of the plan, will focus on diversifying income streams through a varied programme of events, retail offer and catering offer. New experiences and events will be trialled and evaluated to see how viable they are.

Another key area the action plan will concentrate on is diversifying the Roman Bath's audiences, not just through community engagement, but also through our formal learning programme, family provision, and interpretation on site. This will be supported by the dynamic pricing strategy, which can offer admission at variable rates, making it more appealing to visitors in a lower socio-economic group.

The activity outlined in the action plan will help the Roman Baths to make a step change to become more relevant to the local community, appealing to a wider audience in their provision and have a more robust financial strategy.

## 8. Roman Baths Action Plan

During the first year of the plan there will be an emphasis on consultation, evidence gathering and strategy formation as the Roman Baths plans for the changes that need to be implemented. In the second year of the plan these ideas will be tested, evaluated and the plans developed before moving into the final year of the plan. The final year of the plan actions will be around developing an exhibition design for the Museum which will incorporate a new interpretation scheme for a new capital development to implement beyond the life of this plan.

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
SP 1 - 6	To produce strategy documents to provide structure and direction for the Roman Baths	<ul style="list-style-type: none"> <li>• Create the Roman Baths Forward Plan</li> <li>• Create the Audience Development Plan</li> <li>• Create the Roman Baths Collections Development Plan and Documentation Plan</li> <li>• Create the Community Engagement Plan</li> <li>• Create a Conservation Plan for the Roman Baths</li> <li>• Environmental</li> </ul>	<ul style="list-style-type: none"> <li>• Review policies and plans</li> <li>• Apply for ACE Accreditation</li> </ul>	<ul style="list-style-type: none"> <li>• Review policies and plans</li> </ul>	<ul style="list-style-type: none"> <li>• AH</li> <li>• RW</li> <li>• BG</li> <li>• ZM</li> <li>• LN</li> <li>• RC</li> <li>• Audience Agency</li> <li>• Cliveden Conservation</li> </ul>	<ul style="list-style-type: none"> <li>• NLHF</li> <li>• Development Budget</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<ul style="list-style-type: none"> <li>and Sustainability Policy</li> <li>• Access Policy</li> <li>• Create Marketing Plan</li> <li>• Create Fundraising Plan</li> <li>• Create Retail Plan</li> </ul>				
<b>SP1</b>	<b>To diversify our audiences</b>	<ul style="list-style-type: none"> <li>• Continue to develop the dynamic pricing strategy that can offer admission at reasonable rates whilst also achieving the challenging income objectives set in the Service Business Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• To produce temporary exhibitions in the King's Lounge and Sun Lounge that will attract a wider range of people</li> </ul>	<ul style="list-style-type: none"> <li>• To produce temporary exhibitions in the King's Lounge and Sun Lounge that will attract a wider range of people</li> </ul>	<ul style="list-style-type: none"> <li>• SA</li> <li>• AE</li> <li>• NFC</li> <li>• AH</li> <li>• ZM</li> <li>• EF</li> </ul>	<ul style="list-style-type: none"> <li>• Roman Baths budget</li> </ul>



Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<ul style="list-style-type: none"> <li>• To conduct an access audit on the site</li> <li>• To update interpretation on site – see enhance the visitor experience objective</li> <li>• To produce temporary exhibitions in the King’s Lounge and Sun Lounge that will attract a wider range of people</li> </ul>				
<b>SP1</b>	<b>To enhance the visitor experience</b>	<ul style="list-style-type: none"> <li>• Evaluate Audio Guide Tour</li> <li>• Procure new audio guide tour and update</li> </ul>	<ul style="list-style-type: none"> <li>• Develop themes for interpretation with partners</li> <li>• Produce interpretation</li> </ul>	<ul style="list-style-type: none"> <li>• Capital project plan and exhibition design for new</li> </ul>	<ul style="list-style-type: none"> <li>• Audience Agency</li> <li>• AH</li> <li>• PJ</li> <li>• SA</li> </ul>	<ul style="list-style-type: none"> <li>• Development budget</li> <li>• Roman Baths</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		signage around site <ul style="list-style-type: none"> <li>• Develop new audio guide tour</li> <li>• Conduct research around new interpretation themes</li> <li>• Set up interpretation panel</li> <li>• Update some projections to be more representative of a diverse Roman population</li> <li>• Develop Roman characters with the Natural Theatre company</li> </ul>	plan <ul style="list-style-type: none"> <li>• Test out ideas with target audience</li> </ul>	interpretation	<ul style="list-style-type: none"> <li>• AE</li> <li>• NFC</li> <li>• ZM</li> <li>• BG</li> <li>• MOLA</li> </ul>	budget <ul style="list-style-type: none"> <li>• External</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<ul style="list-style-type: none"> <li>• To offer training sessions to VEHS to update on the latest interpretation to ensure the stories we tell are relevant to our visitors</li> <li>• Continuous training on understanding our audiences and their needs in order to deliver on their expectations for an excellent experience and to ensure that we are consistently accessible to all audiences</li> </ul>				

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<ul style="list-style-type: none"> <li>• Engaging with external organisations, such as mystery visits and award assessments, which offer insights and opportunities to review our current practices</li> <li>• Engage with VE teams at similar heritage sites and attractions as this allows us to benchmark the experience we are offering visitors</li> <li>• To develop new experiences for visitors such as sunrise tours,</li> </ul>				

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		sleepovers and hotel packages				
<b>SP1, 3, 5, 6</b>	<b>To maximise the use of the spaces in the Clore Learning Centre</b>	<ul style="list-style-type: none"> <li>• Explore community groups usage of space</li> <li>• Deliver schools workshops</li> <li>• Deliver talks and workshops</li> </ul>	<ul style="list-style-type: none"> <li>• Review and develop formal and informal learning offer</li> <li>• Review and develop community programme</li> </ul>	<ul style="list-style-type: none"> <li>• Review and develop formal and informal learning offer</li> <li>• Review and develop community programme</li> </ul>	<ul style="list-style-type: none"> <li>• AH</li> <li>• LB</li> <li>• LN</li> </ul>	<ul style="list-style-type: none"> <li>• Roman Baths budget</li> </ul>
<b>SP1</b>	<b>To develop the old education space in the Roman Baths and the warehouse in the Clore Learning Centre</b>	<ul style="list-style-type: none"> <li>• Create a project plan and PID for the spaces</li> <li>• Minor building works to old education space</li> <li>• Test events and activities in new space</li> </ul>	<ul style="list-style-type: none"> <li>• Review and develop programme of activities and events</li> <li>• Develop plan for the warehouse in the CLC</li> </ul>	<ul style="list-style-type: none"> <li>• Consider options for this space in new exhibition designs</li> <li>• Building works for warehouse in the CLC</li> </ul>	<ul style="list-style-type: none"> <li>• AH</li> <li>• PJ</li> <li>• LB</li> <li>• MM</li> <li>• AG</li> <li>• BG</li> </ul>	<ul style="list-style-type: none"> <li>• Roman Baths budget</li> <li>• Development budget</li> <li>• External</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
SP1,4,5	To create new storage facilities for Roman Baths Collections	<ul style="list-style-type: none"> <li>Write a strategy document outlining the issues and a case for change</li> <li>Write a report for Property Board</li> <li>Explore options within Bath and wider Museum Sector</li> </ul>	<ul style="list-style-type: none"> <li>Create a plan for storage options and develop ideas</li> <li>Explore funding options</li> </ul>	<ul style="list-style-type: none"> <li>Develop a project plan</li> </ul>	<ul style="list-style-type: none"> <li>ZM</li> <li>EF</li> <li>AH</li> <li>BG</li> </ul>	<ul style="list-style-type: none"> <li>Roman Baths budget</li> <li>Development budget</li> <li>External</li> </ul>
SP1,2,3,5	To deliver an education programme for formal learning	<ul style="list-style-type: none"> <li>Develop, deliver and evaluate activity in the learning plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop, deliver and evaluate activity in the learning plan</li> </ul>	<ul style="list-style-type: none"> <li>Develop, deliver and evaluate activity in the learning plan</li> </ul>	<ul style="list-style-type: none"> <li>LB</li> <li>Workshop Leaders</li> </ul>	<ul style="list-style-type: none"> <li>Learning and Participation budget</li> </ul>
SP1,2,5	To engage with families	<ul style="list-style-type: none"> <li>Conduct an audit of provision for families</li> <li>Produce a family-friendly-strategy for the</li> </ul>	<ul style="list-style-type: none"> <li>Review and develop provision for families</li> </ul>	<ul style="list-style-type: none"> <li>Review and develop provision for families</li> </ul>	<ul style="list-style-type: none"> <li>AH</li> <li>LB</li> <li>Workshop Leaders</li> <li>Museum Tales</li> </ul>	<ul style="list-style-type: none"> <li>Learning and Participation budget</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<ul style="list-style-type: none"> <li>• Roman Baths</li> <li>• Produce a family activity book</li> </ul>			<ul style="list-style-type: none"> <li>• AW</li> <li>• RC</li> </ul>	
SP1,2,5	To engage with communities	<ul style="list-style-type: none"> <li>• Make the Community Engagement Officer post permanent</li> <li>• Create Community Engagement Plan</li> <li>• Recruit, train and supervise volunteers for collections and community work using Better Impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Review and develop activity in the community engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Review and develop activity in the community engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>• LN</li> </ul>	<ul style="list-style-type: none"> <li>• Learning and Participation budget</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
<b>SP4,5,6</b>	<b>To care for the Roman Baths monument and collections</b>	<ul style="list-style-type: none"> <li>• Produce a policy for image reproductions</li> <li>• Develop projects identified in conservation action plan and collections development plan</li> </ul>	<ul style="list-style-type: none"> <li>• Update environmental monitoring system</li> <li>• Deliver conservation plan priorities and collections development plan</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver conservation plan priorities and collections development plan</li> </ul>	<ul style="list-style-type: none"> <li>• ZM</li> <li>• EF</li> <li>• Cliveden Conservation</li> <li>• Wiltshire Conservation</li> <li>• BG</li> </ul>	<ul style="list-style-type: none"> <li>• Roman Baths budget</li> <li>• External</li> </ul>
<b>SP1</b>	<b>To facilitate research on the Roman Baths monument and collections</b>	<ul style="list-style-type: none"> <li>• Update Research Framework</li> <li>• Conduct research into our Roman skeletal material from Sydney Gardens</li> <li>• Answer collections enquiries</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct research into new interpretation themes</li> <li>• Answer collections enquiries</li> <li>• Facilitate research enquiries</li> </ul>	<ul style="list-style-type: none"> <li>• Answer collections enquiries</li> <li>• Facilitate research enquiries</li> </ul>	<ul style="list-style-type: none"> <li>• AH</li> <li>• ZM</li> <li>• EF</li> <li>• BG</li> <li>• MOLA</li> </ul>	<ul style="list-style-type: none"> <li>• Roman Baths budget</li> <li>• RBF</li> <li>• External</li> </ul>
<b>SP3</b>	<b>To develop</b>	<ul style="list-style-type: none"> <li>• Change to</li> </ul>	<ul style="list-style-type: none"> <li>• Mini refit of shop</li> </ul>	<ul style="list-style-type: none"> <li>• Develop</li> </ul>	<ul style="list-style-type: none"> <li>• PJ</li> </ul>	<ul style="list-style-type: none"> <li>• Retail</li> </ul>



Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
	<b>the retail service and offer</b>	<p>management structure so retail team now all report to retail services manager under the commercial manager</p> <ul style="list-style-type: none"> <li>• Review of pricing and margins in response to rising costs and supply chain problems</li> <li>• Range rationalisation and planning for a mini-Roman Baths refit and staffing structure.</li> <li>• Working with the Roman Baths curatorial team</li> </ul>	<p>based on the findings from the retail consultant's report</p> <ul style="list-style-type: none"> <li>• Implementation of new retail stock system</li> <li>• Develop family and adult ranges to compliment the new interpretation</li> <li>• Retail review of existing products and prices</li> <li>• Product development</li> </ul>	<p>family and adult ranges to compliment the new interpretation</p> <ul style="list-style-type: none"> <li>• Retail review of existing products and prices</li> <li>• Product development</li> </ul>	<ul style="list-style-type: none"> <li>• RC</li> <li>• AW</li> </ul>	<p>budgets</p> <ul style="list-style-type: none"> <li>• Development budget</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<p>on a children’s activity book due to launch summer 2023. Illustrations will feed into future kids ranges.</p> <ul style="list-style-type: none"> <li>• Tender for a new Retail stock system that will also support a future ecommerce operation, extending customer access to souvenir products.</li> <li>• Working with Heritage Digital to further develop product linked to the Bath in Time</li> </ul>				

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<p>online archive to maximise and grow revenue generating opportunities.</p> <ul style="list-style-type: none"> <li>Working on new hero ranges that highlight our Roman Baths icons, the Gorgons Head, Minerva and the curses.</li> </ul>				

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
<b>SP3</b>	<b>To provide a catering service at the Pump Room and develop catering offer for events and venue hire</b>	<ul style="list-style-type: none"> <li>• Working with Searcys on developing packages and new products for the Pump Room, events and venue hire</li> <li>• Continue to build on the success of the pop-up bar round the Great Bath</li> <li>• Retender of the Pump Room &amp; RB events contract in late 2023 ahead of a new contact in February 2025. We will commission some consultancy in</li> </ul>	<ul style="list-style-type: none"> <li>• Working with Searcys on developing packages and new products for the Pump Room, events and venue hire</li> </ul>	<ul style="list-style-type: none"> <li>• Working with Searcys on developing packages and new products for the Pump Room, events and venue hire</li> </ul>	<ul style="list-style-type: none"> <li>• PJ</li> <li>• TD</li> <li>• Searcys</li> </ul>	<ul style="list-style-type: none"> <li>• Catering budget</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<p>2023 that will support us to identify the right tender requirements in the new contract. These will be around sustainability and our goal to achieve net zero in 2030</p>				
<b>SP3, 5</b>	<b>To market the Roman Baths effectively</b>	<ul style="list-style-type: none"> <li>• To drive visitors to the Roman Baths and Pump Room, to achieve targeted admission income figures</li> <li>• To maintain brand awareness of the Roman Baths as a must-see UK</li> </ul>	<ul style="list-style-type: none"> <li>• To drive visitors to the Roman Baths and Pump Room, to achieve targeted admission income figures</li> <li>• To maintain brand awareness of the Roman Baths as a must-see UK visitor</li> </ul>	<ul style="list-style-type: none"> <li>• To drive visitors to the Roman Baths and Pump Room, to achieve targeted admission income figures</li> <li>• To maintain</li> </ul>	<ul style="list-style-type: none"> <li>• RW</li> <li>• KH</li> <li>• HT</li> <li>• FT</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing budget</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<p>visitor attraction</p> <ul style="list-style-type: none"> <li>• To encourage strong emotional connections with our visitors, and to encourage them to become advocates and donors</li> <li>• Undertake audience research to better understand our current markets and how we can make emotional connections with them</li> <li>• Develop engaging and emotive campaigns that will drive visitors</li> </ul>	<p>attraction</p> <ul style="list-style-type: none"> <li>• To encourage strong emotional connections with our visitors, and to encourage them to become advocates and donors</li> <li>• Review and update our current markets and how we can make emotional connections with them</li> <li>• Develop engaging and emotive campaigns that will drive visitors to the Baths during key times and develop our</li> </ul>	<p>brand awareness of the Roman Baths as a must-see UK visitor attraction</p> <ul style="list-style-type: none"> <li>• To encourage strong emotional connections with our visitors, and to encourage them to become advocates and donors</li> <li>• Review and update our current</li> </ul>		

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<p>to the Baths during key times and develop our brand awareness</p> <ul style="list-style-type: none"> <li>• Undertake a review and evaluation of the Roman Baths brand, to ensure that it reflects our new vision and mission and creates an emotional connection with people</li> <li>• Undertake a review of our current digital marketing capabilities to understand how we can better</li> </ul>	<p>brand awareness</p> <ul style="list-style-type: none"> <li>• Create a new Roman Baths brand</li> <li>• Develop our digital marketing</li> <li>• Develop partnerships with key organisations that will allow us to expand our brand awareness amongst our target markets</li> <li>• Market the Roman Baths as a venue for wedding and corporate hire</li> <li>• Review and evaluate marketing campaigns</li> </ul>	<p>markets and how we can make emotional connections with them</p> <ul style="list-style-type: none"> <li>• Develop engaging and emotive campaigns that will drive visitors to the Baths during key times and develop our brand awareness</li> <li>• Develop the new Roman Baths brand</li> <li>• Develop our digital marketing</li> </ul>		

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<p>emotionally engage with our visitors, encouraging them to become advocates and donors, and ensuring we have the resources to be able to deliver this</p> <ul style="list-style-type: none"> <li>• Develop products that will appeal to the independent traveller market, creating experience opportunities for visitors.</li> <li>• Develop products that will appeal to a</li> </ul>		<ul style="list-style-type: none"> <li>• Develop partnerships with key organisations that will allow us to expand our brand awareness amongst our target markets</li> <li>• Market the Roman Baths as a venue for wedding and corporate hire</li> <li>• Review and evaluate marketing campaigns</li> </ul>		



Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<p>family market, encouraging families to make memories with us</p> <ul style="list-style-type: none"> <li>• Develop partnerships with key organisations that will allow us to expand our brand awareness amongst our target markets</li> <li>• Review our marketing evaluation capabilities to ensure we are learning from campaigns and continually improving</li> </ul>				

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<ul style="list-style-type: none"> <li>Market the Roman Baths as a venue for wedding and corporate hire</li> </ul>				
<b>SP3</b>	<b>To develop venue hire at the Roman Baths</b>	<ul style="list-style-type: none"> <li>The Roman Baths is part of the collection known as Bath's Historic Venues – a portfolio of historic Council venues available for private hire. Alongside other venues which fall under the brand (Guildhall, Heritage Parks and Victoria Art Gallery) the Roman Baths will play host to a calendar of</li> </ul>	<ul style="list-style-type: none"> <li>Review and develop venue hire opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Review and develop venue hire opportunities</li> </ul>	<ul style="list-style-type: none"> <li>PJ</li> <li>TD</li> </ul>	<ul style="list-style-type: none"> <li>Historic Venues budget</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<p>ticketed events which are being scheduled for 2023.</p> <ul style="list-style-type: none"> <li>• While marketing will focus on the corporate and wedding segments, market conditions and analysis will continue to take place periodically to ensure the Roman Baths remains competitive and opportunities are identified</li> <li>• The team will continue to focus on providing</li> </ul>				

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<p>optimum customer experience across all channels (digital, phone and face to face). This will be increasingly important as prices rise and customer expectations grow</p> <ul style="list-style-type: none"> <li>• Pricing review to be actioned following competitor analysis, trial increase of prices by 50% /75% at the Roman Baths to reflect the true value of the</li> </ul>				

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		<p>Great Bath. The new pricing strategy aims to align prices more closely to the unique and quality brand and provide an opportunity for growth</p> <ul style="list-style-type: none"> <li>• Team restructure planned to provide more sales cover and resource to support development of the public events programme at the Roman Baths</li> <li>• Consultant support to identify future</li> </ul>				

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		business development opportunities and produce a Venue Hire Strategy				
<b>SP1,3</b>	<b>To develop a core public events programme that supports the objectives of the Roman Baths, telling stories to engage current and new audiences</b>	<ul style="list-style-type: none"> <li>• Test and evaluate new event products including a Dark Romans late and Summer Gladiator School</li> <li>• Explore partnerships with local organisations for co-production of future events</li> <li>• Joint event with Bath Festivals – Nathalie Haynes “Stone Blind”</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and test new events</li> <li>• Explore partnerships with local organisations for co-production of future events</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and test new events</li> <li>• Explore partnerships with local organisations for co-production of future events</li> </ul>	<ul style="list-style-type: none"> <li>• PJ</li> <li>• AH</li> <li>• TD</li> <li>• LB</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial budget</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
<b>SP1</b>	<b>To maintain the buildings and manage capital projects pertaining to the Roman Baths buildings</b>	<ul style="list-style-type: none"> <li>• Review budgets and plan in maintenance and capital projects for the next year</li> <li>• Work through asset and projects register</li> </ul>	<ul style="list-style-type: none"> <li>• Review budgets and plan in maintenance and capital projects for the next year</li> <li>• Work through asset and projects register</li> </ul>	<ul style="list-style-type: none"> <li>• Review budgets and plan in maintenance and capital projects for the next year</li> <li>• Work through asset and projects register</li> </ul>	<ul style="list-style-type: none"> <li>• MM</li> <li>• CG</li> </ul>	<ul style="list-style-type: none"> <li>• Operations budget</li> <li>• Capital works budget</li> </ul>
<b>SP1</b>	<b>To develop the relationship with the Roman Baths Foundation and increase funds</b>	<ul style="list-style-type: none"> <li>• Identify a list of priority projects for the Roman Baths</li> <li>• Produce a fundraising plan for the priority projects</li> <li>• Improve the performance of</li> </ul>	<ul style="list-style-type: none"> <li>• Progress projects</li> <li>• Review and develop fundraising options</li> <li>• Attend regular RBF board meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Progress projects</li> <li>• Review and develop fundraising options</li> <li>• Attend regular RBF board meetings</li> </ul>	<ul style="list-style-type: none"> <li>• AH</li> <li>• BG</li> </ul>	<ul style="list-style-type: none"> <li>• RBF</li> </ul>

Heritage Services Strategic Priority*	Objective	2023/24	2024/25	2025/26	Staffing/Partners	Resources
		all Roman Baths Foundation unrestricted income sources <ul style="list-style-type: none"> <li>• Attend regular RBF board meetings</li> </ul>				

**\* Heritage Services 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 focused 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



## Appendix 1: List of Awards Achieved 2018 – 2022

### 2022 **Bath Property Awards**

Civic Development – WINNER

Transformation – WINNER

Winner of Winners - WINNER

### **Bristol, Bath and Somerset Tourism Awards**

Wedding Venue of the Year – GOLD

Large Visitor Attraction of the Year – BRONZE

Accessible & Inclusive Tourism – BRONZE

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### 2021 **The National Autistic Society (national)**

Autism-Friendly Award – WINNER

### **Visit England Quality Food and Drink Award (national)**

Quality Food and Drink – WINNER

Learning Outside the Classroom Quality Badge 2021-2023

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### 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

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### 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

Sandford Award Quality Mark for Heritage Education 2019-2024

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### 2018 **Visit England Tourism Excellence Awards**

‘Inclusive Tourism’ award – GOLD

‘Inbound Tourism’ award – SILVER

### **Visit England South West Tourism Excellence Awards**

Best International Visitor Experience – GOLD

Access & Inclusivity – GOLD

Venue & Business Tourism – BRONZE

### **CIE Tours Ireland**

Best Heritage Site in UK – GOLD

### **Bristol, Bath & Somerset Tourism Awards**

Large Visitor Attraction of the Year - GOLD

International Visitor Experience - GOLD

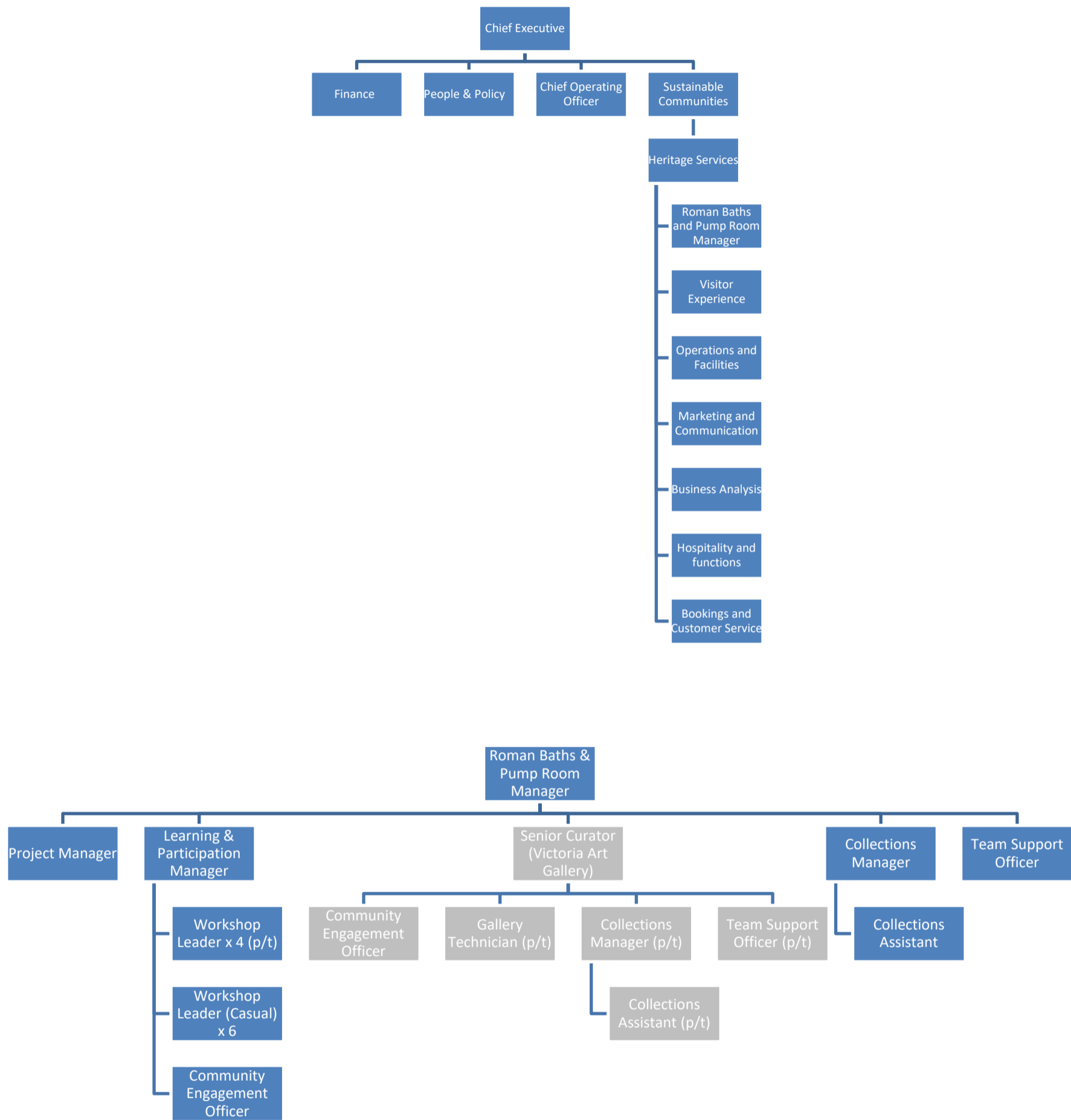
Business and Venue Award - GOLD

Age Friendly Tourism Award - Highly Commended

**National Autistic Society, Autism Friendly Award**

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## Appendix 2: Staffing Structure



## Appendix 3: Visitors to the Roman Baths

Roman Baths Visitors 2021-22	
	Total Visitors
<b>Individual</b>	
Adult	251,501
Student	41,955
Senior	24,107
Child	13,241
Family (2+2)	49,661
Family (1+2)	5,674
Pre-purchased Adult	182
Family (2+1)	5051
Individual Total	391,372
<b>Groups</b>	
Adult Group Voucher Special	9,206
Child Group Voucher Special	539
Adult Educational Group	534
Child Educational Group	3084
Adult Group Voucher	2327
Child Group Voucher	804
Groups Total	16,494
Roman Baths only Total	407,866
<b>Free</b>	
<b>Individual</b>	
B&NES Resident Adult	9,957
B&NES Resident Child	2,027
Annual Pass Adult	135
Free Adult	2,182
Free Child	7,811
Annual Pass Child	43
Individual Total	22,155
<b>Groups</b>	
B&NES Resident School	943
B&NES Resident School Adult	156
Child Group	11
Groups Total	1110
Free Total	23,265
<b>Total Visitors</b>	<b>431,131</b>

## Appendix 4: Roman Baths Plans and Policies

- Collection Development Policy (recently updated)
- Documentation Policy
- Documentation Plan
- Care and Conservation Policy
- Care and Conservation Plan
- Human Remains Policy
- Standards for Deposition of Archaeological Archives
- Heritage Services Research Framework

## Appendix 5: Budget and Visitor Forecast

	<b>Budget</b>	<b>Plan Years</b>		
	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	(000s)	(000s)	(000s)	(000s)
Admissions	17,384	20,861	23,990	24,470
Retail Sales	2,245	2,011	2,330	2,368
Venue Hire	476	485	495	505
Catering	334	344	354	365
Other Income	23	27	27	27
Grants/Contributions	0	0	0	0
<b>Total Income</b>	<b>20,461</b>	<b>23,728</b>	<b>27,196</b>	<b>27,734</b>
Employee Costs	(2,582)	(2,659)	(2,739)	(2,821)
Premises Costs	(1,213)	(1,287)	(1,366)	(1,451)
Transport Costs	(6)	(6)	(6)	(6)
Supplies & Services	(2,034)	(2,039)	(2,225)	(2,259)
Maintenance	(317)	(329)	(336)	(343)
Investment	(149)	(222)	(242)	(202)
<b>Total Expenditure</b>	<b>(6,300)</b>	<b>(6,542)</b>	<b>(6,914)</b>	<b>(7,083)</b>
Internal Income	0	0	0	0
Recharge codes	(3,530)	(3,504)	(3,569)	(3,633)
<b>Internal Recharges</b>	<b>(3,530)</b>	<b>(3,504)</b>	<b>(3,569)</b>	<b>(3,633)</b>
<b>(Surplus) / Deficit</b>	<b>10,631</b>	<b>13,682</b>	<b>16,712</b>	<b>17,018</b>
Visitor numbers	888,000	1,044,000	1,200,000	1,236,000

## Appendix 6: SWOT Analysis

<b>Strengths</b>	<b>Weaknesses</b>
<p>Roman Baths a scheduled ancient monument and grade I Listed Building as well as a museum collection.</p>	<p>The nature of the site and the restriction that imposes on numbers of visitors.</p>
<p>Grade I Pump Room and Grade II* Reception Hall.</p>	<p>Vulnerability to overseas events, particularly those which may affect international long haul markets.</p>
<p>Britain's only Hot Springs rise on site.</p>	<p>Reliance on a high proportion of coach borne visitors makes the Roman Baths vulnerable to problems with the national road network and fuel costs.</p>
<p>Positioned at the heart of the World Heritage site which has 6 Outstanding Universal Values (including Roman remains, Hot Springs, Georgian Architecture, Georgian Social Setting and Georgian Town Planning).</p>	<p>City centre location imposes constraints on simple operational activities such as deliveries and parking.</p>
<p>Roman Curse Tablets are inscribed on UNESCOs 'Memory of the World' register.</p>	<p>As the Roman Baths is part of a local authority some grant awarding organisations will not support it financially.</p>
<p>High quality collections with Designated and Accredited status.</p>	<p>Perception that the Roman Baths has lots of money and resources.</p>
<p>Has good access to a range of professional support services within the wider Council.</p>	<p>Some areas under-resourced.</p>
<p>Has a culture of partnership working with others to realise projects.</p>	<p>High footfall and potential damage to the ancient monument.</p>
<p>Clore Learning Centre opened in June 2022 and offers an exceptional learning experience and facilities for a range of activities.</p>	<p>Challenging environmental conditions for collections and monument.</p>
<p>Unique venue for hire and filming.</p>	<p>Although physical accessibility has improved in recent years public expectations have also risen, however the Roman Baths and associated buildings still poses some significant challenges for less able visitors and staff.</p>
<p>Professionally qualified and enthusiastic staff.</p>	<p>Can be seen as a tick-box site and not a place for local people or repeat visits.</p>
<p>Exceptional award-winning Customer Service.</p>	<p>Audio-visual equipment is expensive and high maintenance.</p>
<p>No 1 on Trip Advisor in UK and No 8 in the World.</p>	<p>Development is constrained by the listed buildings.</p>
<p>Award-winning world-renowned visitor attraction.</p>	<p>Failing to address the climate emergency.</p>
<p>Roman Baths Foundation has charitable status for fundraising.</p>	
<p>Varied and layered on site interpretation and programming including audio guide in multiple languages and Evening Explorers.</p>	

<p><b>Opportunities</b></p> <p>New Clore Learning Centre and Investigation Zone for schools and community groups usage.</p> <p>New website provides a better platform for mobile friendly communication.</p> <p>New interpretation of the exhibition spaces, audio guide and visual projections.</p> <p>Good community links with free admission for local residents with the Discovery Card.</p> <p>Development of under-used spaces.</p> <p>Consideration of a new venue for storage facilities.</p> <p>Conservation work on collections and ancient monument.</p> <p>Develop new audiences.</p> <p>More targeted fundraising for projects.</p> <p>Collections based placements and volunteers' development.</p> <p>Closer cross-departmental working within wider Council.</p> <p>Raise the profile of the work the Roman Baths do around collections and learning and engagement.</p> <p>Development of a wide range of partnerships.</p>	<p><b>Threats</b></p> <p>Terrorism. As an attraction with a national and international profile the Roman Baths is particularly susceptible to security risks, and also the consequences of shutdowns prompted by events elsewhere.</p> <p>Protests. Targeting a high-profile attraction.</p> <p>A risk to the integrity of the spa water supply from geotechnical interventions. i.e. fracking.</p> <p>A downturn in tourism for any reason, at either a national or local level, will impact on the Roman Baths.</p> <p>The search for significant savings in some centralised Council Services such as HR or IT could have a consequential negative impact on Heritage Services through either a reduction of quality in the service provided or a non-negotiable increase in recharges.</p> <p>Succession planning for long-standing individuals that carry a lot of knowledge about the site.</p> <p>Extreme weather conditions more prevalent with global warming.</p> <p>Cost of living and fuel crisis.</p> <p>Lack of staffing due to challenging recruitment.</p>

## Appendix 7: PESTLE Analysis

Political	Economic	Social	Technological	Legal	Environmental
<ul style="list-style-type: none"> <li>• Government change in PM</li> <li>• Government cuts to Local Authorities</li> <li>• Change in administration at BANES</li> <li>• Curriculum Review</li> <li>• Brexit</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in inflation</li> <li>• Less disposable income</li> <li>• High cost per user</li> <li>• Rising admission charges</li> <li>• Rising costs for school visits</li> <li>• Rising cost of energy bills</li> <li>• Increased fuel costs</li> <li>• Increased competition for funding</li> <li>• Cost of coaches for school visits</li> <li>• VAT</li> </ul>	<ul style="list-style-type: none"> <li>• Making the Roman Baths relevant to local communities, tourists and schools</li> <li>• Rising cost of travel</li> <li>• Responding to the needs of volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• ICT changes across organisation</li> <li>• Insufficient network infrastructure</li> <li>• Desire to undertake more transactions remotely/online</li> <li>• Still a significant barrier to some sections of the community</li> <li>• Online collections database</li> <li>• Keeping up to date with advances in new technologies</li> <li>• On-line booking system</li> <li>• Environmental monitoring and control improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Employment law</li> <li>• Pensions</li> <li>• Listed Buildings</li> <li>• Status of collections</li> <li>• NLHF contract</li> <li>• Health &amp; Safety</li> <li>• Child Welfare</li> <li>• Treasure Act</li> <li>• DDA and accessibility</li> <li>• Status of collections</li> <li>• Environmental regulations</li> <li>• EDI</li> </ul>	<ul style="list-style-type: none"> <li>• Reducing carbon footprint to reach Net Zero</li> <li>• Weather extremes</li> <li>• Energy efficiencies</li> <li>• Recycling waste</li> <li>• Reduction in business travel</li> <li>• Improved control and regular monitoring of collections</li> <li>• Stability of the collections</li> </ul>





Appendix 8

# Heritage Services

Strategy  
2022-2027



Bath & North East  
Somerset Council

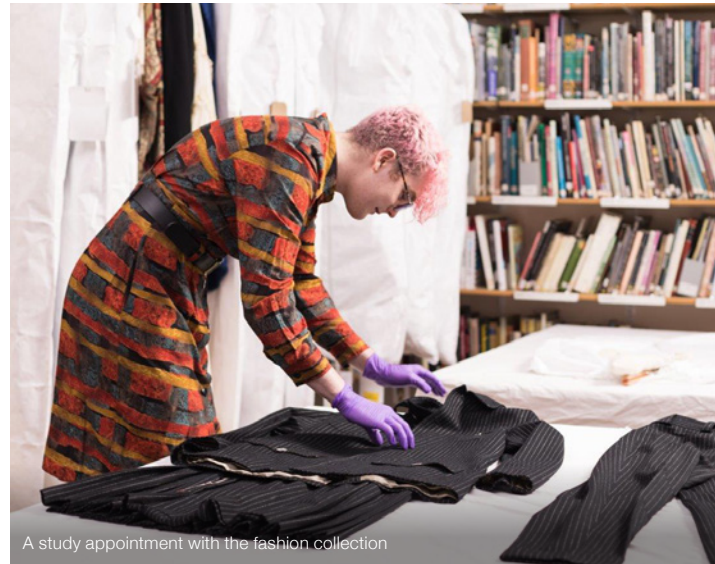
Improving People's Lives



## 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

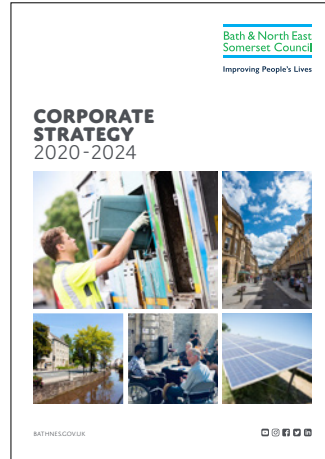
We **improve people's lives** directly through the experiences and opportunities we offer and indirectly via the surplus we return for use by the council



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.