

OVERVIEW

- A business unit working to a 5-year fully-inclusive business plan with rolling profit targets
- Overseen by an Advisory Panel of external sectoral, governance and finance experts
- The only UK local authority museum service to return a profit
- 223 staff (141 FTE, of whom 20% are part-time seasonal / casual to reflect business needs)
- Open 363 days p.a., up to 18 hours per day.

SCOPE OF BUSINESS ACTIVITY

- **The public offer:** visitor attractions; museum shops; room hire; restaurants; daytime and evening functions
- **Support activity:** sales & marketing; facilities management; business & finance
- **Customers:** 1.4 million customers p.a.
- **Roman Baths markets:** UK 49%, overseas 51% of which: Europe 20%, USA 14%, RoW 18%
- **Groups market:** 340,000 (33%) coach-borne Roman Baths group visitors p.a.
- **Websites:** unique website users 700k p.a.

BUSINESS PERFORMANCE

- **External turnover (2015/16):** £15.5m p.a. (£19m including catering); admissions £11.6m (75%); retail £2m (13%); net catering commission £0.8m (5%); room hire £0.5m (3%)
- **Full absorption profit:** £5 Million p.a. (33% return on turnover)
- **Annual profit** doubled since 2005/06
- **Investment:** annual on-going programme, phased to mitigate VAT impacts
- £8m gross capital investment in 2005–2014; a further c.£9m planned for 2015-2020
- **Economic impact:** the business levers £107m p.a. into the local economy (2012) and drives the local tourism economy (direct Council benefit of £40+ million p.a.)

BUSINESS PERFORMANCE AGAINST COMPETITORS

Roman Baths consistently top quartile nationally for all visitor attractions in:

- All measures of profitability
- Admission income and yield per visit (entry price)
- Admission and Catering income per hour of dwell time
- Average retail sales per square metre
- Income generated per member of staff
- Lowest quartile for employee costs: the lowest in the country in 2014

KEY BUSINESS PLANNING TARGETS FOR 2015/16

- Roman Baths visitors (excluding Pump Room restaurant): 1,010,000
- Average **net** spend per Roman Baths visitor (primary & secondary): £12.28 / P.T.O.

WHERE WE ARE

- Pump Room and restaurant
- Roman Baths and Museum **(D)**
- Roman Baths Kitchen café, Abbey Church Yard
- Assembly Rooms [National Trust] and Fashion Museum **(D)**
- Victoria Art Gallery
- Bath Record Office **(D)**
- No.4 Circus and Georgian Garden [FG Cooke Trust]
- Keynsham Archaeological Collections
- Swallow Street retail warehouse and maintenance workshop
- St. John's museum store, Locksbrook and Pixash Lane store

(D) = 'Designated'
by Government
as a collection of
national /
international
importance

WHAT WE DO

Public Services Team

- Care of museum & archive collections
- Permanent displays and interpretation
- Temporary exhibition programmes
- Study facilities
- Formal and informal learning
- Special events
- Community activities

Commercial Team

- Marketing
- Group sales
- Market research and benchmarking
- PR, communications, websites, social media
- Pricing strategies
- Fundraising and sponsorship
- Catering contract (Searcys)
- Room hire / corporate hospitality
- Museum shops; buying and merchandising

Operations Team

- Building maintenance
- Cleaning
- Utilities
- Uniformed security (contract with Churchill)
- Functions set-up and furniture moving
- Health & Safety / accident reporting
- Project management

Visitor Services Team

- Reception and visitor welcome
- Admission ticket sales
- Audio guide issue and retrieval
- Guiding and patrolling
- Teaching sessions
- Retail sales
- Visitor feedback and analysis
- Discovery Card issue

World Heritage Site Management

- World Heritage Site Management Plan
- World Heritage Steering Group
- Liaison with national / international agencies
- Promotion and interpretation
- World Heritage Enhancement Fund
- City development projects
- Shaping emerging strategy / policy
- Specialist advice

Business Analysis Team

- Business analysis and planning
- Statistical analysis
- Visitor management back office (cash / credit cards / reconciliation / banking)
- Purchase & sales ledgers
- Timesheets.

/ P.T.O.