



# Heritage Services

Annual Review 2022/23

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Bath & North East  
Somerset Council

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Improving People's Lives

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# Service 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 organization
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

[Read here in full](#)

# 2022/23 at a Glance

**Visitors**  
  
**995,110**  
 total visitors

**+82%\*** on 21/22 

**838,709**  
 The Roman Baths

**39,342**  
 Fashion Museum

**54,694**  
 Victoria Art Gallery

**62,365**  
 World Heritage Centre

\*The Roman Baths, Fashion Museum and Victoria Art Gallery only

**35k** people engaging with learning and community sessions including in person and virtual school sessions, family and community events

Net profit was **£38k** per Heritage Services staff member

across all four shops **475,554** items were sold

all four shops made **£2.3 million** in revenue

**504** private or civic events were held at our venues

The Pump Room sold **37,265** afternoon teas

**Profit £5.7 million** **Income £24 million**

**Money**

**Fundraiser of the Year** for the Buy-a-Bag campaign at the 2022 Museum and Heritage Awards

**Tripadvisor** The Roman Baths was ranked **#1 attraction in the UK and #8 in the World** for 2022

**Bronze** for Accessible and Inclusive Tourism

**Silver** in the Wedding Venue of the Year

The Roman Baths and Pump Room won two awards at the South West England Tourism Excellence Awards:

**Awards**

**810,969** people viewed our objects worldwide

**3,114** documents viewed at  
**3,888** research appointments facilitated by Bath Record Office plus **1,557** remote enquiries

**64** study appointments facilitated by the Roman Baths collections team plus **76** remote enquiries

**6** visitors viewed **322** objects at the Fashion Museum's Study Facilities

**75** visitors viewed over **200** works of art in Victoria Art Gallery stores  
**200+** email enquiries  
More than **90** people participated in Art Store Tours

**Collection Access**

**Web Visitors (Apr 2022 - March 2023)**

The Roman Baths	1,087,178
Fashion Museum	191,545
Victoria Art Gallery	145,054
Bath Venues	37,202
Bath Record Office	75,819
World Heritage	28,801

**PR**

39 press releases issued  
14 more than the previous year!  
The value of coverage was £31m  
and the reach was 536m people

Over **4,500** hours at Bath Record Office

**160** hours contributed by placement students in the Roman Baths collection team

Over **4000** hours given at Victoria Art Gallery

**2300** hours given at World Heritage Centre

**Volunteers**

# Forewords



**Cllr Kevin Guy**  
B&NES Council Leader

The 22/23 financial year has been another strong year of performance for Heritage Services. I'd like to offer my thanks to all of the staff across the Service for their hard work and dedication over the past 12 months. Over this time we've seen international tourists return to Bath in large numbers and the city starting to return to some sense of pre-covid normalcy.

With almost 1 million visitors across their sites it is commendable that the team in the Service have been able to attract, welcome and create amazing experiences from almost a standing start. It is one thing to have tourists return to Bath, it is quite another to be able to deliver to them a wonderful experience – a challenge that the Service has risen to admirably. With £5.7m of profit returned to the Council, Heritage Services is vital to Bath and North East Somerset. Not only as guardians of the most significant tourist attraction in the region but also in supporting the wider work that this Council does to improve people's lives.

It was a pleasure to attend the opening of the £6m Clore Learning Centre and World Heritage Centre in spring 2022. These world-class facilities demonstrate the Service's commitment to creating amazing experiences for schools and communities across our region, delivering direct social impact for residents. This focus on people who live in B&NES was also exemplified through the issuing of nearly 30,000 Discovery Cards.

This success gives the Council confidence that the Service can undertake its next big challenge – moving the Fashion Museum. It was with sadness that we left the Assembly Rooms in March 2023 but with the purchase of the Old Post Office and the appointment of key staff we look forward to a bigger, better and more significant Fashion Museum starting to develop over 23/24.

# Forewords



**Robert Campbell**  
Head of Heritage Services

The 22/23 annual review period marked both my first 12 months as Head of Heritage Services and also my first full financial year in charge. It's both an incredible honour and a daunting assignment to take charge of such a significant collection of heritage assets and the high performing team I inherited. I sit at the head of a magnificent group of Council employees and we are very lucky to have each one of them working in the authority.

As well as the achievements outlined in this report, we have focussed this year on developing a new strategy for Heritage Services. We created this strategy in consultation with staff from across the Service at all levels. It presents a clear and concise vision for us over the next five years and allows us to move into the post-covid world with confidence that we are adapting to meet the challenges of the future.

We have also made changes to our staffing structures to allow us to achieve the aims and aspirations set out in the strategy. With the creation of a distinct commercial team and marketing, fundraising and supporter development team we are now better able to focus our efforts on achieving the challenging income targets set out in our business plan.

The direction we've put in place for the Service and the success we've had this year has only been made possible by the staunch support we've received from our supporters, volunteers and donors. The opening of the Clore Learning Centre was testament to what we can achieve when helped by the communities which we serve. I'd also like to recognise the leadership in the current administration, and Cllr Guy in particular, who has offered us unwavering support in our continued recovery. We've also enjoyed a lot of help from colleagues across the Council - from the Chief Executive down. We are motivated to do what we do as the income we make is used to help some of the most vulnerable people in the area. We are proud to be part of Bath and North East Somerset Council.

# 2022/23 Milestones

## April 2022

- First Easter weekend without Covid restrictions
- French ambassador to the UK visits

## May 2022

- Visit by Princess Esther Selassie Antohin, great-granddaughter of the former Emperor of Ethiopia, Haile Selassie I
- Susan Fox retires as Collections Manager, after more than 20 years in the role
- Management of the Guildhall and parks venue hire business moves across to Heritage Services
- Roman Baths Clore Learning Centre opens to schools and community groups
- *You Choose* opens at the Fashion Museum

## June 2022

- Technician Khushrav Chand retires after nearly 30 years at the Victoria Art Gallery
- *Jubilee!* display in the Sun Lounge, at the Pump Room
- Opening celebrations of the Clore Learning Centre and World Heritage Centre

## July 2022

- *Mary Fedden Simple Pleasures* on display at the Victoria Art Gallery
- Roman Baths welcomes the Queen's Baton Relay as part of the 2022 Commonwealth Games celebrations
- Rachel Chivers joins the team as Retail Manager
- Antonia Grant joins as Project Manager
- Zosia Matyjaszkiewicz starts as the new Collections manager at the Roman Baths



Princess Esther Selassie Antohin's visit



Clore Learning Centre opens to schools and community groups

# 2022/23 Milestones

## October 2022

- Jon Benington, Victoria Art Gallery Manager, retires after more than 25 years
- Nathalie Levi joins the Victoria Art Gallery as Senior Curator
- *Imagine – A Hundred Years of Homes in Bath* showcase event at The Guildhall, Bath
- *Peter Brown: Bath, Bristol and Beyond* on display at the Victoria Art Gallery
- *You Choose* exhibition finishes
- The Fashion Museum closes, after 59 years in the Assembly Rooms

## November 2022

- Eleanor Fletcher starts as the new Collections Assistant
- Income reaches pre-Covid levels
- Completion of the safe and secure move of 100,000 objects of the Fashion Museum Collection to temporary storage at Dents, Warminster

## January 2023

- Sophie McKinlay joins the team as Fashion Museum Project Lead
- ITV This Morning competition filming at the Roman Baths
- *Capturing Life: A Century of the New English Art Club* at Victoria Art Gallery

## February 2023

- *Spa Treatments in Bath* on display in the Kings Lounge

## March 2023

- Bath hosts the General Assembly of the Great Spa Towns of Europe
- *Building a Healthier City* catalogue launches online
- Volunteering at Victoria Art Gallery back to pre-Covid levels
- The World Heritage function transfers to the Planning Service



*Imagine – A Hundred Years of Homes in Bath* event



*Peter Brown's exhibition at the Victoria Art Gallery*



*Taking yellow silk dress 1760s off display*



# Key Projects

## 1. To provide maximum access to our buildings, monuments and collections

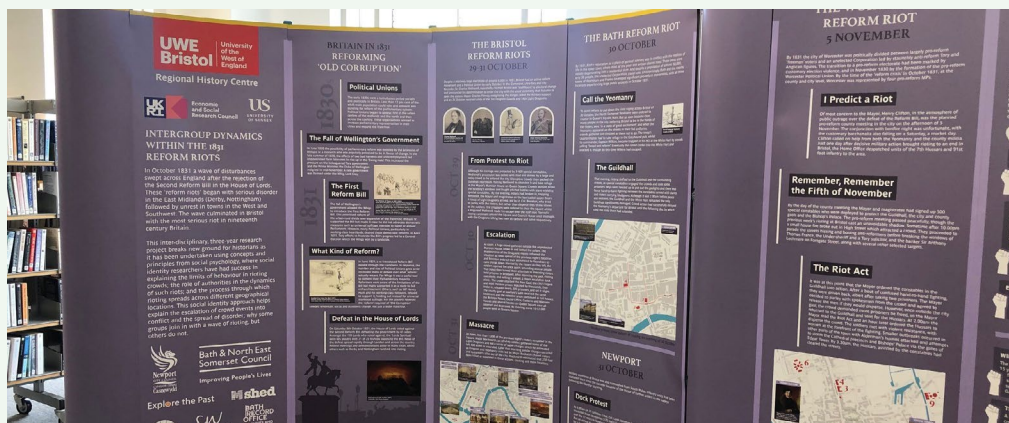
### Bath Record Office

#### Bath & Colonialism Testbed Project

The Bath & Colonialism Archive Project website was launched. Funded by the National Archives Testbed Fund, a collaboration between Bath Abbey, Bath Record Office and Bath Preservation Trust collected information on the city of Bath's links to the transatlantic slave trade through Georgian copies of the Bath Chronicle Newspaper 1760-1780 and addressed problematic language within the source material for the benefit of researchers and sector professionals.

#### Riot 1831 Project

Bath Record Office collaborated with University of the West of England for their *Riot 1831* project with a research workshop at the Guildhall in February and an exhibition in spring 2023.



Exhibition on Riot 1831 project

#### Building a Healthier City

The Wellcome Trust-funded project included more than 5,000 items catalogued documenting the history of Bath City Council's housing and slum clearance from 1890s-1970s, and over 3,000 items conserved.

#### Imagine: A Hundred Years of Homes in Bath

This engagement project (funded by the Wellcome Trust) delivered 12 workshops in partnership with Creativity Works and Genesis Trust which culminated in a celebration and showcase event as part of Museums Week in October. A display of the material created by the artists, alongside the archives that inspired the work, was put on in the Guildhall on 24 October.



Imagine: A Hundred Years of Homes in Bath

## Victoria Art Gallery

2022/23 saw the Gallery begin to return to normal operations as we welcomed the return of many pre-Covid events. Art Store Tours returned once more and we were delighted to show visitors behind the scenes.

Exhibitions-wise, *From Hogarth to Hodgkin: Our Best Prints* ran until May 2022. It showcased the best of our print collection, with works on display spanning 700 years. This was followed by the welcome return of the *Bath Society of Artists' Annual Open Exhibition* which included an online selling show. A total of 72 works were sold. The summer exhibition focused on the artist Mary Fedden and her vibrant, colourful work attracted 8730 visitors.

In October we said goodbye to Jon Benington who had been the Gallery Manager for nearly 26 years. We welcomed the new Senior Curator, Nathalie Levi, the following month.

The year ended with *Peter Brown: Bristol, Bath and Beyond*. This was Pete's fifth exhibition with us, following his footsteps through the streets and green places of Bath and Bristol, as well as places further afield and domestic scenes from his home. As ever, Pete's paintings attracted large numbers of visitors to the Gallery (8,224) and 43 works were sold.

Finally the exhibition *Capturing Life: A Century of the New English Art Club* ran until 11 April 2023 and showcased one of Britain's foremost arts organisations, combining work by current members alongside paintings by past members including John Singer Sargent, Gwen John and Walter Sickert.



*Opening of Bath Society of Artists exhibition*

## You Choose at the Fashion Museum

The *You Choose* exhibition opened at the Fashion Museum in May 2022 and ran until the end of October. Co-curated by local people, the show featured objects from the Fashion Museum collection chosen by groups and individuals across the region to reflect themselves and what fashion means to them. Highlights included Will's choice of a 1993 menswear skirt suit by John Paul Gaultier for Junior Gaultier; and an 1881 dark red silk brocade day dress with beetle wing embroidery picked by pupils at Oldfield Park Junior School. *You Choose* helped us give local residents a voice and a visibility in the Fashion Museum galleries and provided an opportunity to consider issues such as sustainability, creativity, gender fluidity and cultural identity that surround fashion and society today.



*Will chose a menswear skirt suit by John Paul Gaultier*

## Heritage Services YouTube Channels

The marketing, museums and gallery teams have been working to grow our YouTube channels. During 2022/23 the three channels' total subscribers increased from 1.8K to 3K and had 104K views. Both the Fashion Museum and Victoria Art Gallery reached over 1000 subscribers: one of the key requirements for monetising the channels.

One of the pieces of content created across all three channels during this period focused on women's stories. Roman Baths manager Amanda Hart devised and presented a four-part series on Roman Women featuring curse tablets, tombstone inscriptions and human remains. At the Fashion Museum the four curators led a three-part series on Royal Women, focusing on items of clothing worn by Queens Charlotte and Alexandra, and Princess Margaret. Victoria Art Gallery curators Katharine and Jim presented a ten-part series on Women Artists, featuring women whose work is in the collection.

### Channels:

[The Roman Baths Youtube](#)

[Fashion Museum Youtube](#)

[Victoria Art Gallery Youtube](#)

## Loans

### Fashion Museum

A total of 723,969 visitors saw treasures from the Fashion Museum collection on tour in 2022.

This included loans to:

- *Wild & Cultivated: Fashioning the Rose* at the Garden Museum
- *Fashioning Masculinities: The Art of Menswear* at the Victoria & Albert Museum (V&A)
- *Objects of Desire: Surrealism & Design 1924-Today* at the Design Museum
- *Mirror Mirror: Fashion & the Psyche* at MoMu, Antwerp
- Two phases of the V&A international touring exhibition *Mary Quant: Fashion Revolutionary* at Taipei Fine Arts Museum, and Bunkamura Museum of Art, Tokyo.

### Victoria Art Gallery

- Grayson Perry's *Posh Art* was loaned to the National Museum of Art, Architecture and Design, in Oslo for their exhibition *Grayson Perry: Fitting in and Standing Out*.
- Gillian Ayres' *Sun Up* went to the Whitechapel Art Gallery for the exhibition *Action Gesture Paint: Women Artists and Global Abstraction – 1940-1970*.
- Glynn Philpot's *The Pearl and The Skyscraper* was loaned to Pallant House Gallery, Chichester for the exhibition *Glynn Philpot Flesh and Spirit*.
- Walter Langley's *Admiration* took part in the exhibition *Painting Between the Tides: Walter Langley 1852-1922* at Penlee House Gallery and Museum in Penzance.

### Locations

- |                  |                      |                  |
|------------------|----------------------|------------------|
| 1 - London, UK   | 2 - Oslo, Norway     | 5 - Toyko, Japan |
| - Chichester, UK | 3 - Antwerp, Belgium |                  |
| - Penzance, UK   | 4 - Taipei, Taiwan   |                  |

### The Roman Baths

We were delighted to loan three curse tablets to the British Museum's *Feminine Power* exhibition which ran from 19 May 2022 – 25 September 2022. Over 87,000 visitors attended.

We received a loan in of objects from Fairfield House in Bath for a temporary exhibition '*Emperor Haile Selassie and Bath*' in the King's Lounge. This welcomed more than 2000 visitors.



## 2. To be a supporter focused organisation

### Fundraising

In May 2022, the success of the *Buy-a-Bag Campaign*, raising funds for the removal of the Fashion Museum collection into temporary storage, was recognised with a gold award win for *Best Fundraising Campaign of the Year* at the 2022 Museum and Heritage Awards.

The opening celebrations of the Clore Learning Centre and World Heritage Centre took place in June 2022 with an event recognising the support of public funders, donors and trusts and foundation who had all contributed to the centre's successful opening.



Becks Gibson and Rosemary Harden receive Best Fundraising Campaign of the Year Award

### Community Engagement

The Victoria Art Gallery took part in The Wild Escape, a nationwide project led by the Art Fund. The Gallery worked closely with local primary schools to offer group visits, where children were inspired by pictures of animals.

The Roman Baths hosted well-being events for groups from Bath MIND. Postgraduate students from Bath University also took part in 'Threads Through Time' – well-being workshops that explored Bath's rich textile history and includes time for some mindful crafting.

Laura Nicholls, Community Engagement Officer, visited local care homes to engage residents with local history. The team also returned to the Keynsham Age UK group to talk about the Roman people who lived in the area. New care home visits also took place in Salford and Midsomer Norton.

The team visited Batheaston for an exhibition on suffragettes, taking some historic tree plaques from the Roman Baths collection. Suffragettes were offered respite at Eagle House in Batheaston where they planted trees and the plaques are a memorial of their visit. We talked with over 300 local residents over the weekend.

### Resident's Discovery Card

In June 2022, a new and improved [Residents' Discovery Card](#) was launched with an online application route introduced alongside more environmentally friendly card options. In 22/23, over 30,000 residents have renewed or signed up to the scheme which offers B&NES residents free entry to the council's heritage sites, as well as access to exclusive discounts with other leisure partners across the region, from restaurants to sporting events. Nearly 30 local businesses and organisations are now partners in the Discovery Card scheme with the benefits promoted via a monthly e-newsletter which is sent to over 12,000 residents across Bath and North East Somerset, alongside a dedicated web page. The Discovery Card is free to apply for and available to all residents of Bath and North East Somerset, including full-time students at Bath's universities.

## 3. Maximise Income

### Bath's Historic Venues

In May 2022 management of the Guildhall and parks venue hire business moved across to Heritage Services along with the team who had previously delivered events in these areas. This change was made to provide a more consistent and simpler experience for our customers as well as realising cost efficiencies and income opportunities.



*Wedding at Parade Gardens, Bath*

## 4. To operate efficiently and effectively

In order for us to deliver on our strategic priorities it is vitally important that we invest time and resources in the activities that underpin our success. To this end we have renewed our work in protecting and preserving the buildings and collections that we care for. Highlights in 22/23 include the commissioning of a new Conservation Management Plan for the Roman Baths and the initiation of a project to rectify serious defects in the roof of the Victoria Art Gallery. There also has been a focus on improving the performance of our cleaning teams by investing in new supervisory roles. A major area of action has been around staff engagement. Underpinning this is the move of all permanent staff over to the Council's performance management system 'Clear Review'. This has allowed us to systematically review training and development for the workforce. Alongside this we have used the results of the Staff Survey in early 2022 to inform a more robust internal communication strategy. The mental health of our workforce is vitally important to us, as such, we've invested time and effort in reviewing and expanding our cohort of mental health first aiders across the Service. All of these measures are aimed at improving staff experience, performance and retention.



*We have commissioned a new Conservation Management Plan for the Roman Baths*

## 5. To bring benefit to Bath, the South West and the UK

### The Roman Baths: Archway Project

The World Heritage Centre, a significant part of the Archway Project, officially opened in May 2022 and figures at the end of 2022 showed that 40,000 people visited in this period.

The Clore Learning Centre opened in May 2022 to deliver a range of events and activities that celebrate the archaeology of the Roman Baths and Bath's World Heritage. 7,960 primary and secondary students took part in activities in 2022.

The Project has been met with much praise and won three *Bath Property Awards*: winner of Civic Development category, winner of Transformation category and Winner of Winners 2022. The Clore Learning Centre Learning Programme was shortlisted in the *Museum & Heritage Awards 2023*.



Clore Learning Centre

### Fashion Museum

After 59 glorious years, the Fashion Museum closed its doors for the final time at the Assembly Rooms on 30 October 2022. The curatorial team spent many months carefully packing up the collection and working with colleagues to ensure 100,000 objects were safely transported to a new temporary home at the headquarters of luxury glovemakers Dents in Warminster. The Fashion Museum collection will be housed at Dents while we embark on a major development project to create a new museum at the Old Post Office in the centre of Bath and a fashion collection archive in partnership with Bath Spa University.



Fashion Museum team wave goodbye to the Assembly Rooms

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

### World Heritage Site Management

In March 2023 Bath hosted the General Assembly of the Great Spa Towns of Europe, bringing together mayors and officers from all 11 partner towns. The city also received the official UNESCO certificate confirming Bath's inscription as one of the Great Spa Towns of Europe. Bath's two UNESCO certificates are now displayed side by side in the King's Lounge at the Pump Room.

At the end of March 2023 the World Heritage function transferred to the Planning Service. Key challenges such as delivering the World Heritage Centre and the Great Spa Towns of Europe inscription have been achieved, and the main focus of work moving forward will be on engaging with place-based issues such as achieving carbon neutrality and greening the city.



*The Council receiving the UNESCO certificate at the Roman Baths*

### The Roman Baths Energy Capture

As part of the Archway Project an innovative scheme to harvest heat from the naturally hot spa water at the Roman Baths, and use it to heat surrounding buildings, provided a forward-thinking approach to sustainability at the Roman Baths.

16 three-metre-long energy exchange blades were installed into the King's Bath between 28 February and 9 March 2023. In installing the scheme, great care was taken to protect the integrity of the Spring. The Energy Capture Scheme will now save 850 tonnes of Carbon over a 25-year period (34 tonnes a year).



*King's Bath drained with energy blades*



# Financial & Business Review 2022/23

Financial Performance	2022/23 (£)	%	2021/22 (£)
Admissions	15,890	87%	8,495
Sales	2,303	99%	1,155
Room Hire	966	162%	369
Catering	479	81%	264
Grant - Furlough Scheme	0	(100%)	30
Sales Fees & Charges Compensation Grant	0	(100%)	3,445
Other Income	1,099	86%	589
Internal Income	3,279	21%	2,719
<b>Total Income</b>	<b>24,016</b>	<b>41%</b>	<b>17,067</b>
Employee Costs	(5,370)		(5,003)
Premises Costs	(678)		(424)
Transport Costs	(39)		(24)
Supplies & Services	(3,577)		(838)
Purchases for Resale	(987)		(538)
Voluntary Sector	(12)		(5)
Contracts	(721)		(602)
Investment	(684)		(249)
Maintenance	(605)		(359)
<b>Total Variable Costs</b>	<b>(12,672)</b>	<b>(58%)</b>	<b>(8,040)</b>
Rates	(920)		(955)
Transfer to Balances	(7)		0
External Insurers	(256)		(253)
Divisional Overheads	(3,266)		(2,718)
Corporate Overheads	(531)		(533)
Finance & Debt Charges	(647)		(566)
<b>Total Fixed Costs</b>	<b>(5,627)</b>	<b>(12%)</b>	<b>(5,026)</b>

(Surplus) / Deficit	2022/23 (£)	%	2021/22 (£)
	<b>5,717</b>	<b>43%</b>	<b>23%</b>
<b>Operating Margin</b>	<b>24%</b>		<b>23%</b>
<b>Employee Costs</b>	<b>22%</b>		<b>29%</b>
<b>Capital Expenditure</b>	<b>2022/23 (£)</b>		<b>% 2021/22 (£)</b>
Archway Centre	(5)		(749)
Energy Capture Scheme	(197)		(442)
Visitor Management System	0		(2)
Retail Tills	0		(12)
Website Rebuild	(98)		(65)
VAG Education Space	(5)		0
<b>Total</b>	<b>(306)</b>		<b>(1,270)</b>
<b>Visitors</b>	<b>2022/23</b>	<b>%</b>	<b>2021/22</b>
Roman Baths	838,709	95%	431,131
Fashion Museum	39,342	-2%	40,166
Victoria Art Gallery	54,694	36%	40,111
<b>Total</b>	<b>932,745</b>	<b>82%</b>	<b>511,408</b>
<b>Admission Income</b>	<b>2022/23 (£)</b>		<b>% 2021/22 (£)</b>
Roman Baths	15,483	91%	8,093
Fashion Museum	312	0%	312
Victoria Art Gallery	95	6%	90
<b>Total</b>	<b>15,890</b>	<b>87%</b>	<b>8,495</b>
<b>Retail Income</b>	<b>2022/23 (£)</b>		<b>% 2021/22 (£)</b>
Roman Baths	2,112	106%	1,023
Fashion Museum	58	-36%	91
Victoria Art Gallery	74	79%	41
<b>Total</b>	<b>2,244</b>	<b>94%</b>	<b>1,155</b>

# Financial Summary

The performance of Heritage Services continued to improve in 2022/23, as international travel restrictions were lifted and public confidence to travel and visit tourist attractions rose following the pandemic.

Visitors to the Roman Baths were ahead of budget through the second half of the year and 14% up on budget overall. This was driven largely by the return of international tourists, particularly from the USA. The strong visitor numbers translated into an over achievement of admissions income of £1.4 million.

The strong visitor numbers were also reflected in the retail sales with total sales across all shops of £2.3 million which was 96% of the 19/20 turnover. Spend per visitor was ahead of the pre-pandemic levels, this was in part driven by inflation pressure in the supply chain which increased the cost of stock for resale. Much of this cost increase was passed on to customers, and there was no price resistance from visitors.

Private hire income also performed well with the demand for weddings remaining high in 22/23. In particular in Parks, which was new to Heritage Services Venues portfolio in 22/23, and the Roman Baths and Pump Room. The overachievement across all Heritage Services' venues was £223k.

Catering commission income came in above budget at both the Pump Room restaurant and the Assembly Rooms; this was linked to the high demand for corporate hire, as many of these events also generate catering revenue.

The Roman Baths and Pump Room is a member of the Association of Leading Visitor Attractions (ALVA) and in 2022 it was the 28th most popular attraction in the UK up from 51st in 2021, further underlining the strength of Heritage Services' recovery from the pandemic.

## Bath's Historic Venues financial summary

The total income for Bath's Historic Venues was £905k. The Pump Room generated £397,000, the Assembly Rooms (until December 2022) £254,000 with Parks £125,000 and the Guildhall £129,000.

Income at the Pump Room and the Parks were +39% and +91% respectively. Weddings at the Pump Room generated £240,000 income which was 60.5% of Pump Room income overall.

## Performance Measurement – Visitor Enjoyment

We measure the impact of higher visitor numbers, price changes and our overall site management on visitors' experience through onsite and post-visit surveys. Our understanding of visitors' views are tracked through post visit surveys and ALVA benchmarking.

	Enjoyment (mean out of 10)	Value-for-Money (mean out of 10)	Net Promoter Score (likelihood to recommend)
All Attractions	9.0 (+0.1)	8.7 (no change)	+ 70 (+5)
Heritage Attractions	9.0 (+0.2)	8.7 (+0.2)	+ 70 (+10)
Roman Baths	8.8 (-0.2)	8.0 (-0.4)	+ 59 (-11)

*The table (above) summarises the 'quality of visit' benchmarking*

Whilst lower than sector benchmarks the Service is satisfied that the visitor enjoyment metrics are in-line with those anticipated for the Roman Baths.

Visitor enjoyment remained above the level in 2019 and value for money was ahead of the 2018 benchmark (despite significant increases in the headline price). The Net Promoter Score, which measures the likelihood of visitors to recommend the experience at the Roman Baths to friends and family, was at the same level as it was in 2019.

# Additions to the Collection

## Bath Record Office

- Records of the Bath Cycling Club
- Early scorebooks from Lansdown Cricket Club
- Podcasts of the Bathscape scheme/project
- Court records for Bath & Wansdyke divisions
- 19th-20th century burial registers for Bath cemeteries and burial grounds
- Additional records of Bath City Waterworks
- Creative responses from the Wellcome Public Engagement Project Imagine: A Hundred Years of Homes in Bath
- Records of Argyle Chapel (United Reformed Church)
- Records of the Royal United Hospital
- Audio files of episodes of 'They remember HIM' - recollections of Emperor Haile Selassie's time in Bath when he lived at Fairfield House.



## Fashion Museum

At the Fashion Museum, we turned to our supporters for key acquisitions for the collection to mark this historic year when we moved from the Assembly Rooms.

Emma was our Move Manager throughout the collection move and donated a Christopher Kane paillette dress from A/W 2008 and a pair of Yves Saint Laurent chained shoes from 2016.

Tavis played a part in helping us to set up an Integrated Pest Management programme in our new space by systematically cleaning the floors once a month. His granny was in the London Fire Service during the Second World War and Tavis donated her smart tailored uniform.

The Fashion Museum was also thrilled to acquire a low-waisted micro mini-skirt and cropped sweater set by Miu Miu as its Dress of the Year 2022. An Instagram sensation, this iconic look by Miuccia Prada went viral in 2022 and is now part of the Fashion Museum's legendary Dress of the Year collection, thanks to selector Kenya Hunt, Editor-in-Chief of ELLE UK.



## The Roman Baths

17 archaeological archives were also acquired from Cotswold Archaeology, totalling 86 boxes of archaeological material.



An early 19th century silver shilling, worn smooth from use

## The Victoria Art Gallery

Two prints by Michael Craig-Martin: *Domesticated Nature (Fruit)* and *Domesticated Nature (Vegetables)* were acquired with a grant aid from the Arts Council England/ Victoria & Albert Museum Purchase Grant Fund and the Friends of the Victoria Art Gallery.

Mary Martin's *Construction MM1* (1968) was also acquired. Watercolour by Lord Paul Methuen (1886-1974) who was a pupil of Sickert and was owner of Corsham Court. The painting shows the Limpley Stoke viaduct and surrounding countryside.

13 drawings, watercolours and prints from the Nina Drucker Collection, were donated to the Gallery via The Art Fund, including *Antonio's Fence* by Barbara Rae, *Portrait of Edmund Gosse* by Sylvia Gosse, *John Bull at the Italian Opera* by Thomas Rowlandson and *Portland Roads* by John Constable.



Michael Craig-Martin: *Domesticated Vegetables (Fruit)*

# People News

**Richard Meunier**, Record Office Manager, became Chair of the Archives South West group.

**Lucy Powell**, Project Lead Archivist, achieved 20 years with Bath Record Office in July 2022.

**Anne Buchanan**, Local Studies Librarian, also reached 20 years with the Council in February 2023.

**David Baker**, marked 25 years as a Visitor Experience Host and subsequent workshop leader.

**Owen Kearns** was awarded his PhD for his thesis titled *Building Roman Britons: the Use of Novel Construction Materials in the Development of Roman Bath*.

**James Petrucco** and **Rosie Simmonds** were awarded a *Foundation in Museum Learning Course* through Group for Education in Museums.