



# From Social Distancing to Emotional Connection – The Roman Baths’ post-pandemic recovery

November 2024







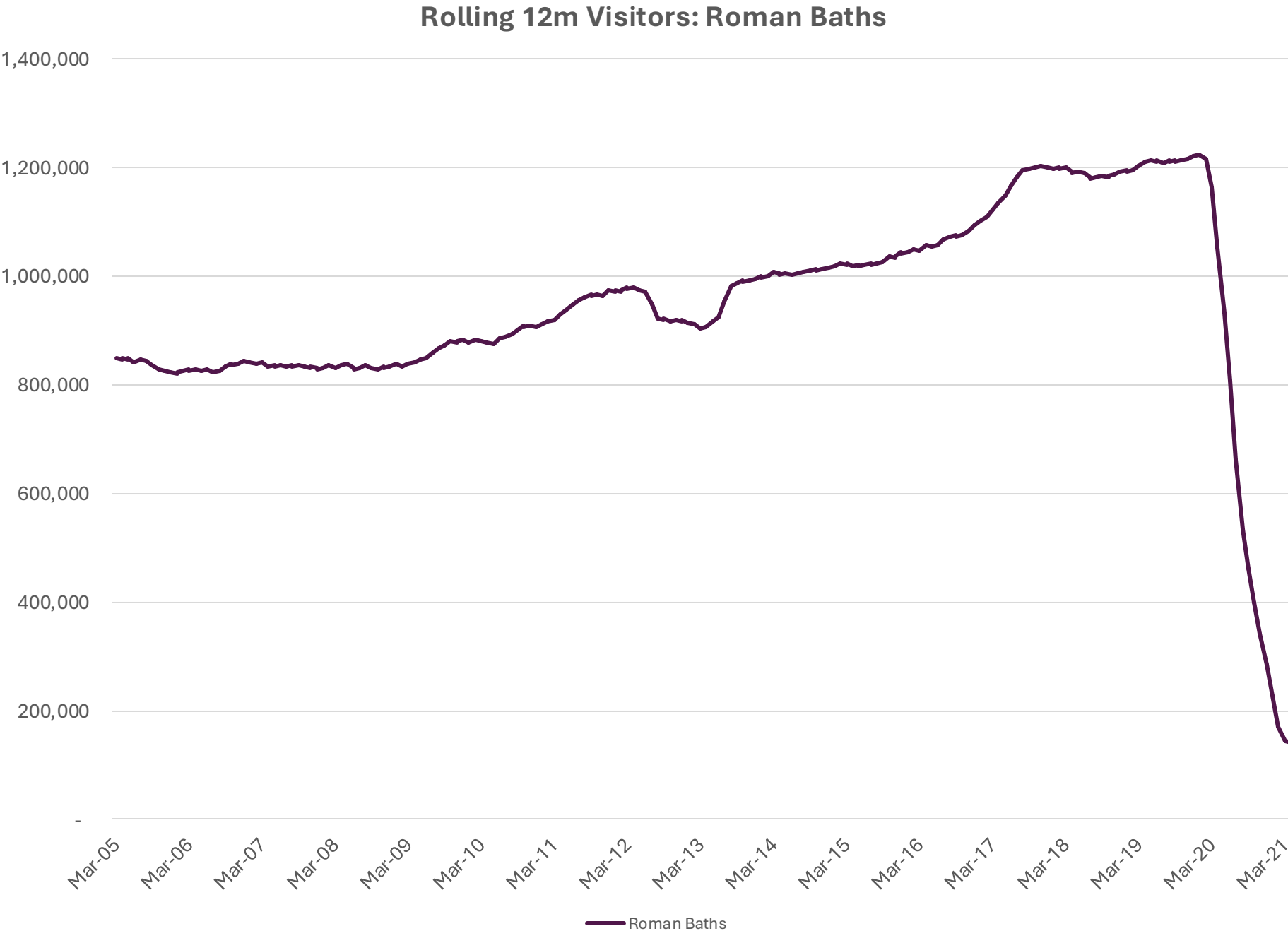


**Pandemic Impact**

*Roman Baths visitors*

Jan 2020    1,223,897  
Apr 2021    143,456

Almost 90% of visitors lost  
over 14 months.





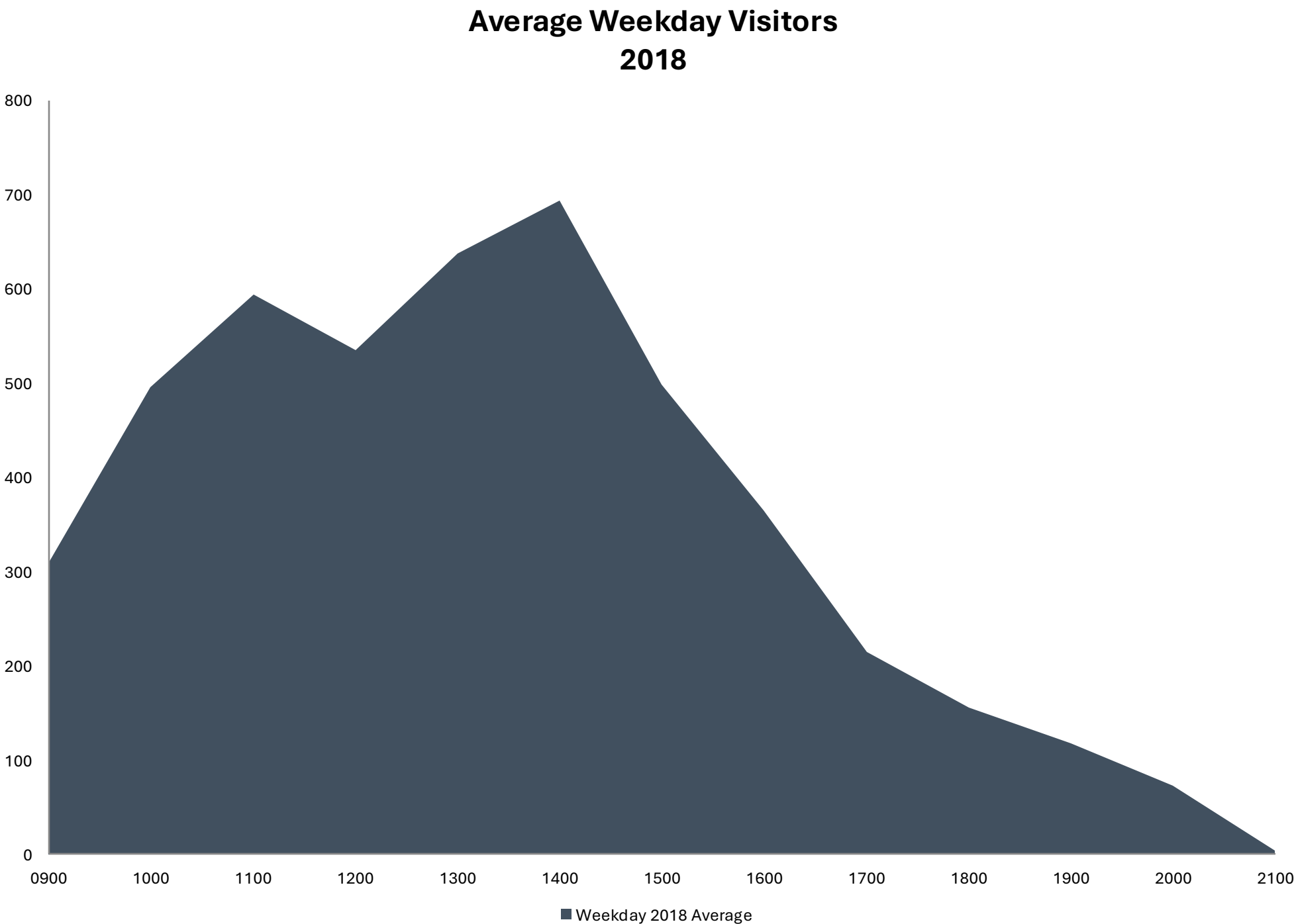
Achieving Consistency

*Pre-COVID visitor profile*

Spikes in visitor numbers at 11.00 and 15.00.

These are averages, our busiest hour saw over 1,000 people admitted.

Uncontrolled spikes in visitor numbers made it harder to provide a consistent visitor experience.



Achieving Consistency

Timed Tickets

Capacity now set to 160  
visitors every 15 mins.

Spikes in visitor numbers now  
controlled.

Capacity displayed to prompt  
visitors to book, particularly if  
capacity is limited at the time  
they wish to visit.

Select A Date

October 2024

MO	TU	WE	TH	FR	SA	SU
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

13:00 - 13:15	On Sale	113	Autumn Weekday
13:15 - 13:30	On Sale	99	Autumn Weekday
13:30 - 13:45	On Sale	143	Autumn Weekday
13:45 - 14:00	On Sale	88	Autumn Weekday
14:00 - 14:15	On Sale	38	Autumn Weekday
14:15 - 14:30	On Sale	120	Autumn Weekday
14:30 - 14:45	On Sale	48	Autumn Weekday
14:45 - 15:00	Sold Out	0	Autumn Weekday
15:00 - 15:15	On Sale	90	Autumn Weekday

## Achieving Consistency

### *Attention to detail*

Regularly walk the site.

Hold yourself accountable to  
the standards that you set

Create a culture where  
feedback is invited and  
expected.

Make sure you remember to  
say "well done" when it's  
good!



## Visitor Experience

### *EPIC Visitor Experience*

Elevation

Pride

Insight

Connection

## ELEVATION

Elevation is the act of going beyond the routine and the expected, something that pleasantly surprised you.

## PRIDE

Pride is generated when visitors feel **recognised and valued**. This can be through a particularly special experience, or simply by receiving the care and patience of staff.

## INSIGHT

Insight relates to enabling visitors to **discover something new or find new inspiration** which is an important value-add to the overall experience.

## CONNECTION

Enabling visitors to be **surrounded by people with shared interests, and feel a sense of belonging** during the experience can help forge a deeper connection.

Visitor Experience

How we measure

The quality of our visitor experience is measured in a number of ways:

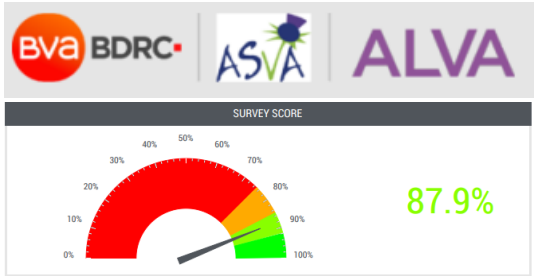
- Visit England Quality Assurance Scheme
- Post visit surveys (benchmarked)
- Mystery Visitor Programme (benchmarked)



**VAQAS** – Attractions are independently visited by our quality assessors. Sites are offered support and guidance to improve the quality of their visitor experience. Visitor attractions can gain a Visit England Accolade for exceptional facilities.



**Voice of the Visitor** – our post visit survey. Visitors are sent a survey to score a number of aspects of their visit. They are also able to provide comments as part of this.



**Mystery Visitor Programme** – we receive 4 mystery visits a year and get a detailed report covering all aspects of the visitor's experience.

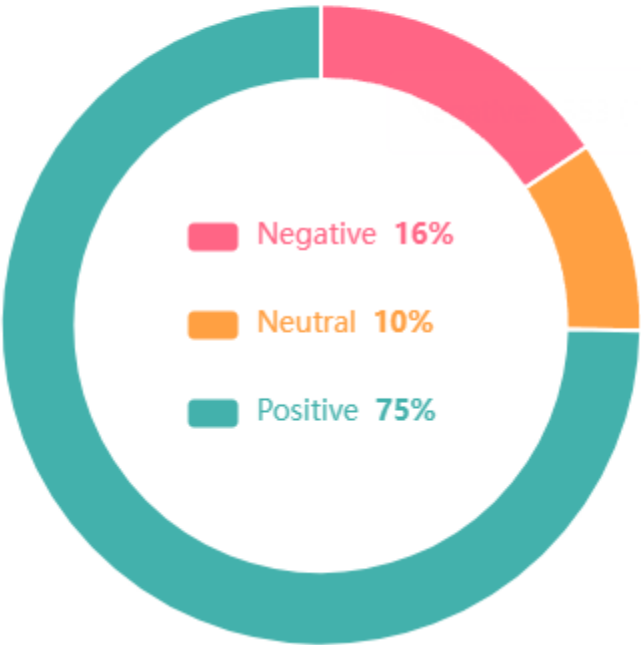
Visitor Experience

Visitor Sentiment

We've received almost 10,000 comments from visitors through the post visit survey.

The majority of these have been positive.

Roman Baths: overall visit sentiment



n=9954

Visitor Experience

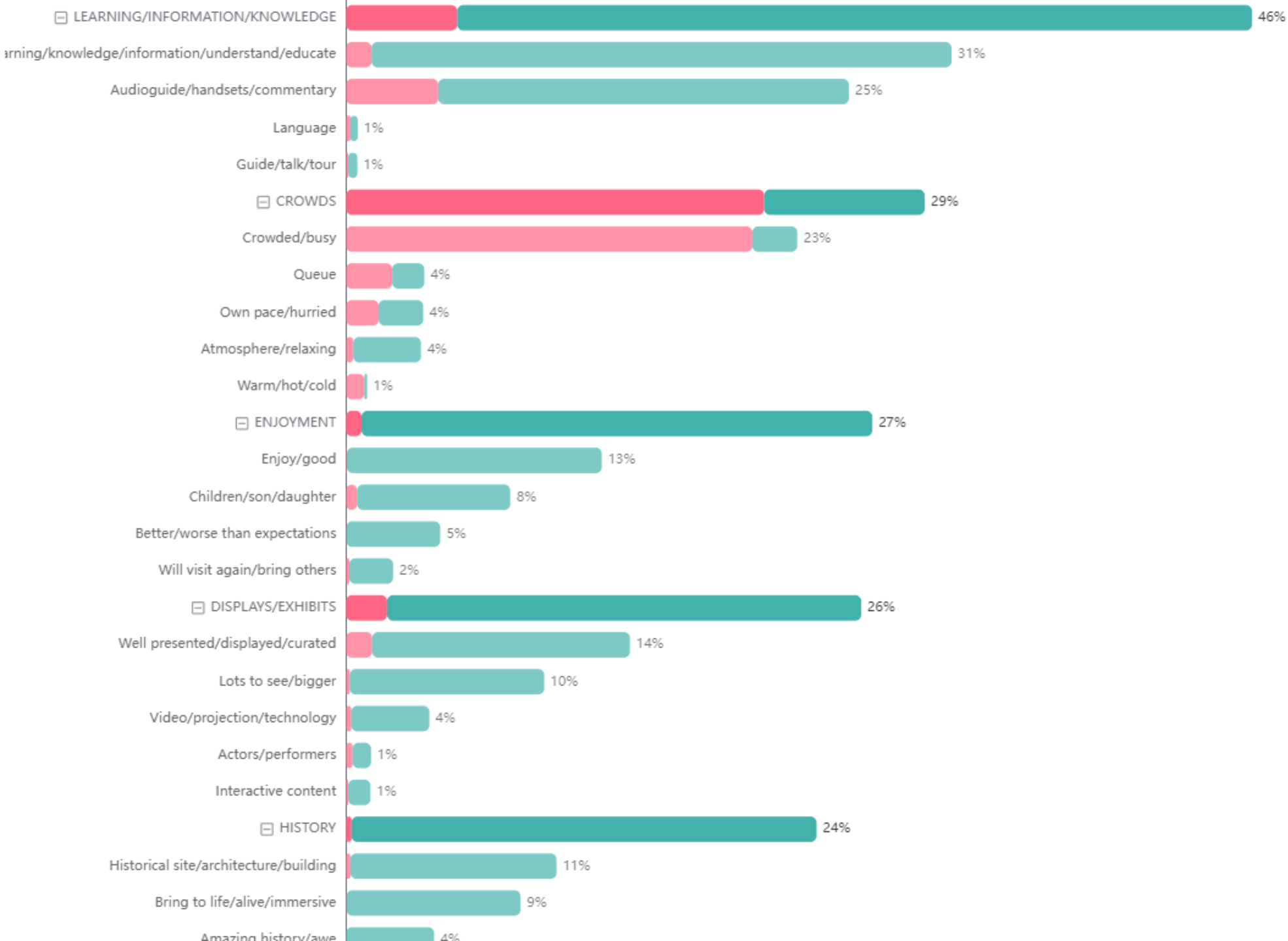
Visitor Sentiment

Positive comments cover all aspects of the visit.

Audioguides are particularly well received by visitors (especially families).

The majority of negative comments centre on the crowded nature of the sites.

Very few comments about price.





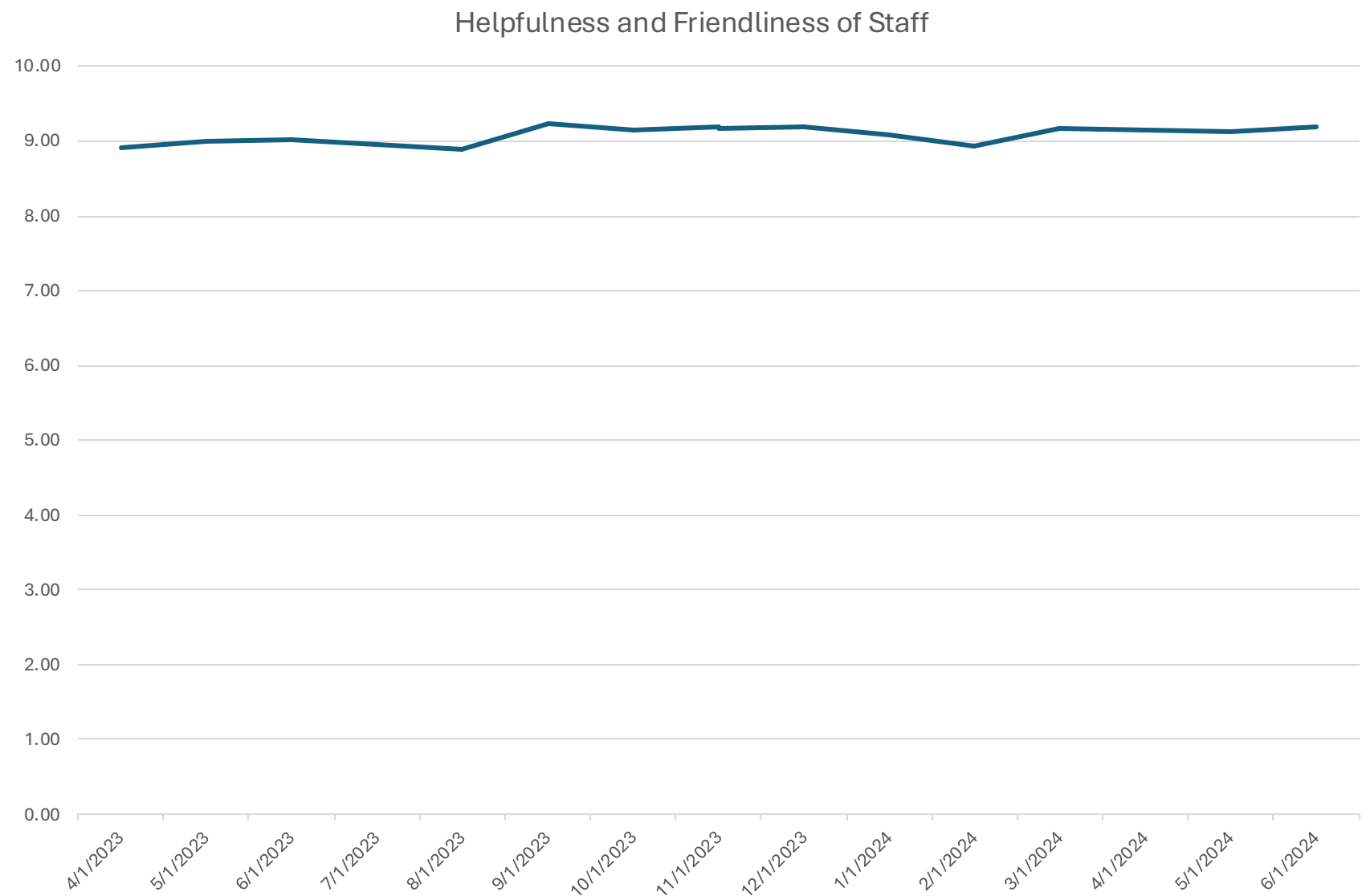


Visitor Experience

Staff scores

Increase in score and  
improvement in consistency  
as a result of training.

September	9.23
October	9.14
November	9.20
December	9.20
January	9.08
February	8.93
March	9.17
April	9.14
May	9.13
June	9.20
July	9.11
August	9.14
September	9.38



The earliest and latest coins of the hoard  
Denarius of Mark Antony 32-30 BC.  
Rariate coin of Tetricus "

Coins of the hoard  
There are only two types of coin in the hoard:  
• silver *denarii* – smaller, with the male wearing laurel wreath  
• silver *radiates* – larger, with the male wearing a crown

1000th anniversary coins  
In 248AD Philip I and his wife Otacilia  
• marked the anniversary of the founding of Rome with celebratory games and special coins.

Bag 4  
2302 coins

Bag 5  
775 coins

Bag 3  
2773 coins

Bag 6  
1795 coins

Bag 2  
3033 coins

Bag 7  
406 coins

Bag 1  
3803 coins

Bag 8  
253 coins

Visitor Experience

Price Strategy

2019  
Prices from £16 - £22

2024  
Prices from £19 - £29

Significant increase in yield.

Enabled through delivering  
consistently high levels of  
visitor experience.

	Weekend (Sat-Sun)	Weekday (Mon-Fri)
January to March	Off-Peak	Super Off-Peak
April to May	Standard	Off-Peak
June to August	Peak	Standard
September to October	Standard	Off-Peak
November to December	Off-Peak	Super Off-Peak

Visitor Experience

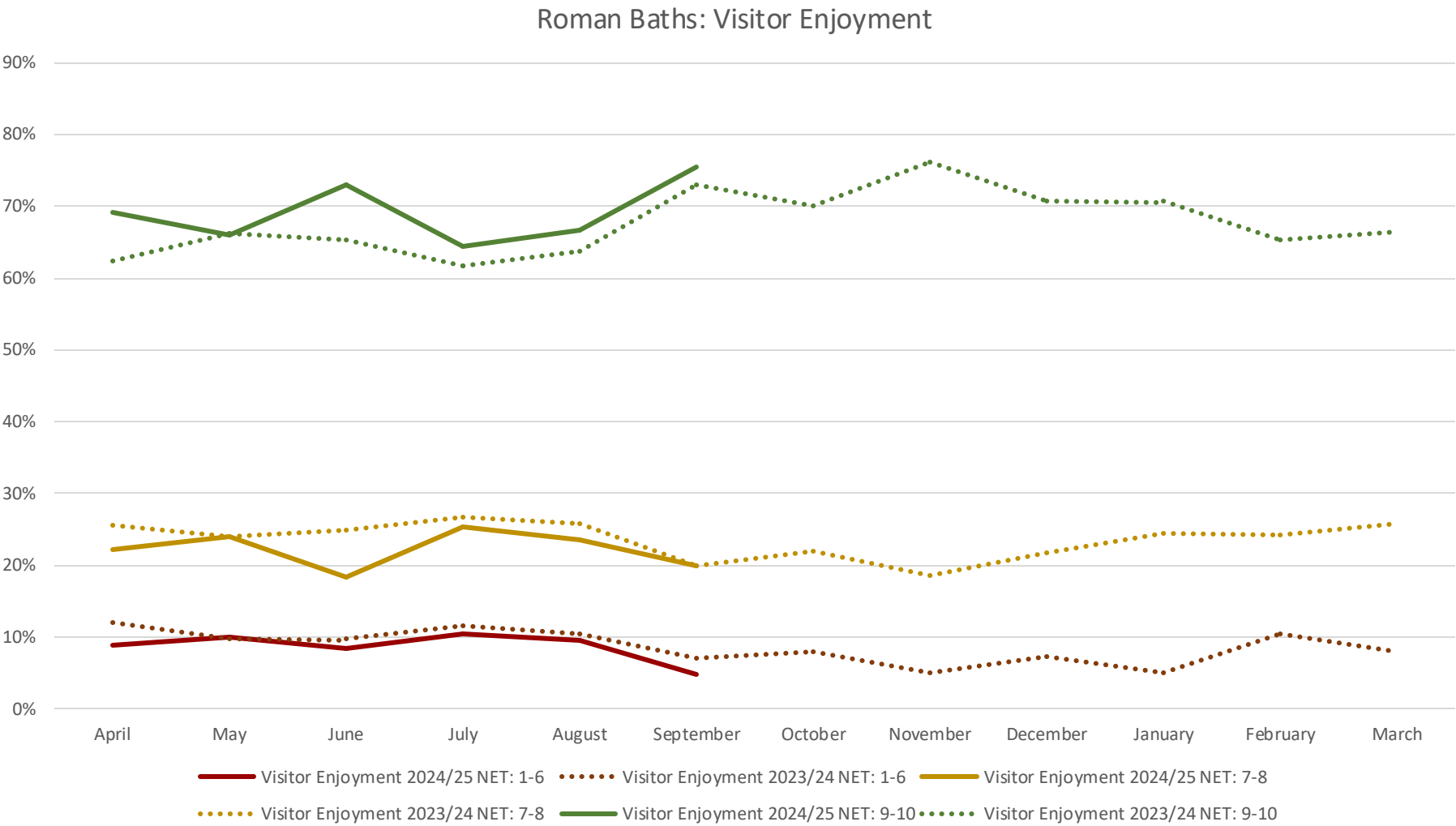
Visitor Enjoyment

Consistent and sustained  
improvement in scores.

YTD score 8.77

An improved score year-on-  
year.

This score is higher than any  
of the scores we received in  
the 4 years prior to COVID.



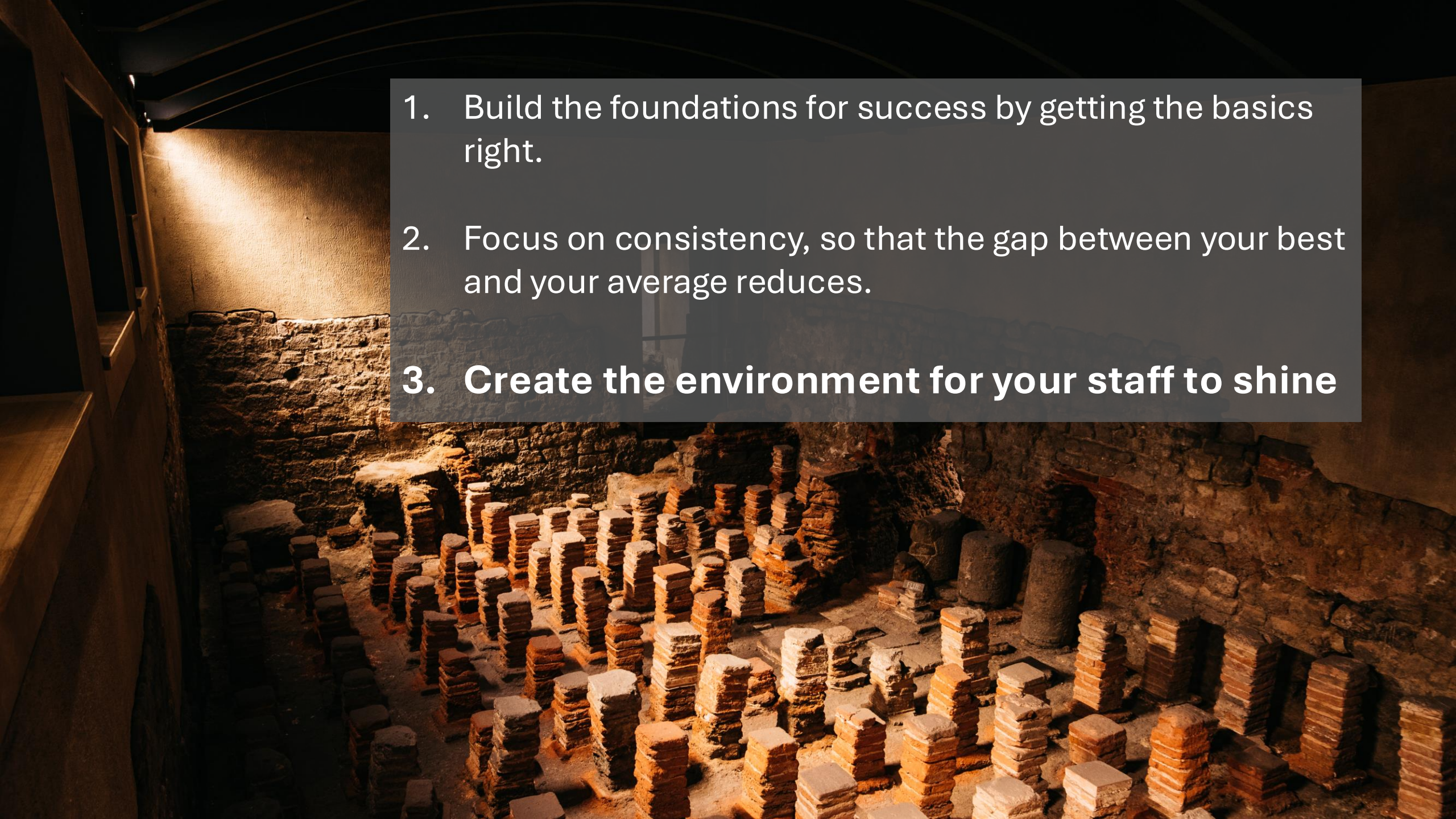


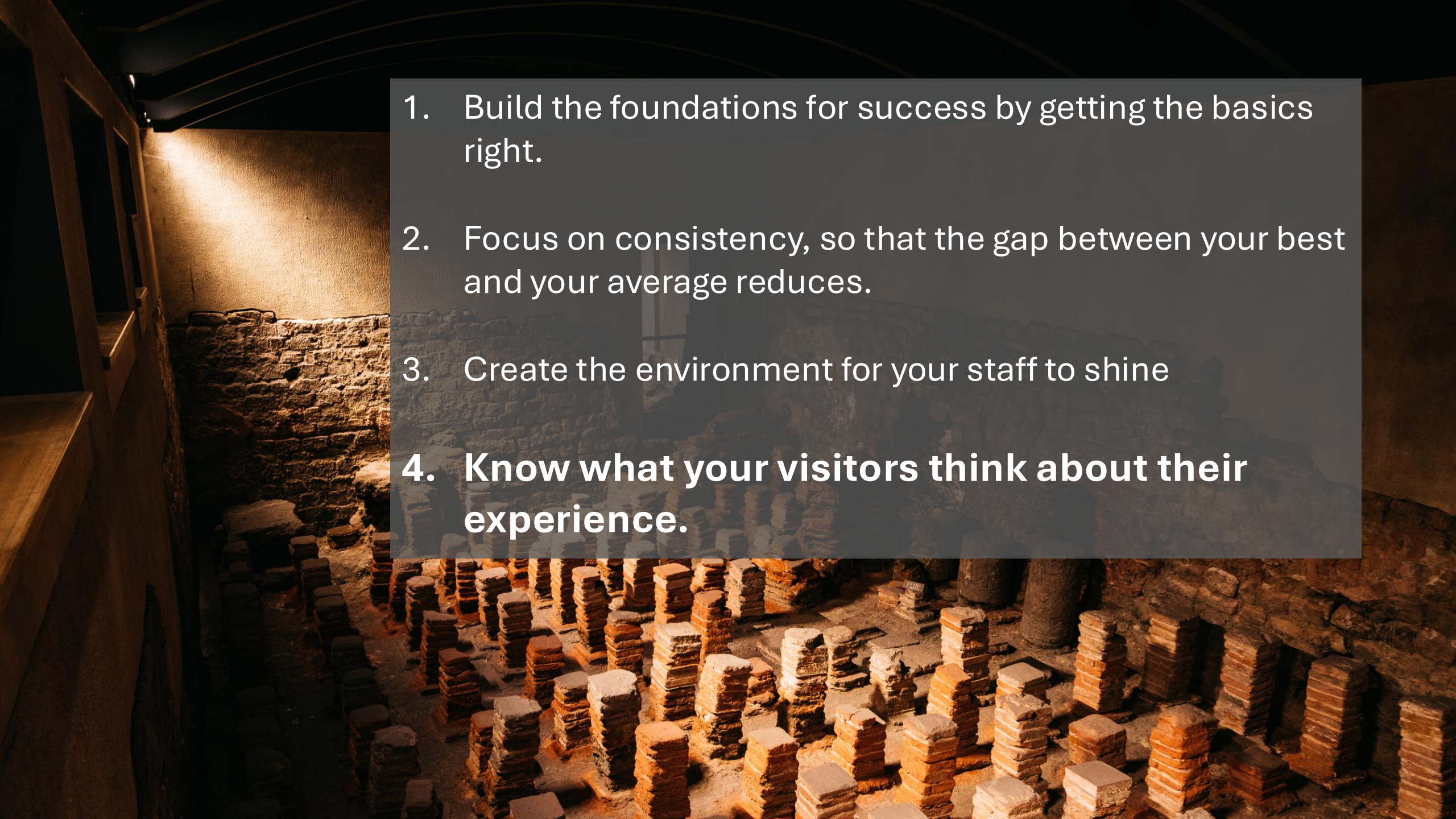
**1. Build the foundations for success by getting the basics right.**

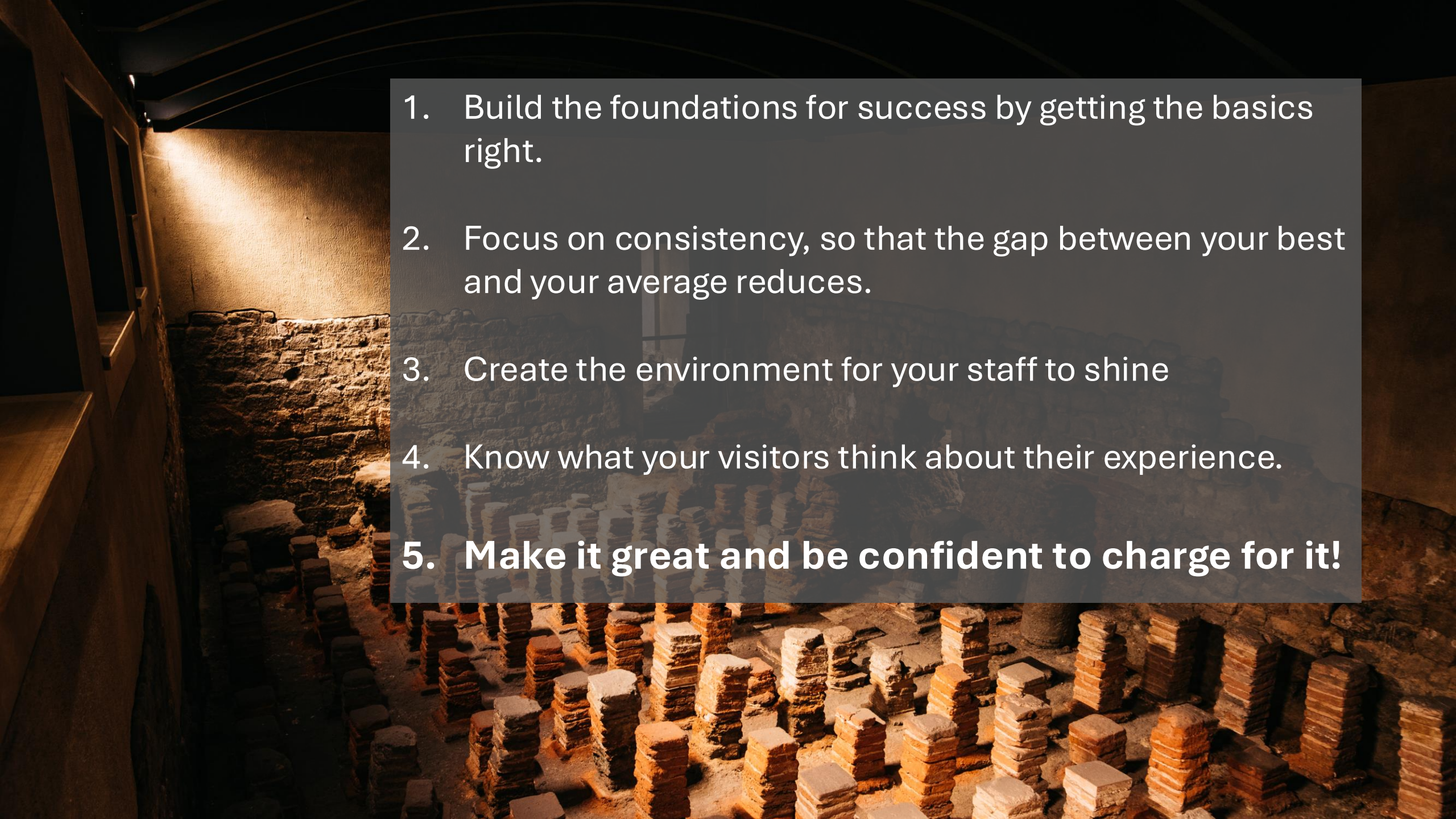


1. Build the foundations for success by getting the basics right.
2. **Focus on consistency, so that the gap between your best and your average reduces.**



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  3. **Create the environment for your staff to shine**

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- 4. Know what your visitors think about their experience.**

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1. Build the foundations for success by getting the basics right.
  2. Focus on consistency, so that the gap between your best and your average reduces.
  3. Create the environment for your staff to shine
  4. Know what your visitors think about their experience.
  5. **Make it great and be confident to charge for it!**

