

TRINITY:

JACOBS WELLS BATHS

Recovery Plan 2023-25

V2 - September 2023



VISION

Repair & restoration of Jacobs Wells Baths to provide a new, multi-use hub for Hotwells & Harbourside, safeguarding the future of the building as a publicly owned Asset of Community Value

MISSION

To create a sustainable, intergenerational hub for performing arts, open access youth services and community activities. Through a phased capital programme, we will deliver an accessible, sustainable design scheme that is sympathetic to the historic fabric, whilst optimising use to ensure long-term viability



The journey so far...

Development Phase Aug 2023 - Jan 2024

- Trinity has taken on Jacobs Wells Baths on a temporary license
- We are delivering a £70k Development Phase, with funding secured from Nisbet Trust, Architectural Heritage Fund (and COF support grant); this has included Urgent Works to stop water ingress in the North wing
- Working with a Structural Engineer and appointed specialists, we are carrying out comprehensive surveys to fully assess the condition and develop a QS revised costed scheme for Phase 1 Repairs
- An application to Historic England (est £70k) is in progress to support identified Emergency Works, to prevent further damage to the fabric
- We are working with Locality and the Cooperative Network to develop our Community Ownership Fund (COF) application and establish a sustainable structure for long-term asset management
- We have launched a Fundsurfer appeal to demonstrate engagement and encourage people to give what they can to support the project



...What's next?

- Take on management of the asset via a 35-year peppercorn lease agreement, assuming maintenance responsibility for the building & surrounding site
- Make applications to key funders incl Community Ownership Fund (Oct 2023) to secure funds to deliver works needed to bring the building back into use
- Deliver Phase 1 Repair Works, starting the transformation of Jacobs Wells Baths
- Reopen the building for public use by March 2025; possible meanwhile use Spring/Autumn 2024 subject to surveys and Emergency Works
- Develop an application to National Lottery Heritage Fund to secure further funds for additional development and consultation around Phase 2 works
- Work with the Hotwells & Cliftonwood Community Association to engage stakeholders, inform plans and as a future anchor tenant



Why Trinity?

- Project aligns with Trinity's track record and charitable objectives, as well as Bristol City Council (BCC) strategies
- We bring with us the critical blend of heritage asset recovery and community hub management to deliver a successful outcome for the people of Hotwells & wider city
- Our Business Plan sets out how we will centre decision making around community ownership and engagement
- Our management model focuses on dance, circus and performing arts as key art forms
- Key income sources - including tenants, events and a microbrewery, will ensure the space is financially viable
- Our model serves as a unique local economic multiplier, as demonstrated in Trinity's 2022 feasibility study; recovery of Jacobs Wells Baths will contribute to the local economy through increased footfall and jobs creation



Feedback & Findings

- We have been overwhelmed by the support of our proposal to #SaveJWB since announcing the leasehold offer in July
- There has been a unanimous call for the building to be saved and for a wide array of activities for all age groups
- We have been overwhelmed by offers of support from arts professionals, local businesses and residents
- Respondents fondly recall the role the building has played in their lives, with a focus on people's learning experiences
- The potential for arts, education, and cultural provision for citywide benefit is emphasized, alongside the need for accessible space locally that people can get to without a car
- Above all, the strong message is a desire for an inclusive and community-driven approach to the building's future, recognizing its potential to be a unique and cherished resource in cultural Bristol's landscape

"Hats off to @BristolCouncil for enabling community orgs to secure/activate assets for local benefit." Platform Places

"Great news - there is so much love for this building" Anna Farthing, CEO, New Theatre Royal, Portsmouth

This is terrific news for the city, great to see an organisation who makes such a difference for so many people being given opportunity to reinvigorate Jacobs Wells Baths. Dan Feeney, Interim Head of Culture & Creative Industries, Bristol City Council

"This is amazing! I've been loving what you have been doing with Trinity 🙏 you got my support with this project 100% 🍷"

"This is incredibly exciting news! What a wonderful, and important, building." Good Chemistry Brewing

Lovely people of Trinity! This is a great idea, thank you for putting it forward. I have a pub local to Trinity and your events really benefit local businesses. My other pub is near this community centre and would love to write a letter of support. Publican, Volunteer Tavern, Hope & Anchor



Capital Works

2023-25



Development Phase

incl Urgent & Emergency Works

Aim: Safety, stability and preservation (£140k)

- We have carried out Urgent Works to prevent further damage to the North Wing

We will:

- Undertake temporary repairs to the South Wing; lower roofs and high-level masonry incl buddleia removal, clearing and reinstating gutters
- Carry out opening up works incl removal of internal plasterwork and non original partitions to aid surveying

Works will be accompanied by relevant surveys and research from specialists to produce a full conditions survey, to be completed by Jan 2024

Funded by: Nisbet Trust, Architectural Heritage, Community Ownership Fund, Historic England (50% secured)



Phase 1 Works

Repair & Reinstatement

Aim: repair listed fabric and reopen for public use (est £1.2m)

- Repair the asset envelope incl Main Roof and Hall
- Reinststate public use through targeted access improvements, incl opening up Pump and Tank Rooms for the first time
- Incl delivery of scheme previously granted planning consent in 2016

Works to be completed by March 2025

Funded by: Community Ownership Fund, Nisbet Trust, Batchworth Trust, Landfill Trusts, Fundsurfer (15% secured)

Professional Team & Working Group

- **Project Lead:** Emma Harvey, CEO of Trinity Community Arts; experience in capital projects and community asset development & management
- **Project Manager & QS:** Nichola Dyer, Greenwood Projects; specialise in heritage & restoration project for third sector clients
- **Design Lead:** Sean Redmond, PH3 Design; track record of comparable programmes incl the 2016 approved capital scheme for JWB
- **Conservation Consultant:** Corinne Fitzpatrick, conservation accredited architect worked on various projects incl Tabernacle Kingswood
- **Structural Engineer:** Steve Swinbank, Mann Williams, extensive experience on comparable restoration schemes incl Moseley Road Baths, Birmingham
- **Advisor to Board:** Stephen Beggs (Curtins) providing pro-bono advice in a personal capacity to the Trinity Board to help them assess risk
- **Board Lead:** Dr Fidel Meraz, Senior Lecturer MArch Architecture Programme Leader, UWE; worked extensively in design internationally
- **Community Leads:** Rachel McNally and Carol Walton, trustees of Hotwell & Cliftonwood Community Association



Governance & Structure

- Trinity is a registered charity with a track record of effective community asset management
- We will take on the asset via our existing legal structure to meet timescales and maximise success with available grant sources
- We are working with the Cooperative Assistance Network to conduct an options appraisal on legal structures for a community shares offer
- We will employ a core team, supported by Trinity's existing back-office structure once we reopen; this will incl a Hub Manager, responsible for bookings and operations
- Our existing governance and membership structure will provide the necessary framework needed to empower JWB stakeholders, through existing democratic mechanisms; Board of Trustees, JWB Steering Group and Programming Forum
- Working with Hotwells & Cliftonwood Community Association as an anchor tenant will ensure community involvement day-to-day, fostering a sense of community ownership and regular engagement

Operating model

- Financial projections are based on data from Trinity Centre's operational history and previous tenants Artspace Lifespace and BCDC
- Annual turnover est £330k Y1 is based on a diverse income model, supported by market assessments conducted by Fusion (2021) and Trinity operating model
- **Anchor tenants** for dance residencies, rehearsals and classes will generate gross pa = £63k based on BCDC trading income 2014/15
- **Events & hires** site specific performances, installations and exhibitions; generating gross pa = £74k based on ASLS 2016/17 and Trinity hire income 2012
- **Ancillary services;** adapting existing pump room to provide a cafe-bar space, est annual return gross = £125k based on Trinity ancillary income 2012
- **Grants and service contracts;** delivering community, arts, youth and education projects in response to local needs/interests. Est £90k pa for programme delivery
- **Microbrewery;** the site is fed by a natural spring and we are working with local brewers to explore options incl canned water and a taproom. Est £5k-£20k net pa
- **Expenditure;** all revenue generated will be used to support building running costs, pay staff to manage the venue and provide match funding for project grants to deliver our community programme in the space.

Key Milestones

2023

- Sept - Historic England grant submission
- Oct - Community Ownership Fund grant submission
- Nov - Emergency & Enabling Works
- Dec - Community Ownership Fund decision

2024

- Jan - Community Asset Transfer completion
- Feb - Lead Contractor contract-lead-in
- Mar - Meanwhile use, subject to surveys/works
- Apr - Commence Phase 1 Repairs
- Jul - National Lottery Heritage Fund application
- Sep - Development & consultation Phase 2 Works
- Nov - Meanwhile use, subject to works

2025

- Summer - Phase 1 completion and building relaunch

TRINITY:

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