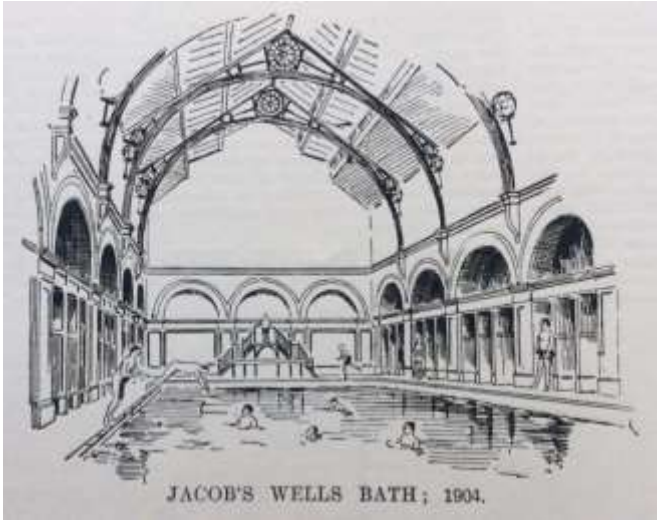
Future of Jacobs Wells Baths

First Stage Feasibility Study



Vivid Regeneration LLP January 2017 Final

Table of Contents

1 Executive Summary 4

2 Background 7

3 Feasibility Brief 8

4 Approach 9

5 Research and Findings 10

5.1 Building 10

5.2 Demand for Dance, Arts and Community Facilities 18

5.3 Financial Viability 27

6 A Vision for the Building 31

7 Options 32

8 Case Studies 34

9 Recommendations 35

Appendix 1 Jacobs Wells Baths Location and Ward maps 36

Appendix 2 Site Plan and Lease area from original Dance Centre Ltd Lease 38

Appendix 3 Vivid activities and outcomes map to Jan 2017 40

Appendix 4 2016 Consultation Results 42

Appendix 5 Income and Expenditure (BCDC) 51

Appendix 6 Potential sources of finance 52

Appendix 7 Sample CAT Brief and Service Level Agreement 55

Appendix 8 Case Studies 67

Tables

Table 1 : Existing room sizes 10
Table 2: Proposed new spaces 16
Table 3 ASLS Activities 19
Table 4 Existing community facilities 23
Table 5: Income potential existing foot print 28
Table 6: Income potential including proposed redevelopment of the South Wing 28
Table 7: Capital costs 29
Table 8: Finance and Funding 30
Table 9: Short Term Option 32
Table 10: Long Term Options 33

Figures

Figure 1: 2015 Visuals from planning application, PH3 Architecture and Design, BCDC ltd. 15
Figure 2: Future uses consultation results 26

Thank you to all of the partners and individuals who have contributed to this feasibility study and in particular to:

Dina Ntziora (ASLS), all of the Jacobs Wells Community Hub residents (in particular Sally Silverman, Heather Watts, Judy Goldsmith, Corinne Fitzpatrick, Sidika Petterson), Alan Roberts (Bristol Community Dance Centre), Sean Redmond (PH3 Architecture and Design), Robert Orrett (BCC), John Bos(BCC), Pete Insole (BCC), Christina Raddon(BCC), Steve Ashman (BCC), Lerato Dunn (BCC), Laura Pye (BCC), Cllr Jerome Thomas, Sarah Kingswell (Theatre Bristol), Trevor Humphreys (Trevor Humphreys Associates) , Stephen Beggs (Curtins), Robert O'Leary (O'Leary Goss), Christine Bamford (President CID/UNESCO – London and Bristol), Donald Insall (Donald Insall Associates), Peter Carey, James Crick, Chris Lambert (Architect/Creative Youth Network), Norman Routledge (Kingsweston House), Josephine Brown (Architectural Heritage Fund), Ronnie Brown (Quartet), Simon Birch (Bristol Civic Society), Emma Harvey (Trinity Community Arts), David Dewhurst (Tobacco Factory Theatres), Andrew Hilton (Shakespeare at the Tobacco Factory), Judith Taylor and Halina Pasiecznik (Vivid Regeneration), Nicolas Young (Circomedia), Cllr Mark Wright, Cllr Asher Craig, Cllr Paula O'Rourke, Jonathan Mosley and students (University of the West of England), Joshua Ben-Tovim and all at Impermanence Dance, Mundi Dance (Louis Roger Eboa), Circle Dance (Ken Hughes), Impro Group (Helen Roberts), Vogue Dance, Bristol Capoeira, Henry Daniel (Bristol University), Camille Barton (Ujima Cultural Collective).

Photos with thanks to Anna Baylis and Esther Amaya Gallen.

Front cover illustration by Samuel Loxton.

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1 Executive Summary

1. Jacobs Wells Baths is a Grade II listed building built in 1889. It is a building of significant architectural and heritage merit situated in a conservation area in Clifton ward adjacent to Hotwells and Harbourside ward and within a 10 minute walk of the city centre.

2. Bristol City Council own the freehold of Jacobs Wells Baths. The previous tenants, Bristol Community Dance Centre Ltd (BCDC), delivered a 30 year programme of Community Dance from the building. BCC did not renew the lease with BCDC which ended in 2015. The building is currently on a short term licence to occupy with Artspace Lifespace(ASLS) an organisation specialising in mean time use of at risk buildings. The ASLS licence ends in Feb 2017.

3. This report was commissioned by the Central, Clifton and Harbourside Neighbourhood Partnership to inform the long term future of the building. Vivid's work was delivered over a 4 month period from September 2016. The work involved: a programme of consultation events, research into the current building condition, analysis of maintenance and running costs, exploration of redevelopment options, funding research, liaison with a broad range of stakeholders, and the writing of this report. The local community, through the Jacobs Wells Community Hub group, were actively engaged and led on some of the work. ASLS also played an important role, testing uses for the building and helping to gather information regarding the opportunities and constraints associated with the building in its current condition.

4. The building has two floors. The sloping site means that there are stairs at various points in the building and disabled access is very limited. There is one vast main studio space that spans the full height of the building with a rosewood sprung dance floor. There is a second smaller studio within the South Wing adjacent to a derelict and disused two storey ex Boiler room with the original overhead tanks still in place. The North Wing houses the toilets, changing room and what was a café and box office. Upstairs there is a small office space. There is limited outdoor space and the chimney.

5. The building requires significant investment and in particular requires work to the roofs, overhead tanks, stone work and interiors. Water is entering the building. In the short term some work is required to enable the building to continue to be operated by ASLS. BCC have committed to address some of these urgent works (asbestos report, electrical safety checks, water) and this work needs to go ahead as a matter of urgency.

6. In 2015 BCDC developed detailed proposals for the redevelopment of the South Wing. This proposal would have significantly increased the income potential of the building. There are other potential options for the redevelopment of the building that would create additional lettable space.

7. There is strong evidence of demand in the city for dance space, performance space and rehearsal space. There is also a lack of community facilities locally and a growing demand from the local community for space for local activities. In other parts of the city, successful arts venues have been developed within similar buildings demonstrating both demand and viability (see case studies and in particular the example of Trinity Community Arts).

8. There is strong evidence linking the benefits of dance and arts to health and wellbeing. A new purpose built dance facility would of course be a great option, but given the lack of

sites,, value of land for housing, and lack of strategy for dance in the city it is recommended that Jacobs Wells Baths continue to be prioritised as a centre for dance. Though there are considerable constraints associated with the building, it has much in its favour, not least the main studio and a thirty year history of delivering dance. The building will be more financially viable if open to a range of users and thus other performing arts, rehearsal space and community use should also form part of the vision.

9. BCDC struggled to generate sufficient surplus from its activities to invest adequately in the maintenance of the building. However, this report includes a number of redevelopment options to increase the lettable space and thus the viability of the building. The consultation process identified a number of other potential income generating options for the building.

10. The community consultation drop ins engaged with 380 people. The drop ins were successful at reaching a broad range of stakeholders. There was a good response to the on-line and paper based survey with 230 completed surveys. There is a clear "ask" from stakeholders for the building to be retained and developed as a dance, arts and community facility. Redevelopment for residential or demolition is not supported.

11. ASLS have worked hard to make use of the space in the short term and early on successfully attracted bookings. However, the current building condition and *current weather conditions* is off putting for many groups and ASLS have found it difficult to find groups prepared to pay for the space. Since January demand has begun increasing again with booking requests for throughout 2017.

12. The overall cost of the required capital works is not known. The building requires a master plan and a phased approach to renovation. Urgent works are required followed by Phase 1 works to include temporary repairs to the roof to stop further water ingress. Phase 2 should fully repair or replace the roofs, improve the interior of the building and address some of the access issues. Phase 3 could focus on either the North Wing or the South Wing for redevelopment. Further phases would need to follow.

13. BCC will need to cover the costs associated with Urgent works and later Phase 1. Phase 2 and Phase 3 could be funded through grant funding, trust funding, crowdfunding and loan finance. Details of funding opportunities are detailed in this report. An important potential funder is the Heritage Lottery Fund.

14. Further feasibility work is required and in particular the Building Condition survey needs updating. A bid to the Architectural Heritage fund has been made and if successful could cover this cost.

15. Significant work has been carried out to raise awareness within the local community and amongst city wide stakeholders interested in the heritage and potential of the building. This work could be built upon through a revenue bid to the Heritage Lottery Fund for a community learning and community engagement project to both keep the momentum and interest alive and to develop a long term activity plan alongside a potential bid to Heritage Lottery Fund. Myers-Insole Local Learning could help with this work. See http://www.locallearning.org.uk/.

16. In the short term BCC should carry out urgent emergency works to enable ASLS to extend their lease until September. ASLS require grant funding to cover their operating costs and BCC (Culture/Arts dept.) could contribute to this. ASLS have made an application to Quartet

to help with some of these costs. If these recommendations are taken forward quickly this would safeguard the building in the short term. This is preferable to boarding up the building which would put it at risk of unlawful occupation and risk further degradation of the building fabric.

17. A vision for the building has emerged from this first stage feasibility as:

A vibrant, accessible and inclusive nationally and locally acclaimed hub for dance, performing arts, wellbeing and community development.

18. In the long term BCC must decide whether to lease or dispose of the building. There are significant risks associated with selling the building as have been played out through the sale of other historic baths buildings in the city (e.g. Gloucester Rd Baths, Speeedwell Baths). It is the recommendation of this report that BCC seek a partner willing to take a long lease of the building. The identified partner needs to recognise that they are taking on a renovation project. A 35 year lease (or up to 99 years) will enable an organisation to apply for grants and raise finance, and a 5 year break clause will ensure that BCC can take the building back if the organisation has been unable to bring forward investment. Funding implications of the 5 year break clause still need to be understood and may vary between funders.

19. It is the recommendation of this report that BCC move forward therefore with a Community Asset Transfer of the Jacobs Wells Baths building. There is interest in the building from existing cultural organisations which can then be formally explored through the Expression of Interest stage of the Community Asset Transfer process. The process needs to be carried out over a reasonable period of time to enable organisations to respond. BCC will need to provide a "dowry" in the region of £250,000 contribution to roof repairs If this investment enables a credible third sector organisation to take on the building and secure match funding to renovate and redevelop the building then an important heritage asset will have been saved and the council will have invested its money wisely. If the CAT fails and the council are forced to sell the building then this investment will have prevented further deterioration of the building.

20. Key stakeholders should come together to form "The Friends of the Jacobs Wells Baths" and meet regularly to work with the council to progress the CAT. If there is no credible interest in the CAT transfer from an existing organisation this group could consider setting up as a Trust to lease, repair and manage the building. If there is no enthusiasm or will to do this then the council will have no alternative other than to sell the building.

21. This report includes some inspiring case studies of other "at risk" buildings that have been successfully renovated and which now provide high quality facilities, community and art activities. Jacobs Wells Baths could be another such success story but BCC must act quickly. The building may not survive another winter.

22. Next steps in summary: (1) BCC to carry out emergency works (asbestos, conditions survey, electrical testing, water testing) (2) ASLS to secure funding for running costs to enable extension of licence (3) Friends of Jacobs Wells Baths to be established (3) Asset transfer process underway.

2 Background[1]

The Jacobs Wells Baths were built on land owned by the Merchant Venturers. The building was completed in 1889. The baths were built to serve the working poor in the wards of St Augustine and Hotwells. The water for the baths came from the local springs on Jacobs Wells Road which fed the Jacobs Well. It is believed that the Well was a place of Mikveh (Jewish ritual bath) dating back to 1100. The building is owned by Bristol City Council (BCC).

Architectural historian Andrew Foyle has described the building, designed in 1877-9, as an important early instance of the Victorian Queen Anne Revival style with such features as decorative terracotta, high rooflines with decorative chimney stacks. The Baths originally included 6 first class men's warm baths, 18 second class, 6 women's baths all of one class, boiler room and smithy plus a pool.

The building closed in the late 1970's. In 1984 Bristol Community Dance Centre (BCDC) were granted a 30 year lease. They rescued and reused a pre-existing sprung hardwood floor from another baths in Bristol. Over 30 years the building has been used for dance, rehearsal and performance, international, national and community dance.

The building has become increasingly dilapidated. The Dance Centre struggled to maintain the building. Their lease was a full repairing lease. In 2014 Bristol City Council (BCC) made a decision not to renew the lease to the Dance Centre. In 2015 the Dance Centre, still in the building at this time, secured planning permission for the redevelopment of the Boiler Room. However funding could not be secured without a lease and negotiations to renew the lease with BCC were not successful. BCDC handed the keys to the building back to BCC in August 2016.

Artspace Lifespace (ASLS Charity No 1168150) is the new temporary tenant with a licence to occupy until Feb 2017.

The building is listed with Historic England under the Planning (Listed Buildings and Conservation Areas) Act 1990 for its special architectural and historic interest (list number 1292890 – "Hotwells Baths"). It is a Grade II listed building, first listed in 1977 with the most recent amendments dated 1994. The building is not currently on Bristol's local Risk Register or Historic England's at Risk Register. It should be.

The building is situated on the busy Jacobs Wells Road within a 10 minute walk of the City Centre, in a conservation area. The building is situated in Clifton ward adjacent to Hotwells and Harbourside ward (see Appendix 1 and Appendix 2 for Location, Ward and site maps). The building is registered with BCC as an "Asset of Community Value"[2].

[1] Reference: Judy Goldsmith Volunteer Archivist 2016, Jacobs Wells Community Hub.

[2] An asset of community value (ACV) is land or property of importance to a local community which is subject to additional protection from development under the Localism Act 2011.

3 Feasibility Brief

In July 2016 Central, Clifton and Harbourside Neighbourhood Partnership agreed to spend £5,000 commissioning Vivid Regeneration LLP to work with BCDC Ltd and the Jacobs Wells community to assess the long term viability and future of the building.

In summary the original work was envisaged to cover the following:

- Review and strengthen the BCDC charitable company (or legacy organisation) proposals for the building to include looking at redevelopment plans, business plan, fundraising strategy and governance
- Work with local stakeholders to consider what kind of local community facilities could be delivered in conjunction with the above.

After agreeing this proposal, a number of events took place that led to amendments to the focus of the work. The events were as follows:

- Bristol Community Dance Centre Ltd (BCDC) left the building and handed the keys back to BCC (12th August)
- BCC approached Artspace Lifespace (ASLS) Reg Charity to explore a temporary 'caretaking' arrangement for the vacant building and on 6th September ASLS signed a 6-month licence to occupy.

In light of this the following amendments to the Vivid proposal were agreed in September 2016:

- A greater focus on working with the community and with city wide stakeholders to generate a number of options for the future of the building. This work to involve up to three workshops/meetings with communities of interest and other stakeholders.
- A reduced number of days to work with the legacy BCDC Ltd body to review their proposals and secure their engagement in the process.
- A request that Bristol City Council work collaboratively with Vivid and the wider stakeholder group on this commission. In particular Vivid requested that BCC commit a sum of money (or time) to carry out a desk based exercise to provide high level costings for the options generated and for this work to be done within the timescales of the Vivid contract.

The outcomes of the work were agreed to be as follows:

- Residents better informed and able to have a voice in the future of the building
- Residents and other stakeholders involved in developing future options for the building
- A set of high level options for the building with commentary regarding the opportunities, viability, constraints and community and stakeholder views
- A short report recommending next steps including identifying sources of funding for the next phase of the work.

4 Approach

Vivid undertook the following activities (and see Appendix 3):

(1) Worked with Jacobs Wells Community Hub and ASLS to deliver a comprehensive consultation programme which included:
- 3 x drop in afternoons focussing on (1) Community (held on the day of the West Bristol Arts trail), (2) Dance & Arts and (3) Heritage & Architecture.
- In total 380 people attended the Drop Ins.
    - JWB Community Drop In October 15th 1-4pm Number attended: 120
    - JWB Dance & Arts Drop In Nov 12th 1-4pm Number attended: 150
    - JWB Architecture & Heritage Drop In Dec 3rd 1-4pm Number attended: 110
- An online survey completed by 230 people

Detailed results are included in Section 5.3 and Appendix 4.

(2) Met with BCDC ltd to understand their history and future aspirations for the building. This work involved looking at historic income and expenditure figures, current redevelopment proposals etc.

(3) Worked with ASLS and reviewed existing reports to better understand the current condition of the building and costs associated with running and maintaining the building

(4) Organised a workshop with a broad range of building professionals to better understand the opportunities, constraints, building condition and redevelopment opportunities

(5) Worked with BCC officers to understand the local authority position and their view regarding the long term ownership and management of the building

(6) Worked with the community, using the consultation results, to develop a vision for the building based on local needs, city wide views and needs and income generating opportunities

(7) Met with a broad range of city wide stakeholders including cultural organisations interested and with space requirements (short and long term)

(8) Researched funding opportunities for revenue and capital for the project and liaised with funders. Made one funding application

(9) Completed this report with options, recommendations and next steps.

Due to a spending freeze BCC were unable to carry out the proposed desk based costed work.

5 Research and Findings

5.1 Building

See Appendix 2 for site plan.

5.1.1 Rooms

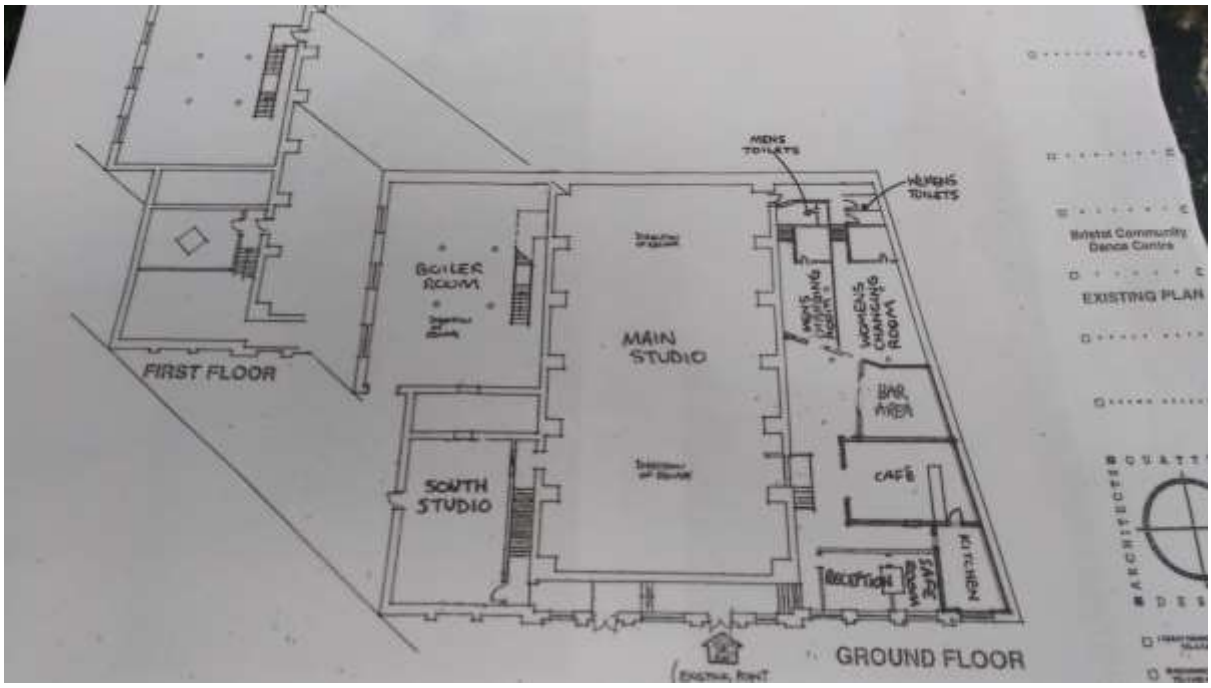


Table 1 : Existing room sizes

The building is comprised of:

South wing	South studio Office Former boiler room	63m^2 29m^2 153m
Main wing	Main studio	330m^2
North wing	Cafe Bar Toilets & changing area	32m^2 55m^2 87m^2
TOTAL		749m^2

5.1.2 Building Condition

There are building condition reports dating back to 2006 with recommendations and very little evidence of remedial works being done as a result. This shows a lack of investment by those previously responsible for the building. A building conditions report was carried out in 2012 (Building Consultancy Ltd). It was hoped that this report would be updated as part of the 2016 First Stage Feasibility Study (this report). However, BCC announced a spending freeze late 2016 and the

work has not been undertaken. We make reference to the 2012 report only. It is important to note that the conditions survey was undertaken from the ground with one access point at the North Wing. Not all parts of the building were visible.

The report concludes "routine maintenance of the fabric of the premises has been neglected for a considerable period of time. The neglect goes beyond the growth of vegetation to the west and includes a basic lack of general maintenance to all elevations, roofs, rainwater goods and external joinery".

All roof coverings are deemed as in poor condition and in need of replacement. This is the principal general observation. In some areas the coverings are still holding up. Speed of decay can be very rapid once they go. The south east parapet wall is identified for urgent assessment and repair. This needs to be re-inspected.

Overall, costs are given for 2012 external repairs of £180k (roofs) and £40k (elevations). With the addition of prelims overhead and profit the price given is £320k (Building Consultancy Report 2012). In the separate Dilapidations Report (also 2012), the report talk of overall costs to repair of £350k-£380k assuming this allows for £30-£60k of internal repairs. With inflation and further deterioration, this figure will now be higher. BCDC (in 2015) received quotes for a new Main Lantern Roof and the North Wing roofs that came in at £1m and £0.5m respectively.

Most recently, between Dec 2015 and Oct 2016 the building has not been in use and further deterioration to the building has occurred during this time. The building is rarely heated and shrinkage is likely to have caused further damage to the roofs. BCC have recently paid to have the vegetation removed from the outside of the building, the stonework checked and the gutters cleared. This work has identified significant deterioration to the stone work and to the roofs.

ASLS has been using the building since October and report the following issues:

- North Wing Roofs Leaking
- North Wing – Very damp (rotten joists have been replaced to ensure the floor is safe)
- Main Studio – Roof leaks in two places
- Main Studio – Condensation (likely due to the building not being heated sufficiently)
- Plumbing issues (no hot water, drainage, sinks unusable)
- Electrics have been tested and are generally sound with minor works carried out by ASLS (no electrical safety certificate/test has been provided)
- Disabled toilet not fit for purpose
- Men's toilets damp and currently unusable
- Water ingress and leaks in the ladies toilet
- Damp and rotted joists at floor level in various places.

ASLS have undertaken some work and spent in the region of £4k on repairs. At the time of writing they have not been able to recover these costs through room lets. ASLS should not be expected to cover these costs and BCC must address all urgent works as identified if the building is to continue to be leased short term.

The original Boiler Room is not within the ASLS licence. Within this room there are ceiling height reservoir water tanks. These have a temporary corrugated roof on them which has failed. The tanks are reported to be full posing a considerable health and safety issue.

5.1.3 Features, Constraints, Strengths

The information in this section of the report has been taken from the Conservation Management Plan 2015, the Building Conditions Report 2012 and the work of Archivist Judy Goldsmith, Jacobs Wells Community Hub.

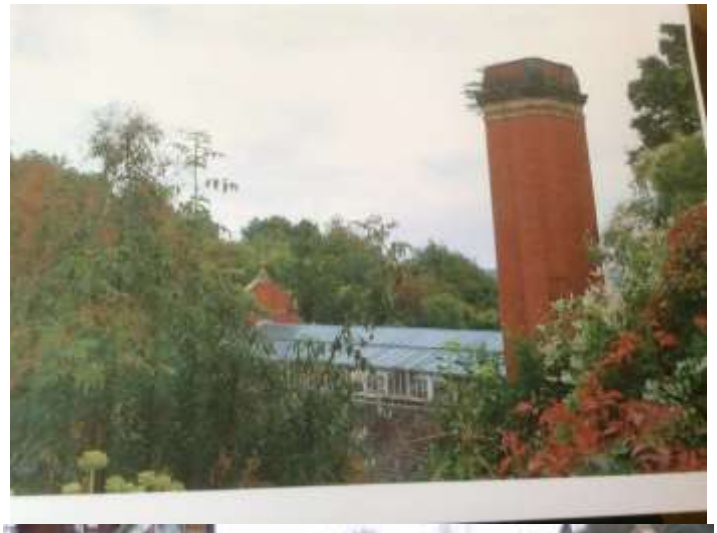
Main Studio

The main studio space is 330m2 with a rosewood sprung dance floor. The floor finishes flush with the original tiled pool surround. The space measures 9.7m to the sloping ceiling and 12.6m high in the middle. This allows for a reasonable sized audience (using raked seating). The metal arched trusses still remain visible below a later installed ceiling. It is believed that the arched interior side walls have survived and have been over clad. This is a unique and sizeable studio space. In better condition this studio space would be in demand from local, city wide and national dance groups and companies as well as other performing arts and community groups. Suitable for theatre, music, circus, celebrations etc. Good acoustics (and could be improved). In addition there is one other small studio space not illustrated here.

Boiler Room and Reservoir Tanks

Although boilers were removed in 1979 many features survive. Much of the original pipework remains visible in the boiler room and is in place under the floors throughout the building. The 3 large reservoir tanks remain and are hazardous. There are four magnificent cast iron columns. This is a unique industrial type space with huge potential for redevelopment.

Chimney Stack
The chimney stack was 120 feet high and is situated in a gap between two hillsides, Cliftonwood Slopes and Brandon Hill. Shortly after 2006 the height was reduced to that illustrated. Due to the storms of the time, rubble was put into the chimney and the top capped.



Lantern Roofs
The condition of the lantern roof over the main pool is poor. Much of the vertical glazing is missing and lead cover strips to the rooflights are defective. A significant amount of water has entered the fabric at this level. Much of the visible timber framing is now rotten and large sections will need to be replaced and repaired. External decorations are poor. The repair of this element is considered to be imperative to
protect the building from further damage. A secondary, insulated roof has been installed which is likely to be "soaking up" much of the water which gets beyond the original lantern roof. This calls into question the stability and performance of this inner roof. The North Wing has 6 pitched roofs with slipped and broken slates and loose and displaced ridge tiles. Water is entering the building.

Externals
Externally the building is built in the northern renaissance revival style. The east elevation is particularly ornate, constructed from red facing brickwork and buff terracotta decorative features. The main elevation walls to the baths extend above the northern pitched roofs. These are formed from red facing brickwork with terracotta dentils and filled brick arches with sloping black clay tile cills. Areas of brick work need attention. The recent inspection of the building identified significant stonework repairs required.

Constraints

- **Parking -** BCDC report losing business on the introduction of the resident and metered parking. There are no 30 minute stopping places. This could be addressed. There are car parks at the top of Jacobs Wells Road and adjacent to @ Bristol. These are a 5 – 10 minute walk away.
- **Access - loading and unloading, disabled access -** There is a small side entrance. This makes deliveries and access problematic. There is only limited disabled access to the South Wing with one disabled toilet in poor condition. The road outside of the dance centre is the widest section of Jacobs Wells Road and the Baths require a loading bay
- **Street entrance -** The entrance is uninviting and cramped (originally it divided visitors into male and female via two narrow doors). The proposed planning application (see later) proposes creating a more welcoming entrance.
- **Internal circulation -** Exacerbated by the fact that the primary façade is aligned across the slope, the internal corridors require stairs in order to link the South and North wings. Work is required to improve circulation and create disabled access. Again the recent planning application addresses these issues.

Strengths

- **Location** – the location of the building adjacent to the centre of Bristol near transport routes and easily accessed by many Bristol residents is important to the viability as an arts/community centre
- **People** – the building is adjacent to areas of high density housing with a growing population and a need for community and city wide arts activities and spaces
- **Heritage** – the building has important architectural features and there is a strong desire to see the building and its important history and heritage retained for future generations
- **Main studio** - the main studio space has a vast internal volume and a capacity of 300 (there are a limited number of these types spaces in Bristol)
- **Acoustics** - the acoustics are already very good and could be improved with improvements to the roof
- **Overall condition** - though the overall condition of the building is poor it is not beyond repair.

5.1.4 Proposed Redevelopment

In 2015 BCDC brought forward a planning application for a first stage redevelopment of the building as illustrated below.

Figure 1: 2015 Visuals from planning application, PH3 Architecture and Design, BCDC ltd.

Table 2: Proposed new spaces

The redevelopment focused on the South Wing and the redevelopment of the Boiler room to create the following new spaces:

South wing	Entrance foyer (multi-function space	77m^2	use as reception, box office + performance space etc. as well as providing 'window into the building' for anyone on the street.
	Pump Room (multi-function space);	153m^2	use as bar/ hospitality space, UK's first Flamenco suite, event space, screenings, talks, lectures, theatre etc.
	Toilets	30m^2	
	Rooftop Tank Room (multi-function space);	134 m^2	use as second studio, multi-function space, hospitality space, event space, screenings, talks, lectures etc.
	New vertical circulation core.		
Main wing	Layout option 001	1x330 m^2 studio.	
	Layout option 002	180 m^2	Performance space then use retractable seating rake & new balcony over to create 350 seat capacity performance venue.
	Layout option 003	1x180m^2 studio + 1x150m^2 studio	Use of flexible partition positioned beneath balcony to divide the space.
North wing	Rehearsal studio/ green room	65m^2	
	Male & female W.C.'s	27m^2	
	Male & female changing rooms	47m^2	
	Office & store	47m^2	
TOTAL		910m^2	

In summary, the plans created an additional three or potentially four lettable spaces as well as creating more flexibility within the main studio space. It also addressed the disabled access issues for the South side of the building and creates a much more welcoming entrance. There is no cost plan available for this redevelopment proposal.

5.1.5 Alternative redevelopment options

Vivid held a workshop in late December 2016 to bring together a range of professionals to review the proposed plans and to evaluate these against other redevelopment options.

Findings in summary:

- The proposed plans were well thought through, addressing the entrance and disabled access issues. The proposal also creates much needed additional lettable space. It provided a more welcoming entrance. However, the proposal was seen as a costly option that would be difficult to deliver without investing in improvements to the main studio space and North Wing in the first instance.
- First and foremost the existing building needed to be stabilised and in particular the issues regarding the lantern roofs needed to be addressed
- Options exist to look at re design of the lantern roofs (and in particularly on the North Wing) in order that they become easier to maintain in the longer term including considering options to create two storeys for the North Wing to create additional lettable space. The heritage and conservation requirements need to be considered alongside the financial viability and income generation options for the building. Sympathetic improvements that increase lettable spaces should be supported.
- Raked or other seating in the Main Studio to create diversity of uses and improved audience experience
- Potential to sub divide the Main Studio space , using room dividers or a permanent wall. However, permanent loss of the main large studio space was not well supported through the consultation
- Potential to look at Mezzanine for part of the Main Studio space
- Two stages to the redevelopment of the Boiler Room space and interest from theatre companies to develop a round house type theatre space (http://www.roundhouse.org.uk/) either temporarily or long term.

5.1.6 Building in summary

In summary, this section of the report has outlined the current building condition and current constraints. Though the building is at risk and requires considerable investment it is not beyond repair.

This section of the report has also considered a number of options for the redevelopment of the building in order to create more lettable spaces and thus a more financially sustainable future for the building as a commercial, dance or community facility.

The following section focuses on the level of demand for the existing and proposed new spaces within the building.

5.2 Demand for Dance, Arts and Community Facilities

5.2.1 City wide demand for rehearsal and performance space

A "Dance In Bristol Audit" was carried out in Summer 2016 by Theatre Bristol. The following findings are relevant to the Jacobs Wells Baths:

- Dance facilities are limited and in particular venue size (larger studio spaces)
- No organisation takes a lead and co-ordinates Dance in Bristol
- There is a shortage of making space (a space for artists to come together to share ideas, facilities, space, resources)
- National and international companies find it hard to tour in Bristol because of lack of spaces
- There is a lack of diversity in terms of who is accessing existing dance spaces (also see Ujima Cultural Collective report due out soon).

In September 2016 a Dance Round Table was held at the Mshed facilitated by Pippa Jones, hosted by Theatre Bristol in partnership with Pavilion Dance South West, Arts Council England, Bristol City Council and Katy Noakes. This was attended by 30 people from a broad range of organisations involved in Dance. This highlighted the following;

- Massive opportunity for better programming of Dance in Bristol
- Audiences hungry for dance
- No current specific dance home/hub
- Venues needing to join up
- City ready to aspire towards operating a space that is truly fit for purpose
- No dance space/hub for dance is a challenge for professionals
- Need for physical spaces that young people can access that is cheap and fun
- Need for dedicated dance space that young people can see and share with professionals
- A desire for a Dance House for Bristol linked into all agendas.

Aside from dance, cultural organisations identify a lack of rehearsal and performance space in the City. At the time of writing BCC are carrying out an audit to better understand this unmet demand which is only likely to increase as the population of the city increases. The new Bristol Cultural Strategy will make some recommendations about this. It is clear that the Jacobs Wells Baths provides an opportunity to meet this need.

5.2.2 ASLS temporary use and demand

Since ASLS have taken on the management of Jacobs Wells Baths there has been considerable interest in letting the space.

Currently the quality of the space (cold, damp, unwelcoming) is a significant barrier. ASLS have worked hard to keep the building open.

The following groups have accessed the space during the 5 month period as follows:

Table 3 ASLS Activities

Date	Group	Participants	Age	Category
9th Oct	RISE youth dance	26	15-18	dance
10th Oct	UWE BA Interior Design and Architecture	40	21-26	education
15th Oct	Consultation Day 1	120	various	community
23rd Oct	Cyr Wheel	7	25-35	circus
24th Oct	Billy Elliot Rehearsal	20	8-15	dance
25th Oct	Mosaic Workshop	20	mixed	arts, community, well being
29th Oct	Cloth and Clay at Christmas Workshop	10	mixed	arts, community, well being
31st Oct	Billy Elliot Rehearsal	20	8-15	dance
7th Nov	Billy Elliot Rehearsal	20	8-15	dance
12th Nov	Consultation Day 2	150	various	arts, dance
14th Nov	Billy Elliot Rehearsal	20	8-15	dance
16th Nov	Impermanence Residency	20	25-40	dance
17th Nov	Impermanence Workshop	20	20-60	dance
18th Nov	Impermanence Performance: Sexbox	120	various	dance
19th Nov	Impermanence Performance: Sexbox	70	various	dance
21st Nov	Impermanence Tea Party for over 60s attended by the Lord Mayor	30	60+	dance, community
25th Nov	Capoeira Workshop	20	various	dance
26th Nov	Capoeira Workshop	40	various	dance
27th Nov	Festive Bring and Buy	20	various	community
3rd Dec	Consultation Day 3	109	various	architecture
2nd Jan	Rosalind Turner Residency, Bristol School of Bravery for Women	110	various	arts, community
21st Jan	Short Stuff	30	1-40	Family/ community/arts
26th Jan	Sarah Kim Fielding Residency	10	25-40	arts, theatre
31st Jan	Pervasive Media Residency	10	25-40	media, arts

5.2.3 Benefits of Dance and the Arts to Health and Wellbeing

There is a strong body of evidence for the benefits of dance and arts to health and wellbeing and many lively examples of projects and activities locally and nationally which demonstrate this.

It covers a broad spectrum from the use of arts in psychotherapy, creative environments and activities in health care settings, participatory arts and health programmes for specific groups (such as singing for people with dementia, or a dance group for people with Parkinsons) and everyday local community activities such as a pottery class, a knitting group, ballet, messy play for toddlers. It is generally participative but there are also benefits to our mood and wellbeing, as we all know, from watching performances or listening to music, or looking at artworks others have created.

The strong link between arts and health and its practice in a variety of forms is recognised at government level by the Department of Health. In 2005 it commissioned a review of the Department of Health's role in relation to Arts and Health to help it better understand the contribution and value of arts to health and develop a more joined up approach. This report is called "Report of the Review of Arts and Health Working Group'. It uses the Arts Council's definition of arts:

"literature and writing, theatre and drama, dance, music, visual arts which include crafts, new media, architecture, design, moving image and combined arts".

The Review recognises the broad based contribution of the arts both to mental and physical health and to wider government objectives such as such as 'contributing to the regeneration of deprived areas, creating greater social capital and community cohesion, enabling greater participation and reducing exclusion, helping people back into employment' .It also noted that in many other cultures, both historically and currently, arts, health and wellbeing are recognised as closely connected and that a more holistic or 'whole person' approach rather than simply medical treatment is successful in engaging people in their own health.

These ideas are reflected in the work of The New Economics Foundation (NEF). It was commissioned in 2008 by the Governments Foresight Project on Mental Capital and Wellbeing to develop a set of evidence based actions to improve personal wellbeing, all of which can be linked to community based arts activities. These Five Ways to Wellbeing are summarised as Connect, Be Active, Take Notice, Keep Learning and Give. The research demonstrates that wellbeing does not have to depend on spending money or consuming more.

Whilst there is strong evidence that these activities are beneficial to health it has to be recognised that many people have social, economic, cultural, psychological and practical barriers to achieving any of them. However, locally based community organisation and buildings can do a great deal to increase people's access and ability to take part, by being local, taking account of their specific needs and providing an open, informal and friendly environment which is welcoming to all.

Clearly the economic and political context has changed significantly since 2008 with the sweeping changes brought about by the Health and Social Care Act 2010 and the major constraints placed on public sector funding. However these constraints, austerity, and the lack of resources has strengthened the ideological shift both in the public sector and more widely, towards self-help, peer support to manage health conditions, and enabling people and communities to use and build on the assets they already have.

There is a drive therefore within the public sector to identify how it can more effectively commission community based arts and health activity. The National Council for Voluntary Organisations (NCVO) has a Cultural Commissioning Programme which works with the arts and cultural sector,

commissioners and policy makers to strengthen commissioning of arts and culture, and deliver better outcomes for people and communities. Their recently published report ' The Art of Commissioning – how commissioners can release the potential of the arts and cultural sector' describes how arts and cultural organisations have a lot to offer the new model of public services- services that are preventative and reduce the need for acute services. It talks of the advantages of organisations which are 'part of their communities, with places and networks which people use on a daily basis' and the effectiveness of cultural activities which are 'appealing, inclusive and reach people without stigmatising them'.

The report uses relevant case studies and pilots from two local authority areas: Kent and Gloucestershire. A useful case study for evidencing actual financial savings is a well-established project called Artlift, which is an arts and creativity programme of participatory arts sessions in GP practices and community spaces across Gloucestershire and, more recently, Wiltshire. An in-service audit showed significant savings: 'an Artlift session costs £33.48 per person and the programme has resulted in fewer visits to GPs, outpatient appointments and hospital admissions- delivering a cost saving of £471 per patient'.

Focus on Dance

Dance is an area of creative activity which has clear physical as well as mental benefits. The huge popularity of the TV Strictly Come Dancing has increased the audience for, and profile of dance. Obesity is a well-documented national problem and a key factor in premature death from coronary heart disease and a main cause of Type 2 diabetes. Depression and anxiety are significant health problems nationally and locally. Physical activity is hugely beneficial in preventing or alleviating this and it is no surprise that evidence shows that if people find a physical activity they enjoy, which they can access easily and locally, they will keep on doing it.

A document on the Public Health England website 'Commissioning Dance for Health and Wellbeing: Guidance and Resources for Commissioners (2012) provides a useful outline, set out below, detailing how dance can meet health needs and improve wellbeing across the life course.

- Early Years - under 5's: Being physically active through dance can improve cognitive and physical development and enhance social skills. Activities can include parents and toddlers dance sessions or simply putting on music and dancing together as fun and easy ways to be active.

- Children and young people (5 – 18 years): Dance participation can improve cardiovascular health, and prevent or reduce obesity whilst opportunities to perform dance can be particularly effective at improving confidence and self-esteem. Dance is popular with girls, particularly adolescents, who are at higher risk of inactivity. Afterschool and community dance programmes are effective at increasing activity levels as well as embedding dance within the school curriculum.

- Adults (19 – 64 years): Being physically active through dance can reduce the risk of a range of diseases including type 2 diabetes and coronary heart disease as well as helping maintain healthy weight. It can also reduce symptoms of depression and anxiety. A weekly dance class can provide a significant contribution to the physical activity levels required by an adult to benefit health.

- Older People (65+ years): Regular dance activity can help maintain cognitive function, reduce cardiovascular risk and reduce the risk of falls. Dance programmes involving regular sessions can provide a way to be active, have fun and above all engage socially with others; critical to maintaining mental wellbeing in older people. Dance is also being used successfully to support

people with Alzheimer's or Dementia and their carers. It can be a medium for connection and empathy when language and cognition have failed.

- Disabled people: Physical activity opportunities for disabled people are crucial and being active can be important to staying healthy when living with a disability. Dance organisations provide a wide range of enriching and inclusive dance programmes for all ages.

Social Prescribing and Arts on Prescription

The arts are often included in social prescribing programmes, where NHS patients are referred by their health professional to a specific community based, ideally local, activity or group which will enable them to improve their health and wellbeing. It could be anything you might find in a local community such as a lunch club, a cookery course, keep fit class, bowls club, knitting or gardening group. Sometimes art and creative activities are part of specific arts on prescription programme.

5.2.4 The Bristol Context

The Mayor of Bristol, Marvin Rees is keen to support Bristol's reputation and importance as a creative and innovative city. One of his seven key commitments is ' We will be a leading cultural city, making culture and sport accessible to all'.

The Director of Public Health's Annual report 2016 is entitled Live Well for Longer – The Case for Prevention. It highlights physical inactivity as one of the four main factors influencing health outcomes, clearly outlines the benefits to health of increasing activity and describes how even a small increase can provide protection against chronic diseases. Other relevant Bristol public health priorities are: mental and emotional wellbeing, giving children the best start in life, managing long term conditions, health ageing and healthy communities.

In 2016 Bristol City Council Arts Development organised, along with other partners, a successful Dance and Health Links Event. This generated interest and plans around a number of areas, including a dance for Parkinson's Programme at Southmead Hospital, increased connection with neighbourhood dance organisations, and developing work linking dance with falls prevention.

5.2.5 Local Need for Community Facilities

Hotwells and Harbourside ward[3]

Hotwells and Harbourside ward is made up of 5000 people. It has a lower than BCC average of young people and older people and higher than city average number aged 16 – 39yrs (working age). 8.6% of the community are over 65 and 6.6% of the community are under 15. 18.4% of residents are from a Black or other Ethnic Minority (higher than the Bristol average of 16%).

Though it is not an area of high deprivation, there are significant numbers of social housing blocks in the area owned by BCC and other social housing providers (notably Sovereign and Knightstone Housing Associations). 12% of all homes in the ward are social rented, 41% are owned and 47% are privately rented. 78% of dwellings are flats (compared to 34% Bristol average) and most of the rest of the accommodation type is terraced housing.

10% of resident responding to the Quality of Life Survey said that they find it difficult to get by financially. 3% report being in receipt of means tested benefits. 7% of residents said that disability prevents them from leaving their house when they want to.

[3] Information taken from Statistical Ward Profile 2016 and Quality of Life Survey 2015, Bristol City Council

Within the Quality of Life Survey the ward scored less well than the Bristol average against the following:

- % respondents who don't drink at least 2 days in a row every week
- % respondents who need to develop their skills in English, Maths, Computer, Employability, or Technical
- % respondents who know where to get information, advice and guidance about employment & training
- % respondents who think their neighbourhood has got worse over the last 2 years

Clifton ward[4]

Clifton ward is made up of 10,000 people. Again the area has a lower than Bristol average number of younger and older people and a higher than Bristol average number of people aged 16 – 39. 11.4% of residents are from a Black or other Ethnic Minority (lower than the Bristol average of 16%).

Only 9% of homes in the ward are social rented, 48% are owned and 43% are privately rented. 76% of dwellings are flats (compared to 34% Bristol average) and most of the rest of the accommodation type is terraced housing. 5% of people are on means tested benefits. 10% of resident responding to the Quality of Life Survey said that they find it difficult to get by financially. 4% of residents said that disability prevents them from leaving their house when they want to.

Current community facilities

There is no non-denominational Community Centre within these neighbourhoods. The area does not have the benefit of a Community Development Officer, Linkage or Befriending Service. The area has lost facilities e.g. the Hope Centre, which was a vibrant Community Centre in Hotwells and the Karate Centre / Chapel on Jacobs Wells Road, used for children's parties as well as Karate for all ages, has now become a residential unit.

Following an Open Meeting in April 2015 the Jacobs Wells Community Hub Steering Group was set up. The main remit of the group has been to work towards the facilitation of a local inclusive space capable of accommodating activities for a range of interest groups across the community.

Table 4 Existing community facilities

The Hub audited the following spaces.

Spaces Available	Comments
St Peters House : Meeting Room	Access possible as Hub members live in St Peters House. Mainly used for Hub meetings. Can be tricky arranging access. Cannot leave anything in the room. Cannot be used for informal drop ins / space limited.
Urban Village Hall/ Pavilion	Have campaigned for affordable community rates- The "charity" rate advertised is £175 for ½ day. A community rate of £35 per half day or evenings has been negotiated. The "urban village hall" is listed on BCC's Community Centres Site. Disadvantages- Noisy + unpleasant smells from Spitfire downstairs for bookings later in the day. Some older neighbours find it hard to get to.

[4] Information taken from Statistical Ward Profile 2016 and Quality of Life Survey 2015, Bristol City Council

Spaces Available	Comments
	Advantages- Disabled access / perfect for Tai Chi / has kitchen area.
Jacobs Wells Baths	Have used for "Taster Session" stretch and dance- when lease still current with Dance Centre- Have used for community Bring and Buy. Advantages- very local / has space / Disadvantages- too cold to meet up there at present + other health + safety issues.
Brandon House / Jacobs Court	The group has been involved in talks with residents i.e. use of rooms designated as "community spaces".

There is currently a feasibility study being undertaken to assess the viability of bringing the Avon Quay building into community use. This is at least a 25 minute walk from the Jacobs Wells Baths and a very different building in terms of space (small/medium meeting room spaces). There is also a community group looking at the feasibility of taking over the Clifton library. Again this is some 25 minutes' walk from the Jacobs Wells Baths (and up a very steep hill for most residents).

Jacobs Wells Community Hub Aims and Vision

Aim of JWC Hub group is as follows:

- To work towards achieving a local inclusive community facility
- To facilitate greater community cohesion, pride of place.
- To reduce the detrimental effects of loneliness and social isolation
- To increase feelings of wellbeing and better health.

Through consultation, JWC Hub has the following vision and community "wish list":

- A place for local clubs / residents associations to meet
- A place for skills swap
- A place for meeting friends + making new
- A hub to share and build on ideas for how to make our neighbourhood even better!
- A place for learning
- A place for play - parent and toddlers groups.
- A place for fun – community celebrations and traditions
- A place for healthy eating - a fruit and veg. market.
- A place for trade - a flea/ craft market.
- A place for interaction - A café, where people can relax within a comfortable, welcoming environment
- A place that passes on + re-tells local history (memory café)
- An information point for what's going on in the area + signposting .
- A space to develop a community walking map.
- A creative space where music, music making, dance, poetry, art, craft can be experienced, shared and performed.

Jacobs Wells Community Hub and the Jacobs Wells Baths

Since ASLS took on management of the Jacobs Wells Baths building, JWC Hub have used Jacobs Wells Baths for "Taster Session" involving a range of crafts from pottery to fabrics. They have also used the space for a community bring and buy sale.

In summary, though most residents live well in Hotwells, Harbourside and Clifton wards, there are pockets of deprivation with more vulnerable residents who require affordable and inclusive access

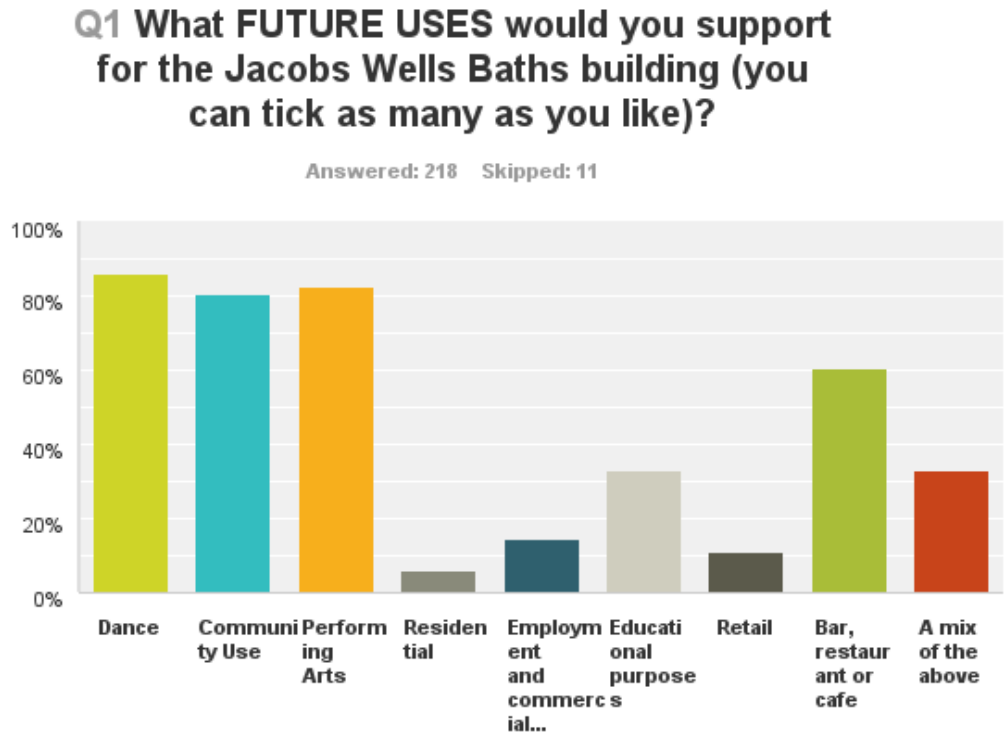
to activities and services. In particular, there is less in the way of affordable activities for older and younger people than in other parts of the city which leaves older people isolated. The geography of the area (steep hills) can be inaccessible for some residents who find it hard to leave the area to access activities and services elsewhere.

5.2.6 2016 Consultation

Photos by Anna Baylis

380 people took part in the 2016 consultation on the future of the building. Results are included in Appendix 4. In summary (see Figure 2) there is strong support for the building as a venue for dance, performing arts, community and education/training. There is strong support for inclusion of café, bar or restaurant. There were lots of ideas for creating more income streams for the building including; brewery, wedding venue, celebration events, music venue, recording space etc. The least preferred option for the building is residential and / or demolition.

Figure 2: Future uses consultation results



5.2.7 Summary - Demand for Dance, Arts and Community Facilities

This section of the report clearly demonstrates the demand for space for dance (international, national and community), other arts and in particular other performing arts, community facilities This section outlines the city wide and local need for space to deliver health, wellbeing and cultural activities.

Through the consultation there was clearly a certain view amongst some stakeholders that the Baths should be a "Dance House" for Bristol, leading dance in Bristol with exemplar dance facilities. This is a fantastic ambition and much needed for Bristol. Other consultees were of the opinion that in order to deliver a financially viable future for the building, dance could be central but work alongside other performing arts and community activities and facilities.

5.3 Financial Viability

5.3.1 Running costs

As part of the research for this report, the income and expenditure figures for BCDC (previous 3 years) have been analysed. These are included in detail in Appendix 5.

BCDC generated around £70k per year income from room lets and charging for classes. Over recent years BCDC received little in the way of grant funding. After paying staff costs and running costs this left little money for maintenance of the building with an average of £4k spent per year on maintenance over the last 3 years. In comparison, Trinity Centre (http://www.3ca.org.uk/) set aside in the region of £40k for maintenance of their building each year. Theirs is also a Grade II listed building of a similar size (slightly larger).

Taking into consideration staffing, running costs, governance and other overhead costs it is estimated that the minimum operating cost for the building as a standalone concern is in the region of £70k to £100k. This figure would be considerably less if the building was part of a portfolio of properties owned by an organisation where overhead costs such as booking office, administration, staffing, financial management, maintenance staff, management, governance and overheads could be apportioned or shared.

5.3.2 Income potential

Income potential: Existing Foot Print

The existing building has only two lettable spaces (South Wing Studio and Main Studio).

The amount of income that it is possible to generate from the building as lettable space is therefore small in comparison with the costs associated with running and maintaining the building.

The income estimates below are based on operating the building by letting out spaces to groups and organisations.

If the organisation operating the building also organised its own events, programmes, classes etc. the income potential for the building would increase. A detailed exercise to illustrate this is beyond the scope of this first stage feasibility but it is worth looking at the Trinity Centre for an example of where this works well elsewhere.

Table 5: Income potential existing foot print

Activity	No of sessions	Hourly Rate	£
Limited use			
2 evenings per week hourly bookings - main	10	20	£ 200
2 evenings per week hourly bookings - South studio	10	10	£ 100
Saturday workshop	1	100	£ 100
5-6 day rehearsal (key holder)	1	750	£ 750
Weekly			£ 1,150
Monthly Income			£ 4,983.33
Annual income			**£ 59,800**
Full time operation			
7 evenings per week hourly bookings - main	35	20	£ 700
7 evenings per week hourly bookings - South studio	35	10	£ 350
Saturday and Sunday workshop	2	100	£ 200
5-6 day rehearsal (key holder)	1	750	£ 750
Weekly			£ 2,000
Monthy Income			£ 8,667
Annual Income			**£ 104,000**

Table 6: Income potential including proposed redevelopment of the South Wing (2015 planning application)

Wing	Room	m2	Hourly Rate	Hours per week	Weekly Income Potential	Annual
South wing	Entrance foyer (multi-function space	77m^2				
	Pump Room (multi-function space);	153m^2	25	35	£ 875	£ 45,500
	Toilets					
	Rooftop Tank Room (multi-function space);	30m^2	15	35	£ 525	£ 27,300
	New vertical circulation core.	134 m^2				
Main wing	Layout option 001	1x330 m^2 studio.	30	35	£ 1,050	£ 54,600
North wing	Rehearsal studio/ green room	65m^2	20	35	£ 700	£ 36,400
	Male & female w.c.'s	27m^2				
	Male & female changing rooms	47m^2				
	Office & store	47m^2				
TOTAL		910m^2			£ 3,150	£ 163,800

The proposed redevelopment of the South Wing would significantly increase the income potential of the building with income potential from room hire/activities at £163k compared to between £60k and £104k (existing footprint).

Running costs would of course increase with a larger building including higher staff costs. Not for private profit organisations running buildings such as the Jacobs Wells Baths only survive with slim staffing structures or, as previously noted, through the economies of scale created by owning and running more than one asset (see Kingswood Foundation/Creative Youth Network for an example of this http://www.creativeyouthnetwork.org.uk/kingswood).

It is worth noting here that the income potential for the building would be higher than the above estimates if the organisation running the building is able to access grant funding to deliver activities and services and if it chooses to provide other tradeable services (e.g. earning income from running a bar, hiring equipment, delivering classes directly, running own programme such as music nights, weddings etc.).

So by way of example, in 2015/2016, Trinity raised £250k funding for charitable activities (which included a contribution to core costs and overheads) and generated £400k from trading activities (room hire and other activities) giving an overall annual turnover of around £650k (Trinity Centre accounts 2016, Companies House).

Clearly there are alternative redevelopment options other than that proposed through the 2015 planning permission, and we have outlined some of these in this report. These options included:

- retaining the Boiler room as a two storey space for Theatre and other Performance (does not address welcome and disability access)
- temporary or permanent sub division of the main hall
- adding a mezzanine floor above some of the main studio space
- using the multi-functional spaces within the redeveloped Boiler room as small business space – long term lets would generate less income (e.g. Pump Room £22k per year for office space) but is more reliable/less risky than short term and ad hoc lets
- including a restaurant, bar or café within one of the spaces – this often involves giving rent free periods and not all restaurants/bars are successful. The Tobacco Factory Theatre model could work here (a bar that takes and makes money during performance times and is a space that is used for other purposes at other times)
- Overall, flexibility of spaces is key as is having storage (there is never enough) to ensure efficient change over for users with different needs.

A full financial appraisal of these options is beyond the scope of this report.

5.3.3 Capital works

BCC have not had the funding required to gather the detailed costings for capital works. The following figures are estimates based on previous costings and discussions at the 2016 technical workshop. Estimates as follows:

Table 7: Capital costs

Phase	Work	Cost
Urgent works	Building condition survey priority works, asbestos report, electrical certificate, flooring, Toilets, drainage, heating.	Estimated at £10k
Phase 1	Access (scaffolding)	Estimate £40,000 - £100,000
	Repair to roofs and interiors	Up to £250,000
Phase 2	Fully repair or replace roofs	Estimate £1m (could be less or more)
	Interiors	£60,000
Phase 3	Redevelopment of the Boiler Room/South Wing and Entrance (current planning permission)	Not known
Phase 3	OR Redevelopment of North Wing Improvements and changes to Main studio Redevelopment of the Boiler Room/South Wing	Not known

5.3.4 Funding and finance for capital works

Table 8: Finance and Funding

Phase	Funder	Issues, constraints
Urgent works	BCC Architectural Heritage Fund (Survey)	BCC must carry work the work necessary to ensure that the building is safe. Asbestos survey, Electrical Safety Certificate and check, building conditions survey. Other urgent works to keep the building open include heating, drainage, and water.
Phase 1	BCC + Potential to apply for a repair grant "Building at Risk" (Historic England)	Need to consider application to change to Grade II * listed status though may not be successful and will take time.
Phase 2	Heritage Lottery/Crowd Funding/Community Share Offer	Would need a credible third sector organisation with a lease on the building of suitable length (usually 25 years)
Phase 3	Heritage Lottery/Arts Council/Other Trust funds/Crowd Funding/Community Share Offer/Loan finance.	Would need a credible third sector organisation with a lease on the building of suitable length (usually 25 years)

Appendix 6 includes a list of grant and loan funding opportunities for capital works to the buildings.

In relation to the Heritage at Risk Register, the national list is prepared by Historic England (HE) and (outside London) a non-ecclesiastical building can only be included on the List if it is Grade II* or above so currently the Baths as a Grade II Listed building will not qualify to get on the List. Inclusion on the List can potentially open additional funding opportunities particularly for emergency repairs from HE. Anyone can apply to change a listing. It is a free process but can be quite protracted though there is a fast-track service that costs around £2000.

Bristol City Council also has its own local Buildings at Risk Register and Jacobs Wells Baths should be on it. A request has been made.

5.3.5 Feasibility and project development funding

Feasibility funding is available from the Architectural Heritage Fund and also from Locality, the Lottery and Quartet. Other trust funds may support feasibility work. Details of these funds are available in Appendix 6.

An application to the Architectural Heritage Fund has been made to cover:

- Update the 2012 Building Conditions Survey
- Project management.

To be successful, the applicant will need match funding and this will be provided by BCC as the owner of the building (emergency works, staff time).

Further feasibility (up to £25k) is available from the Architectural Heritage Fund and we would advise that this could be applied for once the long term ownership of the building is decided (see Section 7).

This feasibility work has generated significant local interest in the building. An application could be made to Heritage Lottery for a small grant from "Sharing Heritage grant" Heritage Lottery Fund £3,000 - £10,000 or similar to develop activity based projects and an activity plan to run alongside any renovation work. Myers-Insole Local Learning has delivered a very successful project alongside the redevelopment of the Ashton Court Lower Lodge and this model is worth exploring further (see http://www.locallearning.org.uk/victorian/bower-ashton/).

5.3.6 Funding for urgent works

If ASLS are to extend their licence to occupy for a further 6 months, certain works must be undertaken as a matter of urgency. These are:

- Asbestos report
- Electrical safety check/certificate
- Emergency works to the roof
- Drainage
- Heating West Wing
- Any other emergency works identified in the 2012 report or recent rope access survey work.

Since receiving a draft of this report BCC have agreed to commission Asbestos and Electrical works.

6 A Vision for the Building

Through the consultation process a vision for the building has emerged as follows:

A vibrant, accessible and inclusive nationally and locally acclaimed hub for dance, performing arts, wellbeing and community development.

A Centre that:

- Is welcoming and inclusive
- Encourages ideas and participation from all
- Is well used by international, national and local dance companies and groups
- Is well used by local and city wide arts and community groups and organisations
- Is known within the City as a high quality dance, performance and community venue
- Promotes health, wellbeing and community
- Generates income through short and long term room lets
- Develops a broad range of other income generating opportunities to ensure the sustainability of the building
- Is renovated and developed sympathetically to showcase the building as an important heritage and cultural building for Bristol
- Celebrates the important heritage of the building and involves stakeholders in this.

7 Options

7.1 Lease or disposal

When BCC is disposing of publicly owned land or a building there is a duty for the authority to secure "Best Value". Section 123 of the Local Government Act 1972 Provides that local authorities may dispose of land as they see fit, but: (2) Except with the consent of the Secretary of State, a council shall not dispose of land under this section otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained." The overriding principle is to seek market value.

BCC has a Community Asset Transfer Policy. See https://www.bristol.gov.uk/people-communities/community-asset-transfer . Community Asset Transfer is the transfer of management and/or ownership of public land and buildings from its owner (usually a local authority) to a community organisation (such as a Development Trust, a Community Interest Company or a social enterprise) for less than market value – to achieve a local social, economic or environmental benefit (Locality 2016). In the case of the BCC CAT policy, this involves a transfer at less than market value, either at a reduced cost or free of charge. The level of subsidy is determined by the social, economic or environmental benefits generated by the transfer. The CAT can take place in different forms:

- management agreement
- licence to occupy
- short lease
- long lease (up to 35 years or longer if a business case supports it).

Leases are accompanied by a Service Agreement in order to secure the long term benefit of the CAT.

7.2 Short term options for Jacobs Wells Baths (next 6 months)

It is a real challenge for ASLS to operate from the building at this time and it is not reasonable to expect a small charity to cover the costs for a building owned by BCC. ASLS require a small amount of financial support to help cover some running costs. Options for the short term are outlined below.

Table 9: Short Term Options

Option (Short)	Opportunity	Risks	Costs	Stakeholder views
Option S1 Extend ASLS licence to occupy until September 2016	Keeps the building in use and available to the dance and arts community. Raises awareness of the project. Identifies issues and constraints within the building and may prevent condition of the building worsening.	Building condition. BCC must address health and safety issues identified. Asbestos report, electrical safety certificate, water quality, other emergency works.	Urgent works up to £10k £10k grant to ASLS or BCC to carry out work directly.	The local community would prefer the building to remain open to be in use and to prevent unlawful occupation.
Option S2 Board up the building pending disposal/lease of the building		Unlawful occupation. Further degrading of the building. Dangerous building at risk.	A security firm quoted £25k per year to secure the building. BCC would board up and provide regular site visits from BCC security services.	Least preferred option for the local and city wide community.

7.3 Longer Term Options

Table 10: Long Term Options

Option (Long)	Opportunities	Risks	Costs	Stakeholder views
Option L1 Dispose of building on the open market	Removes ongoing liability for BCC May provide a capital receipt. Valuing the building is difficult Unlikely to be significant.	No interest Buyer purchases but then find they cannot afford to redevelop Developer proposes housing Building remains derelict and has to be demolished.	Cost to market Legal costs (BCC).	Least preferred option from residents and city wide stakeholders concerned not to see residential or a derelict building or demolition.
Option L2 Dispose of the building (ring-fence for not for profit organisations delivering social benefit – Dance, Arts, Community)	Removes ongoing liability for BCC Would enable other sources of finance Freehold would enable third sector organisation to borrow and access grants Enables BCC to specify community benefit/social value (Dance and community) Invite expressions of interest and assess business plan, capital plan, citywide and local fit, governance, deliverability.	Unlikely to generate a capital receipt No interest Buyer purchases but finds cannot afford to redevelop Building remains derelict and has to be demolished Third sector organisation fails and sells building on (potentially for residential or other use – Dance/Community use is lost)[5].	Cost to market and legal costs(BCC) Potential cost of CPO or legal costs associated with disrepair, dereliction, environmental health, safety issues.	Preferred over option L1.
Option L3 Lease the building on a Community Asset Transfer at a Peppercorn Rent. Lease 25 years with 5 year break clause. SLA to include centre for Dance, Arts and Community. Potential to offer freehold longer term.	As for Option L2 Enables BCC to get the building back if the lease holder fails to improve the building/deliver against their service level agreement. BCC could – in the longer term - consider granting the freehold on the successful delivery of Phase 3 works thus removing BCC liability for the building in the long term.	Can a third sector organisation raise the money to bring forward the phased improvements to the building? More likely to be viable for an existing third sector organisation with existing portfolio, track record, economies of scale.	Phase 1 improvements would have to be undertaken by BCC prior to the lease being signed. The organisation would need to secure funding for Phase 2 works within the first 3 years.	Preferred over option L1 and L2 though the risk is that no organisation comes forward to take the project on.

[5] A clause can specify the building be returned to the local authority but this is not always straight forward especially if there has been a loan or grant awarded where a third party has a charge on the property.

Option (Long)	Opportunities	Risks	Costs	Stakeholder views
Option L4 Set up a trust BCC lease the building to the new trust.	As above.	As above though a new organisation would not necessarily have the track record with funders or economies of scale of multiple buildings.	As above.	See above. Would enable strong stakeholder engagement.

See Appendix 7 for a sample Community Asset Transfer Brief and Service Level Agreement. This has been included to illustrate for readers how the CAT process works and also to provide documentation to speed up a CAT process by providing some of the CAT documentation work in draft form.

Vivid advice is to choose Option L3. Invite expression of interest from existing organisations and request a full business plan from preferred bidder. Only if Option L3 fails should a new Trust (L4) be considered.

8 Case Studies

Appendix 8 includes a list of case studies to inspire the project and those involved. The case studies include:

- St Paul's Church
- Underfall Yard
- Clevedon Pier
- Trinity Centre
- Manchester Baths

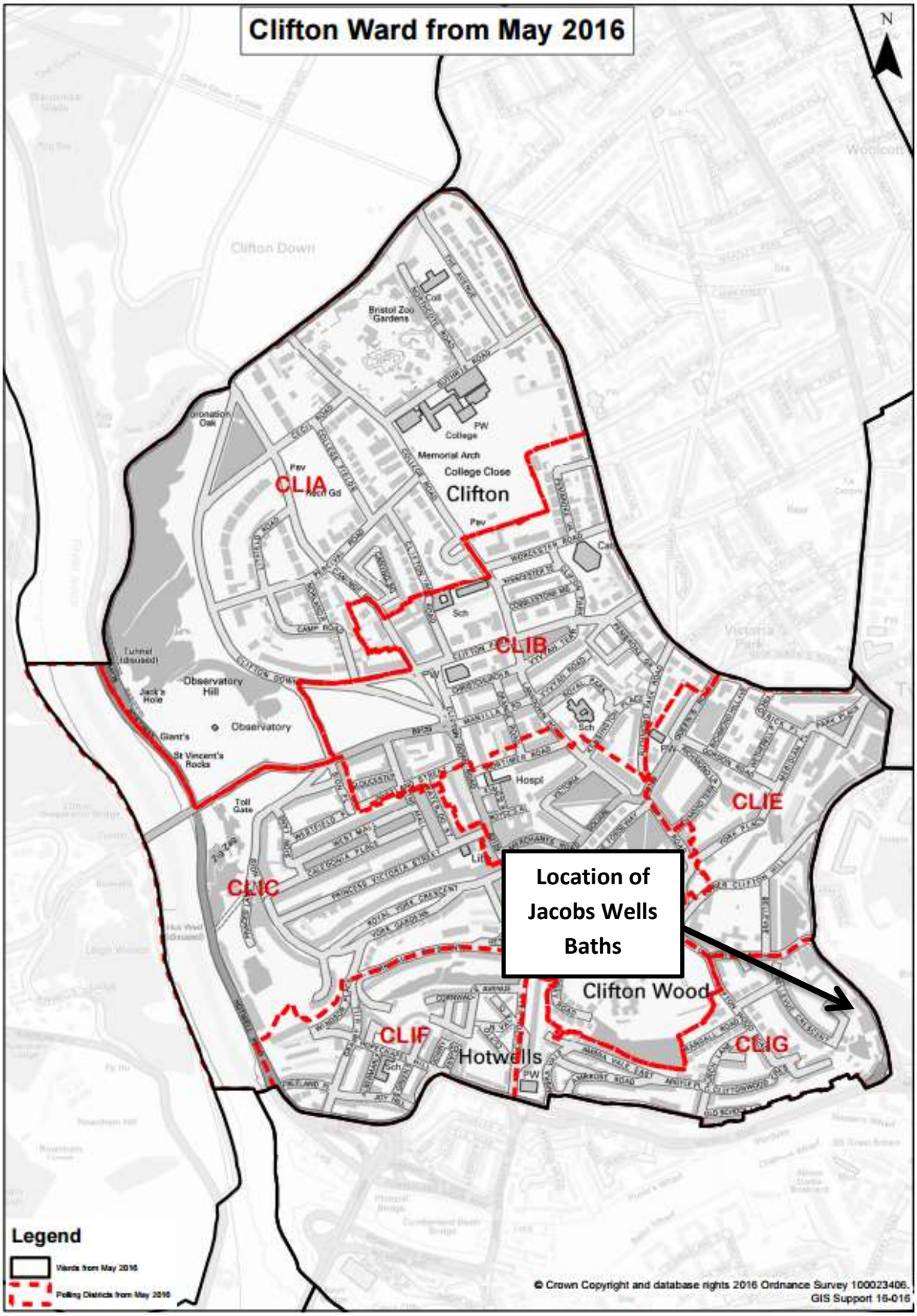
There are always a huge number of factors leading to success with building projects. There are some common themes that are worth highlighting here as follows:

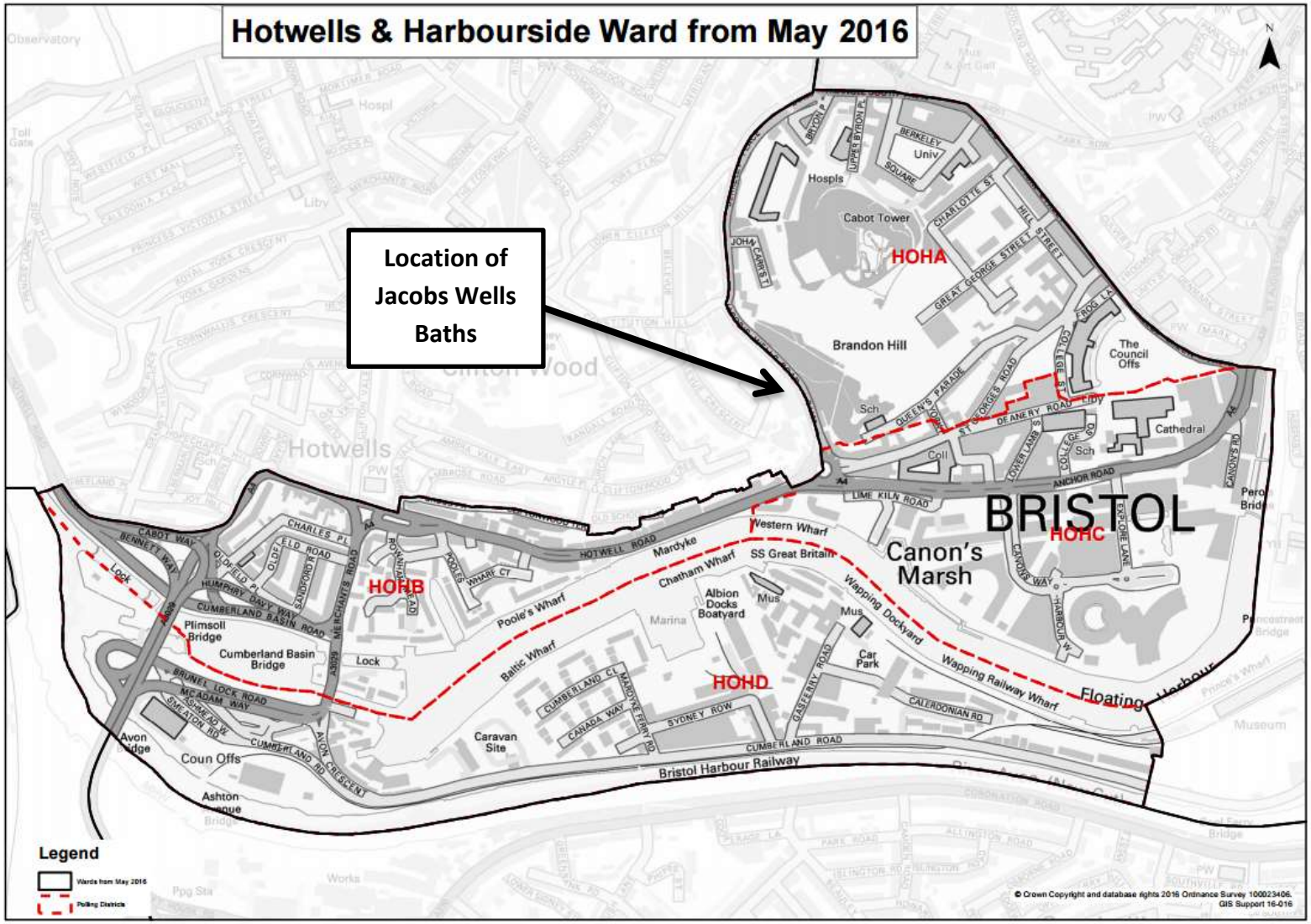
1. The role of the local authority as land/building owner and enabler
2. A clear end use and strong income generation strategy
3. Phased approaches with an overall master plan
4. Importance of community engagement and involvement
5. Building relationships and track record with funders over time
6. Strong governance with skilled trustees/directors
7. Keeping the building open and enabling people to have access to share the vision and keep the project in the forefront of people's minds
8. Bringing in fundraising expertise as required
9. Developing community engagement projects alongside building works
10. Creation of flexible spaces that can be used for different purposes as demand changes
11. Inspirational leadership and a "can do" attitude.

9 Recommendations

Action	Detail
1) Steering group	A "Friends of Jacobs Wells Baths" group be established. This group should meet monthly and ensure representation from the local community, dance community, and local councillors with BCC committed to attending the meetings. The work of the group would be to oversee the next steps as outlined in this report. Without this, there is a risk that this project will go into drift especially given the limited resources of the local authority at this time. The group should include a "technical team"
2) Urgent works	BCC must commit to expenditure on urgent works as identified in this report and in the 2012 Building Maintenance report and as identified by ASLS/
3) Short term use of the building	BCC commit a small amount of grant funding (e.g. £5k) to enable ASLS to continue to operate the building (Option SO1) until lease/disposal goes ahead (BCC Culture/Arts dept.). ASLS explore other potential funding streams to support this work and to fund activities within the building starting with Quartet +Arts Council.
4) Secure funding for further Feasibility Work	Make £5k bid to the Architectural Heritage Fund which will need match funding £5k from BCC (could be in- kind support, emergency works).
5) Apply for Grade II * listed building status and apply for funding for urgent works	This process will take around 6 month and could enable the building to be put on the national Heritage at risk register. Have already requested BCC to put building on their at risk register.
6) Agree the preferred long term option	BCC to work with the "Friends of Jacobs Wells Baths" group to agree the preferred long term option. In principle it is agreed that BCC will move forward with Option L3 and offer a Community Asset Transfer of the building through invited expressions of interest to ascertain whether an existing organisation has the vision, capacity and capability to take this building on.
7) Begin Asset Transfer Process	Promote through a workshop bringing together interested in parties, e.g. held at City Hall, followed by expressions of interest and business plan request from preferred bidder.
8) Ongoing community engagement	Consider applying to the Heritage Lottery for a revenue funded community learning and engagement project linked to heritage and storytelling to build on the good community development work that has already begun
9) Ensuring the Asset Transfer process is successful	A successful CAT of the building is more likely to happen if BCC commit to investing and providing a dowry/grant to the successful bidder for Phase 1 works. Urgent roof repairs are essential. BCC need to invest now so that the organisation who takes on the building has the best chance of success. Otherwise the building could well continue to be a problem for the council into the future.
10) Fundraising	Begin conversations with Heritage Lottery and other Funders regarding the roof and interior works and redevelopment ideas (Phase 2 + 3 works).

Appendix 1 Jacobs Wells Baths Location and Ward maps




Hotwells & Harbourside Ward from May 2016
Location of Jacobs Wells Baths
HOHA
HOHB
HOHC
HOHD
Cabot Tower
Brandon Hill
Hospls
Hotwells
Canon's Marsh
BRISTOL
Cathedral
The Council Offs
Cumberland Basin Bridge
Plimsoll Bridge
Avon Bridge
Coun Offs
Ashton Avenue
Caravan Site
Albion Docks Boatyard
Car Park
Floating Harbour
Bristol Harbour Railway
Legend
Wards from May 2016
Polling Districts
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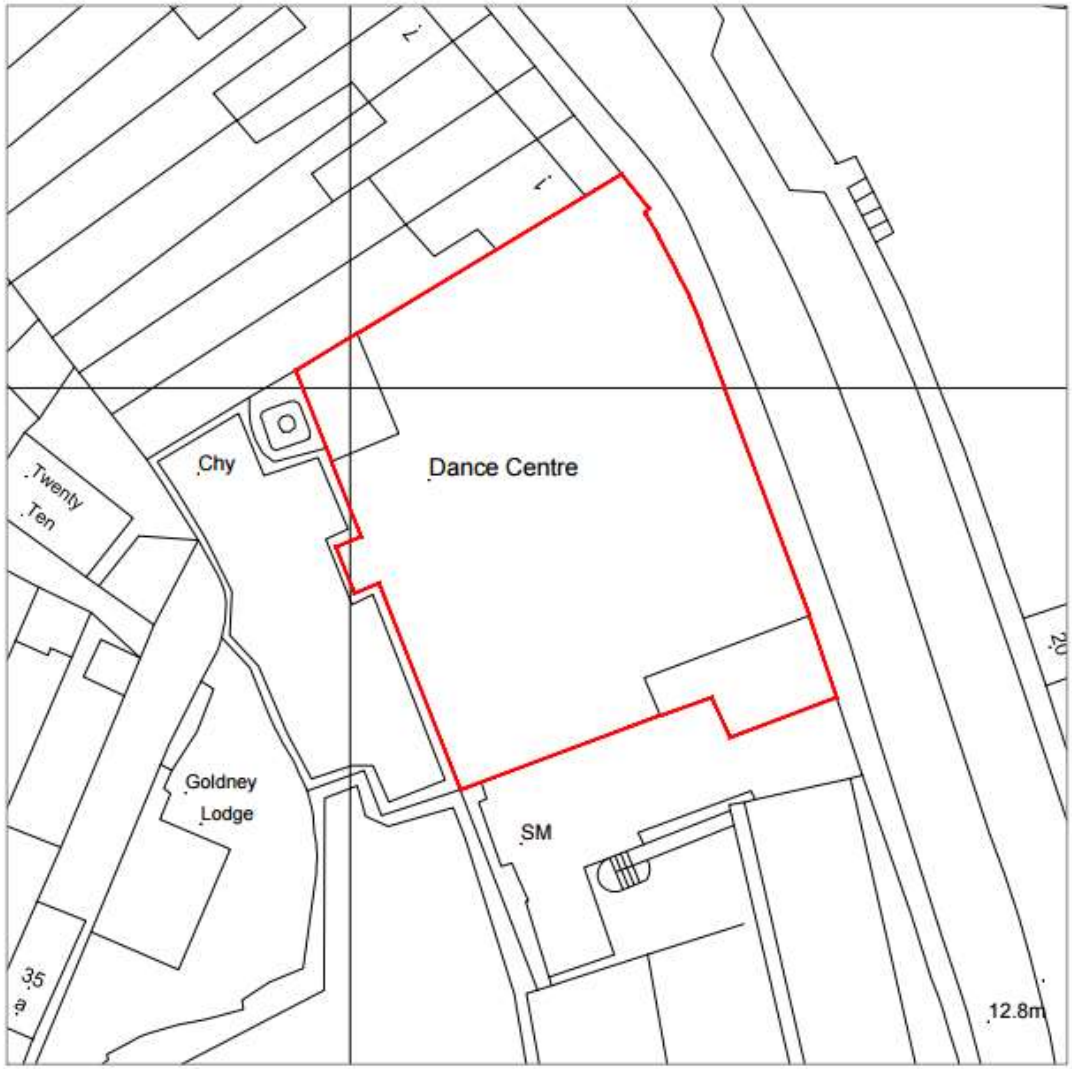
GIS Support 16-016

Appendix 2 Site Plan and Lease area from original Dance Centre Ltd Lease



PROPOSED SITE PLAN - scale 1:200

Appendix 3 Vivid activities and outcomes map to Jan 2017

Complete building conditions survey & provide outline costed options for the building

Lead: Bristol City Council

Hold Neighbourhood and Community Stakeholder Engagement

Lead: Jacobs Wells Community Hub and Vivid October 15th - Drop in 1pm

Hold Dance/Arts Community Stakeholder Engagement/Drop In

Lead: Bristol City Council and Vivid November 12th 1pm

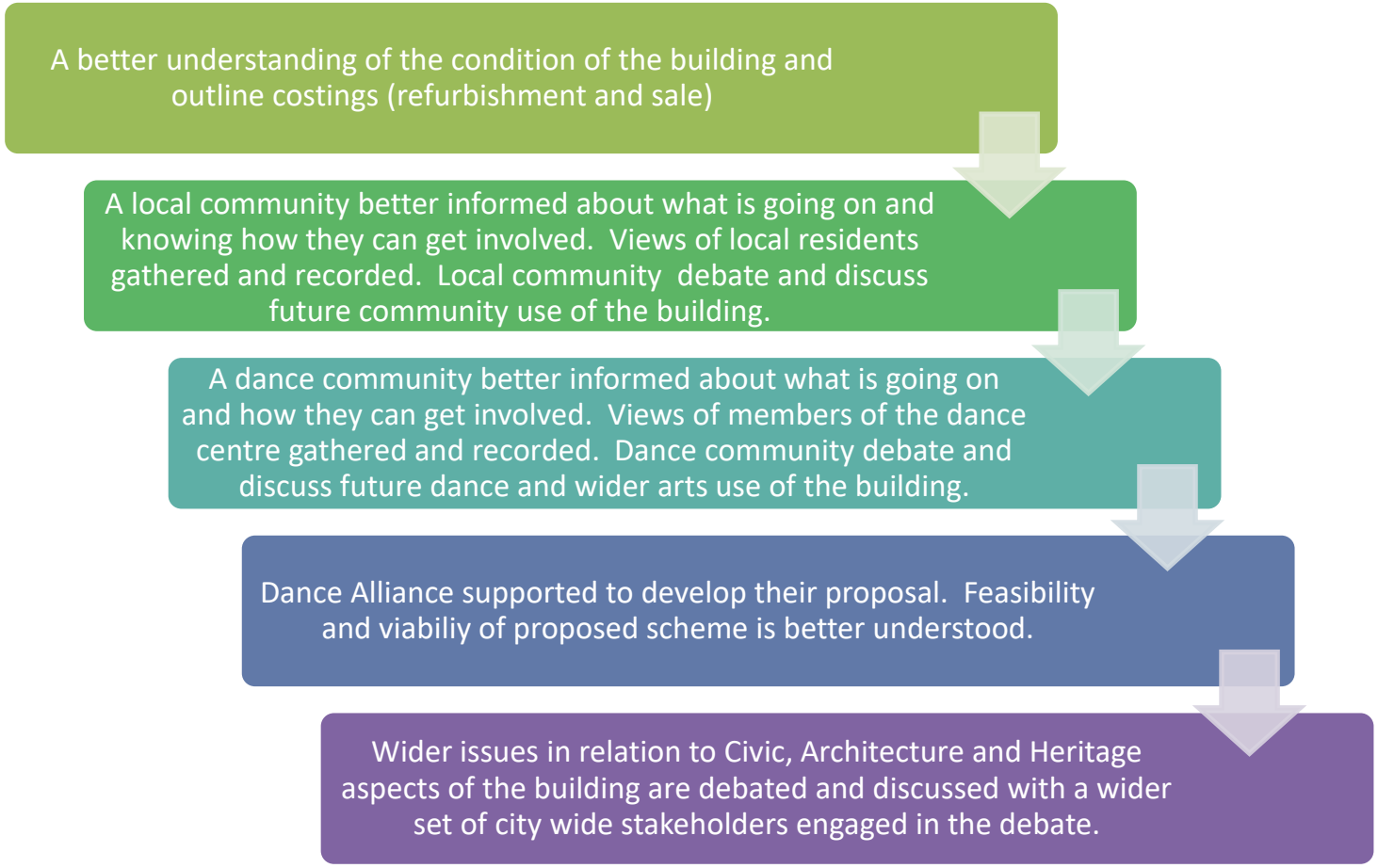
Work with Dance Alliance/Legacy Dance Centre body to review and strengthen proposed redevelopmetn of the building

Lead: Vivid - November and December

Hold Civic, Architecture and Heritage Stakeholder Engagement

December - December 3rd 1pm

Outcomes



Final outcome: Written report to the Neighbourhood Partnership with a summary of: Resident community views, Dance community views, Wider Stakeholder views, outline options for the building, recommendations and next steps.

Appendix 4 2016 Consultation Results

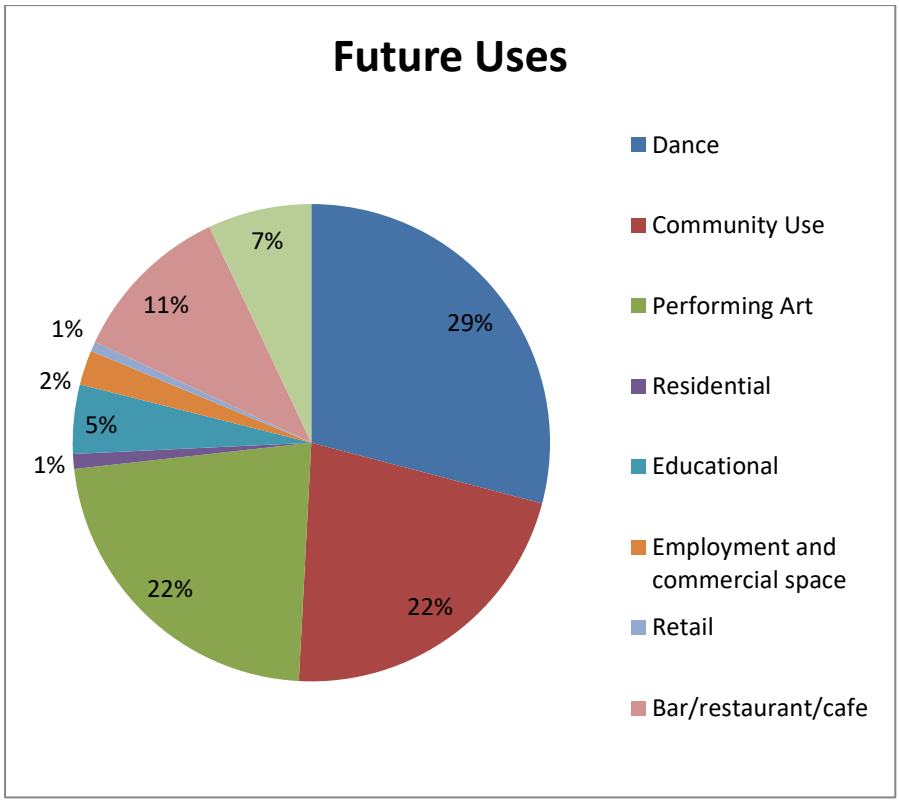
Future of Jacobs Wells Baths – 2016 Consultation – Draft (Dec 2016)

During Oct/Nov/Dec Vivid, Jacobs Wells Community Hub and Artspace Life Space have delivered a number of consultation days (3 x drop ins – community, dance & arts, heritage & architecture). An online survey has also been sent. In total 380 people attended the Drop Ins and over 200 people have completed the online survey. Results in summary below.

(A) JWB Community Drop In October 15th 1-4pm Number attended: 120
(B) JWB Dance & Arts Drop In Nov 12th 1-4pm Number attended: 150
(C) JWB Architecture & Heritage Drop In Dec 3rd 1-4pm Number attended: 110

1. What FUTURE USES would you support?

	Community	Dance/Arts	Heritage/ Architecture	Totals	%
Dance	14	57	16	87	29%
Community Use	26	22	17	65	22%
Performing Art	16	36	15	67	22%
Residential	3		0	3	1%
Educational		14		14	5%
Employment and commercial space	5		2	7	2%
Retail	1		1	2	1%
Bar/restaurant/cafe	15	10	8	33	11%
A mix of the above	8	6	7	21	7%



2. What would you NOT want to see?

Housing	Flats	Sold off to a private developer
Housing	Housing	Retail
Student shoe box	Yet more “luxury” flats	Sold off for luxury flats
Sold off for student accommodation	Just Dance Centre – needs to be sustainable and for local people	Retail
Charity	Pubs	Squat
Night club	Don’t want the council to see for flats	Housing
Flats	Houses	Retail
Houses	Flats	Student accommodation
Luxury apartments	Luxury Flats	
Private flats/residential/offices	Not just dance – it’s a very uninclusive art form – of course have dance space but not just for dance	Residential
If there was no dance it would be terrible – we need space for Dance	Covering up the original features – character is important and is inspiring	Residential or commercial use
Residential, car park, gym, sports centre, anything noisy (unless sound proofed)	Commercial or residential – there is already plenty	Residential is a no no – save for the arts
Don’t split up the large studio space. WE need more large spaces/ballrooms in Bristol – it would be such a shame to lose this	Commercial space	Limited access to artists – would like opportunity for dancers to change programme
No residential gated community. No residential full stop!	Private business. Residential. Gym. Building MUST be preserved.	Residential or business use.
No flats!		
Clubs	Restaurant	Residencies – not to lofts and high priced flats
Offices	Housing	Offices
Franchised	Private spaces where nobody can enjoy the building	No flats!

3. What are the opportunities for DANCE and ARTS? What would you like to see?

Sports	Youth groups – nothing for teens in the area	Keep the integrity of the building
Film	Arts	IT training
Performance studios	Classes	Kids dance classes
Dance for older people	Community library	Wellness and movement
Mindfulness workshops	IT hub	Children's nursery x2
Yoga	Playgroup	Adult education
Artists studios	Drama school	Crèche
Lectures/talks/discussions	Yoga	Need bike storage outside
Spa	Training in Creative Art	Community spaces
Social enterprise hub	Mother and toddler group	Children's activities
Badminton	Café	Exhibitions
Fundraising Performances and exhibitions	Mixed use space – café/restaurant, market, exhibition space, gig venue	Got to have an element that brings in money and some permanent employment
Lottery funding	Performance centre	Low cost everything. I don't think £7 a class is low cost!
Workshops and dance events and performances.	Adult ballet and contemporary dance.	Dance for Alzheimer's and Dementia
Great wall space for exhibitions.	Residencies and exchanges	In such a big space… more professional teaching from outside can come and share
Performance for all types – daytime and evening	Improvisation nights	Put Bristol on the map for Dance Touring Venue
World class performances alongside community offer	Scratch nights works in progress etc	Professional adult classes
Space for mix of professional and community dance together	Labs and residencies for chorographic research	Talks and lectures
Home for dance communities for class, meeting, residencies, sharings, performances	Commissions	Films. Disco. Nightclub events. Music gigs. Cultural talks. Art exhibitions.
Open up access to dance for all. Make it accessible and cheap/free	A proper dance school – we need one!!	Have space to show art works
Residencies. Space for visiting artists	Space for community dance workshops	Tai Chi . Crafts. Talks
Talks and lectures.	School for the arts. Rehearsal space. All community based activities. No commercial.	Dance improvisation and composition classes
Collaborations	Dance for all – accessible	Dance classes &residencies.
Film screenings – of Dance	Touring dance companies to use the space for their rehearsals and daily classes	I want to see space for dance (Capoeira). I love Capoeira!
Space for experimentation – this is as vital as the finished thing.	Research and Development	Live music
Rehearsal rooms	Circus	Dance
Café	Bar	Live performances
Gigs	Concerts	School events
Church events		

4. **What COMMUNITY activities and services would work in the spaces? What would you like to see?**

All mixed activities for all ages from children upwards	Orchestral and choral rehearsals	Temporary exhibition space for art installation and exhibitions
Work with people who have physical/mental/health/problems/learning disabilities	Dance Centric future	Arts and theatre space
Children's dance & dance that brings the community together	Theatre	Dance
Other performing arts.	Professional dance centre	Integrate different uses
Live music	Swimming baths	Live music
Dance academy	Dance degree course	Great space for immersive performance
Physical theatre performance	Performance space	Exhibition space
Café	Rock music	Artists' studios
Swimming baths again	Dance centre	Performance space
Accessible dance/performance		
Dance for all. Performance workshops. The arts.	Jumble sales. Charity Fetes. Free shops (swapping items).	Café/Drop In social centre with no obligation to spend money (or very cheap prices)
Art Exhibitions. Healthy Food. Café.	I would like to see exactly what that guy said (Lucas age 9).	Dance, café and the arts (Anwen 10)
I would like to see the space turned into a café and fully functioning dance studio and community space (Lily13)	Open workshops	Have multi use space. Feels like dance space – can share e.g. With theatre, meeting space etc.
Community classes	Get the Japanese centre to do pop up workshops	Folk dance – community e.g. Ceilidh, Morris etc.
Swing dance	Connect with: Bristol Folk House, Silver Frame Rapper, Rag Morris, Shooting Roots, Bristol Uni Folk Ceilidh Society	Youth workshops, community groups (Karate, Gymnastics, Yoga etc.)
Affordable rehearsal space. Regular classes. Meeting space. Good quality rig/lighting. Capacity as a studio performance space.	Language workshops. Sign and so on	Small scale theatre. Theatre schools. Dance. Café. Meeting rooms. Rehearsal space.
Yoga for us oldies	Dance classes and workshops for all abilities	
A robot please!	Theatre	Dance
Performance	Community	Meetings
Banquet	Community arts for all ages and all capabilities.	Classes – creative and health
Dance	Bingo	Choir
Pre-school workshops	Bowling	Indoor sports
Mixed use swimming pool (Clifton Lido Model?)	Community facilities	Health Centre
Restaurant/café	Cinema	Theatre/acting
Museum	Children's games	Ice skating
Quiz	Balls	Indoor sports
Swimming pool and wellbeing	Swimming pool	Café

centre for community		
Wellbeing space, therapies etc.	Area for hire for parties etc.	Weekend art/craft market
Have a look at what they do at the Bussey Building in Peckham	Bingo	Cooking class
Theatre night	Banquets	Markets
Sports	Gigs	

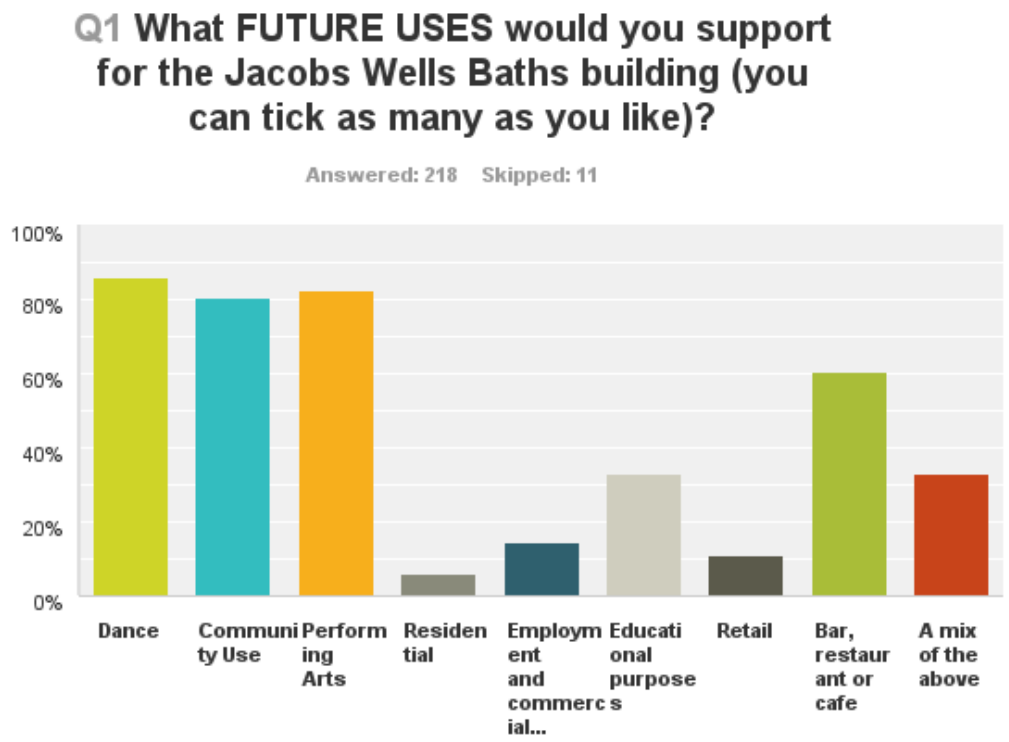
5. It is going to take some BIG IDEAS from all of us and lots of ENERGY if we want the building to be saved, improved and financially sustainable in the long term. What are your ideas for how we make this happen?

Brewery – use the water from the Spring	Be realistic – needs to be sustainable e.g. rent out smaller spaces	Pop up theatre
See Tacchi Morris Arts Centre Taunton http://tacchi-morris.com/	Market – but not straight away – need to concentrate on other things first	Professional performance and classes
Collaboration with other organisations/schools	Monthly indoor market x2	Music venue and link to events e.g. Harbourside
Film venue	BCC wildlife events	Venue for West Bristol Arts Trail
Need groups and organisations who can pay to hire space	Café/Canteen to help subsidise the creative use	Indoor cinema/film space linked to food/dance
Tobacco Factor good example – different uses and different lettable spaces	Affordable café for community meals (e.g. Barton Hill do a 3 course meal £3.50)	Low cost local veg stall
Keep full size ballroom 0 maybe a half-length mezzanine floor with balcony at open end so you can see full roof. Open up original glass roof. Add blackout facilities	Split the large studio space into smaller ones and adjust the ceiling to reduce reverbs in the room	The proposed design for the new foyer looks great. The extra space created by that is inspiring
Welcoming – yes yes yes yes to all images. I really want this for Bristol. R James.	Get as much publicity on local TV	Publicity and fundraising events
Get schools involved to spread the word	Thanks for the pictures – its very important to use more and better this marvellous pool.	Invite George Ferguson and other local architects to visit
Happiness. Equality. Wellbeing. Communities. Dance. Arts.	Kick start crowd funding.	Underground music venue. Support local artists.
Lottery/arts council funding. Local campaigns for fundraising	Impressions of prospective drawings / photos are good	Get Marvin Rees to discuss the future and support the centre
Yes I like the architects drawings. Lights up a beautiful building. Makes it visible. Looks open	Great design by architects. An opportunity to create a range of different size spaces.	Raise lotsa money to realise Sean's designs. It would be amazing!
Stop the water coming in	Set up a local community interest company, local investors e.g. Bristol Ferry Company	Fundraising – Big party, performance event. Bloggers. Endorsements.

Attract the maximum of people in the space	Social media/share	Health and Wellbeing centre – mental health, physical health
Dance through the streets of Bristol!	Musical event	Ball
Gallery	Crowdfunding on line appeal	Medial influences – blogger, celebrities, news.
Events	Fundraising	

Results of the Online Survey

177 input (still 30 surveys to input) and online survey still live. Detailed responses are available. For this report we have included word clouds to highlight most common words used.



Q2 What would you definitely NOT want to see for the future of the building?

Answered: 205 Skipped: 24

Demolished Disrepair Student Accommodation Food Private Apartments Space Demolition Retail Pulled Flats Local Residential Council Commercial Performing Arts Housing Cafe Turned Redevelopment Property Dance Centre

Q3 Please tell us more about the DANCE and ARTS activities you would like to see happening in the spaces? Who would access these activities?

Answered: 201 Skipped: 28

Movement Shame Interested Individuals Children and Adults Capoeira Range Choirs Performing Arts People with Disabilities Bristol Zumba Community Hall Dance Classes Circle Dancing Local Beautiful Access Social Rehearsal Space Courses Contemporary Dance Nice Jazz Shared Amateurs Gallery Space

Q4 Please tell us more about the COMMUNITY activities and services you would like to happening in the spaces? Who would access these activities?

Answered: 185 Skipped: 44

Film Kitchen Exercise Wish Young People
Gymnastics Groups Open to the Public Local
Mother Activities Cooking Space
Music Venue Dance Festivals Arts Kind Needs
Church Theatre Facilities

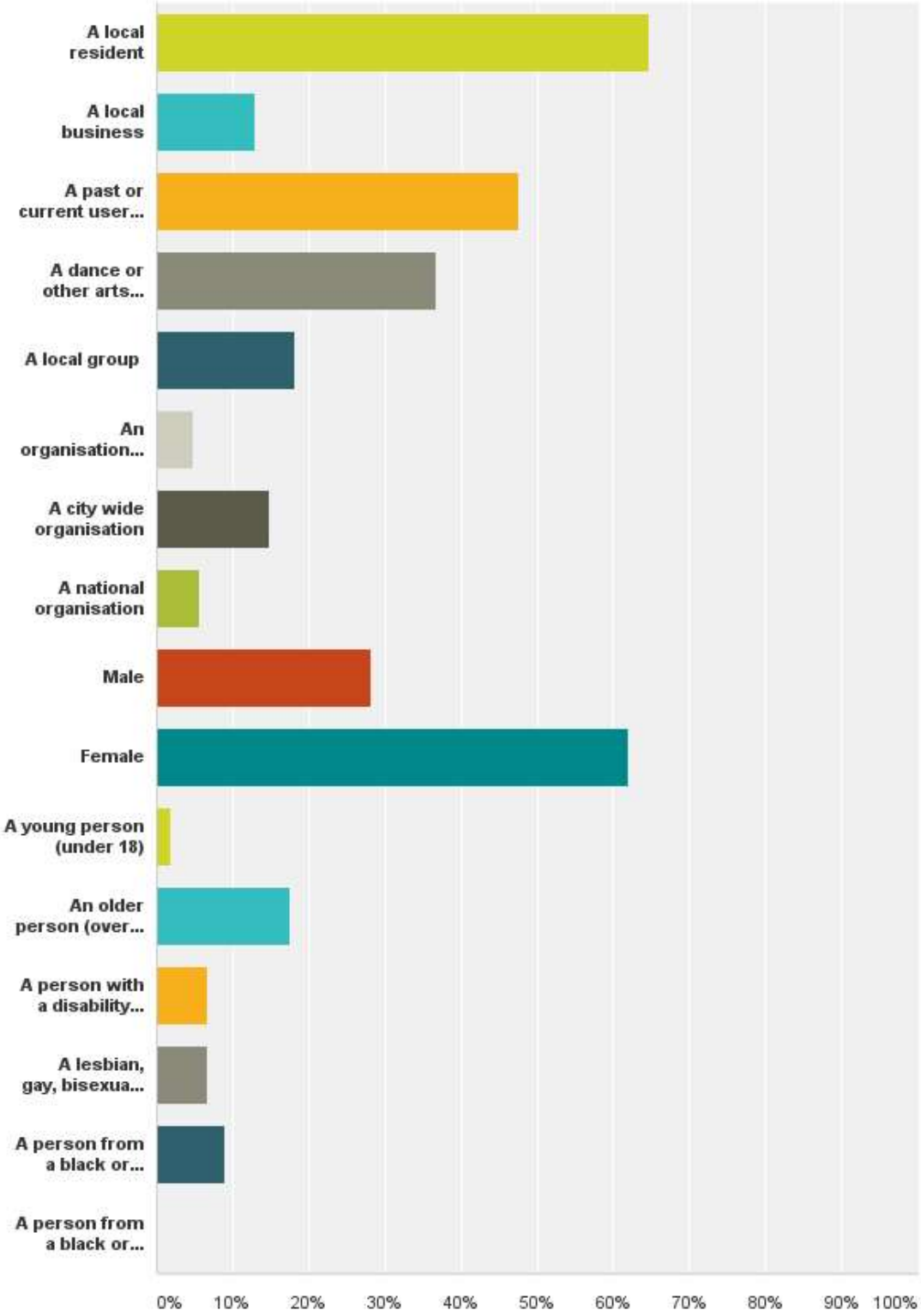
Q5 It is going to take some BIG IDEAS from all of us as well as lots of ENERGY to save the building, to improve the building and to ensure that what ever happens is financially sustainable in the long term. What are your ideas for how we make this happen? "Grants?" "Alternative sources of finance?" "Ownership of the building?" "What have you seen work elsewhere?" "Who needs to be involved?"

Answered: 158 Skipped: 71

Finance Self Selling Nominal Trust Facilitators
Support Benefit Dance Basic
Community Long Run Funding
Cube Cinema Space Team of Volunteers
Bristol Robust Experience Co-op Success
Mayor Similar Ongoing Retail

Q9 We want to reach out to as many people as possible. Answering these questions will help us ensure we do this. Tick all that apply or leave blank if you prefer not to comment. Are you:

Answered: 210 Skipped: 19



Appendix 5 Income and Expenditure (BCDC)

Dance Centre Ltd - 3 year Income and Expenditure figures 2013 - 2015

	2013	2014	2015
Incoming Resources	£ 74,978	£ 72,776	£ 93,076
Resources expended	£ 74,867	£ 76,622	£ 102,861
Profit/Loss	**£ 111**	**-£ 3,846**	**-£ 9,785**
Funds at 1st April	£ 18,605	£ 18,716	£ 14,870
Funds at 31st March	**£ 18,716**	**£ 14,870**	**£ 5,085**

Breakdown of Income Resources

	2013	2014	2015
Voluntary income (donations and grants etc.)	£ 3,809	£ 2,574	£ 35,000
Class Takings	£ 29,571	£ 27,111	£ 24,468
Season Tickets	£ 6,218	£ 5,078	£ 4,653
Studio Hire	£ 35,380	£ 38,013	£ 28,955
Incoming Resources	**£ 74,978**	**£ 72,776**	**£ 93,076**

Breakdown of Resources Expended	2013	2014	2015
Memberships	£ 60	£ -	£ -
Advertising	£ 161	£ -	£ -
Salaries	£ 32,418	£ 32,295	£ 30,355
Tutor fees	£ 20,994	£ 19,307	£ 16,939
Travel expenses	£ 102		
Licencing and Performing fees	£ 856	£ -	£ 1,020
Utilities and rates	£ 5,571	£ 6,020	£ 7,173
Telephone /Internet	£ 1,491	£ 1,559	£ 1,019
Postage and Carriage	£ 6		£ 12
Printing/Photocopying	£ 1,356	£ 1,341	£ 886
Office stationary	£ 146	£ 79	£ 113
Misc.	£ 66	£ 492	£ 234
Equipment	£ 11	£ 288	£ 166
Repairs and renewals	£ 579	£ 10	£ 1,074
Maintenance	£ 1,730	£ 6,640	£ 2,477
Cleaning materials	£ 705	£ 46	£ 1,587
Training	£ 330		
Bank charges	£ 485	£ 398	£ 435
Health and safety	£ 1,460	£ 2,119	£ 997
Depreciation of equipment	£ 1,349	£ 1,101	£ 148
Irrecoverable VAT	£ 494		£ 37
Professional fees			£ 32,670
Insurance	£ 3,225	£ 3,590	£ 3,569
Accountancy fees	£ 1,272	£ 1,337	£ 1,950
Resources Expended (total)	**£ 74,867**	**£ 76,622**	**£ 102,861**

Appendix 6 Potential sources of finance

(A) Project Development and Feasibility

- **Architectural Heritage Fund (next deadline mid Jan)**

Offer two types of project seed-funding: PROJECT VIABILITY GRANTS (up to £5,000) and PROJECT DEVELOPMENT GRANTS (up to £25,000). Our grants are for project development costs only and not for on-site capital works.

- **"Sharing Heritage grant" Heritage Lottery Fund. £3,000 - £10,000.** Applying through this programme is straightforward, with a short application form and a quick decision. See example, **https://www.hlf.org.uk/our-projects/punk-snow-filmed-oral-and-photographic-history-punk-era-1970s-liverpool**

- **"Our Heritage grant", Heritage Lottery Fund**

Grants from £10,000 to £100,000. Can be revenue and capital. Applicant – not for profit. Could help fund a Community Development/Community Learning/Volunteering project- e.g. gathering aural histories, engaging the wider community in learning about and celebrating the heritage. See example, https://www.hlf.org.uk/our-projects/theatre-lake-volunteer-project . Could include some capital for renovation work within the bid.

- **Awards for All, Big Lottery**

Up to £10k for grassroots and community activity that aims to improve life for local people and neighbourhoods. It doesn't have a deadline and you can apply at any time. fund activities that benefit the community, including:

  - hosting an event, activity or performance;
  - purchasing new equipment or materials
  - running training courses
  - setting up a pilot project or starting up a new group
  - carrying out special repairs or conservation work
  - expenses for volunteers, pay for workers and professional fees
  - transport costs.

- **Quartet, Express Fund or Neighbourhood Planning Fund**

Up to £5,000 http://quartetcf.org.uk/apply-for-a-grant/.

- **Locality - Community-led Buildings Pre-Feasibility Grant**

Amount of grant available: Between £1,000 and £10,000

What you can use this grant for: This grant will help you assess the feasibility of a community-led building project prior to submitting a Community Right to Build Order. If you have identified a

possible community-led building project and are assessing the way forward, a pre-feasibility grant will give you broad-brush information to help you progress

(B) Emergency Repairs

- **Historic England**

A building listed at grade II and within a conservation area or a London borough can apply for a "Repair Grant for Heritage at Risk" https://www.historicengland.org.uk/images-books/publications/repair-grants-har-guidance-for-applicants/ The applicant will normally need to own the property outright or hold a full repairing lease which has at least 21 years to run – so BCC would need to apply for this. This could fund repairs to the roof structures. No minimum or maximum amount is given.

(C) Planning and design work

- **Locality - Community-led Buildings Project Support Grant**

Amount of grant available. Between £5,000 and £40,000. What you can use this grant for: This grant will help you to pay for the help you need to progress your community-led building project to the point of submitting a Community Right to Build Order. If your community is supporting your project and you are proceeding, this grant will pay for expert help and other costs associated with preparing your detailed plans. Community groups applying for this grant are expected to contribute at least 10% of the estimated costs of developing the community–led building proposal to the point of submitting a Community Right to Build Order. Groups must meet certain criteria to be eligible to apply.

(D) Capital Funding

- **"Heritage Grants" Heritage Lottery Fund** – can be capital and revenue funding. If your total grant request is less than £1million, you must contribute at least 5% of the costs of your development phase and 5% of the costs of your delivery phase. If your total grant request is £1million or more, you must contribute at least 10% of the costs of your development phase and 10% of the costs of your delivery phase.

Offer a range of different grant programmes with grants from £3,000 to over £5million.

- **Crowdfunding**

A way of raising finance by asking a large number of people each for a small amount of money. It is a means of funding that allows individuals to make their ideas a reality with the power of the crowd. Crowdfunding enables people with great ideas to raise the money they need, in return for 'rewards'. The public can back your idea with pledges of money and project owners can 'thank' their backers with rewards that reflect the money contributed.

- **Community Shares**

"The term 'community shares' refers to withdrawable share capital; a form of share capital unique to co-operative and community benefit society legislation. This type of share capital can only be issued by co-operative societies, community benefit societies and charitable community benefit societies.

Community shares can save local shops and pubs, finance renewable energy schemes, transform community facilities, support local food growing, fund new football clubs, restore heritage buildings, and above all, build stronger, more vibrant, and independent communities."
http://communityshares.org.uk/find-out-more/what-are-community-shares

- **Arts Council http://www.artscouncil.org.uk/funding**

Funding activity: Buildings and infrastructure. Total fund: £88 million. £45 million in the first round and £43 million in the second round. Grant range: The minimum capital grant available is £500,000. Grants of £5 million or more are likely to be exceptional. Next key date 31/07/2017

- **Power to Change http://www.thepowertochange.org.uk/**

Community Business Fund: between £50,000 and £300,000. Building-related: purchasing, renovating or adapting. You can request up to a maximum of 75% of these costs

- **Sport England https://www.sportengland.org/funding/**

New strategy to tackle inactivity - £250million

Community Asset Fund –new capital fund dedicated to enhancing the spaces in local community that give people the opportunity to be active

Inspired facilities – not currently open but keen an eye out.

- **Section 106/CIL Funding**

There is some funding available that could be allocated to community buildings. The trick is to ensure that any spend is eligible for the Section 106/CIL funding.

- **Loan Finance – Triodos Bank, Bristol and Bath Regional Capital, Resonance, Power to Change (including blended funding) etc**

- **Big Potential**

Big Lottery Fund's £10 million Big Potential fund is aimed at eligible voluntary, community and social enterprise organisations (VSCEs) to improve their sustainability, capacity and scale and help them deliver greater social impact for communities across England. Big Potential is administered by the Social Investment Business on behalf of the Big Lottery Fund in partnership with Locality, Social Enterprise UK, Charity Bank and the University of Northampton.

- **Other trust and grant funding including:**

Biffa, J Paul Getty Charitable Trust, Society of Merchant Venturers, Garfield Weston Foundation, Wolfson Foundation, Esme Fairbairn, Tudor Trust, Welcome Trust, Clarks, Charles Hayward, Sainsbury, Andrew Lloyd Webber Foundation etc. It is important to check criteria and deadlines before making applications.

Appendix 7 Sample CAT Brief and Service Level Agreement

Brief for organisations wishing to submit an Expression of Interest in leasing Jacobs Wells Baths

Bristol City Council would like to invite expressions of interest from experienced, constituted organisations and/or partnerships wishing to lease JACOBS WELLS BATHS. The Baths require considerable investment and we are looking for a partner able to develop and deliver a new future for this important asset.

Background

The BATHS…..(take from Vivid report – background section)

The council would like to consider options for leasing the property for a period up to 35 years to an existing not for profit organisation. This organisation will maximise the use of the building for the delivery of social, economic or environmental benefits to the local community and the people of Bristol. It is important that Jacobs Wells Baths primarily serves the needs of Bristol and the local area as a Dance, Arts and Community venue. The council recognise that this building requires significant investment. The council are looking for an organisation who can develop and deliver a phased improvement plan for the building that ensures the building has a sustainable future.

Cultural and community-based organisations interested in managing the property are asked to submit a formal Expression of Interest as part of the CAT process. This opportunity is open to any voluntary, community or social enterprise organisation that is suitably qualified and meets the criteria set out in this brief.

Proposals by a consortium of different community-based organisations are welcomed. Expressions of Interest from other organisations, including statutory bodies, can also be considered, subject to such organisations meeting the council's general CAT criteria and having a local connection.

Proposals from commercial organisations or projects that do not have a local connection, or that don't deliver social, economic and environmental benefits to the local community and the people of Bristol, are unlikely to be considered.

If any small organisations or individuals are interested in being involved in the future use of this building, but do not have the capacity or do not wish to submit their own Expression of Interest, they may provide their contact details to the council. In order to facilitate contact between interested parties, the council will be pleased to share contact details with organisations or groups interested in developing a joint or consortium proposal, on request and in exchange for their contact details.

Particulars

Information about the building……

Services:

The building uses a gas fired warm air heating system etc…..

The tenant will be responsible for paying all outgoings, including utility bills, rates, waste collection, insurance and general running costs in respect of the premises.

Repairs & maintenance:

The property will be offered in its current condition. The future tenant will be required to carry out maintenance and repairs to the property throughout the Lease term.

Extensive repair and refurbishment work is required and BCC are therefore……

THIS IS WHERE BCC SHOULD CONSIDER OFFERING SOME FINANCIAL ASSISTANCE WITH INITIAL REPAIRS RECOMMENDED at £250k.

Business rates:

The current rateable value of the property is £2,800 – for details please see:

https://www.tax.service.gov.uk/view-my-valuation/detail/current/436219000?draftTabRequired=true

Mandatory rate relief of 80% is currently available to tenants that are a registered charity, Community Amateur Sports Club, or who have similar charitable aims. Discretionary rate relief may also be available in some cases. For details see: https://www.bristol.gov.uk/business-rates/discounts-for-charities-or-local-non-profitorganisations

Address details:

X

(BCC property ID??)

Minimum obligations on the future tenant

- For the property to deliver maximum community benefit, the tenant needs to ensure that the premises are used for Dance, Arts and Community-based activities that directly benefit the local community and the people of Bristol.

NEED TO SAY SOMETHING HERE ABOUT TIME REQUIRED TO CARRY OUT WORKS AND THAT THE ORGANISATION WILL HAVE TIME TO CARRY OUT WORKS

- Once refurbished, the premises should be available for arts and community related activities every weekday, and at weekends. Priority for lettings should be given to organisations or activities that directly benefit young people.

- The charges for such use should be nominal, being sufficient to cover the tenant's costs and overheads, and not at a commercial rate.

- When not used for Dance and Arts, the building should be available for hire for general community use for a minimum of six days per week, including evenings. Priority for other lettings should be given to local groups and grassroots organisations for the purposes of stimulating community engagement and facilitating local democracy.

- Other priorities should include lettings to other voluntary, community and social enterprise organisations. Charges for these activities should be reasonable and comparable with other community facilities locally.

- The tenant will set up and service a User Group which will consist of occupants, regular users, beneficiaries and local residents, to ensure they have a voice and role in any future changes to the building and to ensure that services and activities taking place within the building meet local needs

- There will be a presumption that the tenant will work in partnership with users, local organisations and the local Neighbourhood Partnership to develop and increase the future use of the property. A balance between community and income-generating uses should be achieved, following consultation, through the User Group.

- An effective and accessible booking system for the lettable spaces should be in place and a tariff of charges should be published and reviewed annually.

- The lease will place responsibility on the tenant for maintenance and repairs, insurance and all outgoings. The future tenant should carry out their own checks on the property's condition and suitability.

- Particular emphasis will be placed on creating and maintaining a visually attractive and well-kept community facility that contributes positively to the character of the local area and environment.

Proposed Lease arrangements

~~If the council agrees to let the property for community purposes, it will be offered 'as is' and without any funding for alterations, repairs or running costs.~~ THIS IS WHERE BCC SHOULD CONSIDER OFFERING SOME FINANCIAL ASSISTANCE WITH INITIAL REPAIRS RECOMMENDED at £250k.

A contracted-out Lease of 35 years will be considered in line with the council's Community Asset Transfer Policy, subject to a satisfactory business plan and Executive approval where necessary. The length of the Lease term will depend on the level of investment that the incoming tenant would need to make, on their experience and expertise, and on the needs of the local community.

It is anticipated that a new tenant will be selected by <> and that the Lease will be completed within six months. The building is expected to be under new management by the end of <>, with the tenant being issued with a temporary occupancy agreement whilst the Lease itself is being completed.

A concessionary rent will be considered for an organisation which meets the criteria of the Community Asset Transfer Policy. This will be subject to a Service Agreement, which sets out the services and social, economic or environmental benefits that will be generated by the use of the property.

The Service Agreement will be subject to annual monitoring. Continued breaches of the Service Agreement will result in the full market rent for the property becoming payable immediately and will also enable the council to bring the Lease to an end. For an example of a standard Service Agreement please see Appendix B.

The tenant organisation will be expected to seek independent legal advice on the Heads of Terms, the Service Agreement and the Lease itself. The council uses a standard temple for the Lease, in

order to keep costs to a minimum. The council will cover the first £800 of its own legal costs in preparing and completing the Lease. This should be sufficient to complete the Lease, but the tenant will be expected to pay the council's legal costs where they exceed £800, eg in the case of protracted negotiations, or if the tenant requests changes to the Lease after having previously agreed the Heads of Terms.

This invitation to express an interest in managing the property does not commit the council to an Asset Transfer and it is not a guarantee that the council will definitely offer a lease.

Organisation Specification

The tenant should meet the criteria set out in Sections 4 and 5 of the council's Community Asset Transfer Policy and in particular:

- Needs to be a properly constituted organisation.

- Must generate social, economic or environmental benefits.

- Must directly benefit the people of Bristol.

- Should benefit as wide and diverse a range of local people as possible.

- Needs to have a well-prepared business case.

- Needs to demonstrate a clear community/social demand for the proposed Lease.

- Needs to have the capacity to manage the asset and have directors, trustees or management committee members who have the necessary experience and skills to do this.

- Needs to meet all the basic requirements for a good 'community organisation' as set out in the pre-VISIBLE quality standard – see Appendix B within the Community Asset Transfer Policy.

- Needs to contribute towards the local Neighbourhood Partnership's priorities and action plan – see details at <>

More details about the CAT Policy can be found at www.bristol.gov.uk/cat

The tenant should also have:

A clear vision for the future use of the building.

A proven track record of successfully managing a building, or have trustees or board members who have the necessary experience and expertise to successfully manage a property for arts and community-based activities.

- A track record of working in partnership with city wide arts providers, local residents and community organisations.
- Experience and expertise of financial planning and control.
- A track record of developing capital plans, successful fundraising and renovating buildings
- An understanding of current Health & Safety and Fire Safety legislation.
- An understanding of Equalities legislation, including the Equalities Act in relation to the accessibility of public buildings.

Selection criteria and decision making process

1. Expressions of Interest will be considered by a Selection Panel made up of council officers from different departments and a representative from the local community.

2. The Panel will short-list Expressions of Interest and invite successful applicants to an informal interview.

3. Following interviews, one successful applicant will be invited to submit a full business plan within six weeks; this will be evaluated and considered in respect of the applicant's experience and capacity, the council's policies and priorities, local needs and the viability of the proposal.

4. Decisions will be made in accordance with the council's CAT Policy; particular emphasis will be placed on the capacity, governance and financial sustainability of the applicant, on the applicant's experience and ability of engaging a diverse community, and on the level of social/economic/environmental benefits generated by the use of the property.

5. Expressions of Interest will need to clearly demonstrate how the running cost of the building will be met, by providing details of realistic funding sources and anticipated income from activities and hiring out the premises.

6. A final decision on whether or not to grant a Lease or to dispose of the property will be made by the Service Director Property, following consultation with the local Neighbourhood Partnership.

7. It is anticipated that the standard CAT Policy timescales for decisions will not be applicable to this property; all decisions and processes will be fast-tracked and a decision made as soon as possible (see the timetable below).

Viewing the property before submitting and Expression of Interest

To request an appointment to visit the property for a viewing, please contact us:

Email: community.buildings@bristol.gov.uk

Phone: 0117 903 6440

If you would like a surveyor, architect or advisor to visit the property with you, please mention this when you contact us, giving their details as well as yours.

Process for Expressions of Interest

- Interested organisations wishing to express an interest in taking a lease and in managing **JACOBS WELLS BATHS** should submit their proposal by email only to: community.buildings@bristol.gov.uk

- Please telephone us on 0117 903 6440 if you are unable to email your submission.

- All expressions of interest must be received by no later than <>.

- Proposals should have regard to the guidelines set out in and address the issues listed in this Brief, including all of the following:

- Why the property is needed by the applicant?

- Why this particular property has been selected?

- Aims and objectives of the organisation and the project.

- Support from others and details of partnership working.

- Demonstrate the ability to effectively manage the property.

- An outline plan of how the organisation will deliver the building improvements and how these will be funded a

- The proposal should clearly state the length of term sought and the level of rent offered, if any, and give full details for the person(s) we may contact for more information about the submission.

- It is not necessary to submit a full business plan at this stage; this will be required from the successful applicant in due course.

- For further information about the property and lease arrangements please contact: Telephone 0117 903 6440 or email community.buildings@bristol.gov.uk

Timetable

A Brief is published and advertised widely and sent to those already having expressed an interest

……

Other documents to append:

- Example of Service Agreement (see below)
- Bristol City Council Community Asset Transfer Policy
- Location/site plan
- Floor plan
- Suggested headings for Expression of Interest
- Results of 2016 consultation
- First Stage Feasibility Study 2017, Vivid Regeneration LLP
- Building Maintenance Survey and Dilapidations Assessment 2012
- Conservation Management Plan, Donald Insall Associates.

DRAFT SERVICE LEVEL AGREEMENT

A.1 This Agreement is made between Bristol City Council ("the Council"), acting through the Place Directorate, and [INSERT DETAILS] ("you") at your registered office

[INSERT DETAILS], Charity Registration Number [INSERT DETAILS] and Company

Registration Number [INSERT DETAILS].

A.2 The Council's Representative (link officer) is John Bos (0117 903 6440) or such other officer of the Council as shall be notified from time to time in writing to you.

A.3 Your Representative is [INSERT DETAILS] (email [INSERT DETAILS] TEL [INSERT

DETAILS]) or such other person as shall be notified from time to time in writing by you to the Council.

A.4 The relevant Documents are

- This Agreement
- The Lease

A.5 The following words shall have the following meanings.

- Lease – the Lease of even date herewith under which the Council lets to you
- premises known as JACOBS WELLS BATHS, JACOBS WELLS ROAD
- Premises – the premises the subject of the Lease
- Services – The services supported by this Agreement.

A.6 "You" includes your directors, trustees, board members, employees, agents and contractors unless the context clearly indicates otherwise.

A.7 Neither you nor the Council will act as agent or partner of the other, nor incur any liability on the other's behalf or in respect of the other's debts or liabilities. You must not use this Agreement to imply that the Council undertakes or accepts liability for your debts or obligations to third parties.

A.8 This Agreement is personal to you and the benefit of the Agreement may not be transferred or assigned by you to any other person or organisation.

A.9 The core of this Agreement is that the Council is making the Premises available to you for the purposes set out in this Agreement as funding in kind at a rent which will be reduced to a peppercorn, provided you use the Premises in accordance with this Agreement. If you cease so to use the Premises or do not keep the terms of this Agreement, the Council may terminate this Agreement, in which case you will immediately cease to be eligible for a reduction in your rent.

B Terms and Conditions

B.1. Introduction

B.1.1 This Agreement sets out the services you will provide, the terms on which you will provide them and the basis on which the Council will make the Premises available to you on favourable terms.

B.2. Context

B.2.1 The Council is making the Premises available to you because among its policy priorities are the following and it considers that supporting you by providing the Premises for your use will further them. They are therefore our priorities for funding your provision of your service:

- Delivering a phased improvement plan for the building that ensures the building has a sustainable future with improvements that are sympathetic to the heritage and architecture of the building
- Providing a focus for city wide and local dance, arts and community activities
- Infrastructure support for city wide cultural activities and local community groups
- Promoting social and economic inclusion
- Providing innovation in local service provision

B.2.2 Your core purpose, for which you wish to use the Premises is: a multi-purpose arts and community facility.

B.3 Conditions

B.3.1 You must observe the following conditions (B.4 onwards). If you do not, the Council may by notice require you to do so.

B.3.2 If your failure to do so is serious, or if your failures are persistent or cumulative, the Council may terminate this Agreement. If you break the Agreement or the Council terminate it, your reduction in rent will terminate and the Council will terminate your Lease.

B.3.3 The Council will normally give you a written notice of a failure or failures that it regards as potentially grounds for termination, and state what it requires you to do to avoid this. However, if a failure is serious, the Council may suspend this Agreement with immediate effect, which will result in your reduction in rent ending immediately.

B.3.4 If you cease to use the Premises for your Core Purpose (as in B.2.2) or start using the Premises for some other purpose, the Council will normally regard that as a breach that is so serious and fundamental as to be irremediable and grounds for immediate termination.

B.3.5 You will be permitted to retain all income from rents and room hire & events fees, but all these monies must be reinvested in and used for the operation and maintenance of the Premises and not spent on any other premises or purposes.

B.4 Financial and Managerial Conditions

B.4.1 You must use the Premises wholly and exclusively for the purposes set out in this Agreement and the Lease.

B.4.2 You must observe all the terms and conditions of the Lease.

B.4.3 You must monitor your provision of the service in accordance with our reasonable requirements and provide our Link Officer with a written report of these statistics at least annually.

B.4.4 You must not make any material changes in the way you provide the Services or any changes in the way you run your organisation that affect your provision of the Services without our written consent. If you propose to make any significant changes in the way you provide the Services, or in what you do at the Premises, you must tell our Link Officer and be open and frank with him/her.

B.4.5 You must tell the Council of any changes materially affecting your finances, your key personnel, your Board or Management Committee, as the case may be, and of any proposals to change your constitution.

B.4.6 At least annually during the term of the Agreement your Representative will meet with the Link Officer to review how effectively you have been delivering the Services, how the Council's priorities are being met, what your plans are for the forthcoming year and how the availability of the Premises will contribute to these.

B.5 Conditions relating to the Service and your responsibilities to Service Users

B.5.1 You must provide the Services in accordance with this Agreement, reliably and with the skill, diligence and care of competent and appropriately qualified staff able toprovide the Services.

B.5.2 You must demonstrate:

- a commitment to service users by involving them in service development;
- a knowledge and understanding of the responsibilities for the protection of vulnerable service users.

B.5.3 Where you are providing personal services, advice or counselling and if you hold any personal information, you must have and implement a written policy of confidentiality.

B.6 Equal Opportunities Conditions

B.6.1 You must have or develop within a time scale the Council has approved, an equal opportunities policy and programme for its implementation that is compatible with the City Council's own policies and practices, given practicable considerations concerning the size and nature of your organisation.

B.6.2 You must take all reasonable steps in the provision of the Services and in any other of your activities:

B.6.2.1 to ensure that there is equality of access, use and involvement for everyone and that you do not discriminate directly or indirectly on grounds of race, disability, age, economic or social background, gender (including sexual orientation and transgender issues), HIV status, marital status, race, (including nationality, cultural or ethnic background) or religion, and observe all legislation relating to equalities; and

B.6.2.2 to consult service users fully about the Service, its organisation, management and service provision, and where possible to ensure that users are involved in helping manage, organise and develop activities at the Premises.

B.7 Employment Conditions

B.7.1 If you employ staff and/or volunteers, you must ensure that:

- You have Employers Liability insurance to at least the statutory minimum and that this covers volunteers as though they were employees;
- Your employees may join or not join a Trade Union as they wish, and you have appropriate disciplinary and grievance procedures in place which cover both paid staff and volunteers;
- You give all staff a contract of employment and a job description;
- All your recruitment procedures are in line with your organisation's Equal Opportunities Policy.
- You comply with all current employment law and can demonstrate good practice in that procedures are in place to deal with personnel matters.

B.8 General Conditions

B.8.1 You must not seek to promote or oppose a political party.

B.8.2 You must make available for the Council's inspection on request the minutes of meetings of your Board or Management Committee and User Group and let the Council's Representative, or anyone else the Council shall nominate, attend such meetings as observers.

B.8.3 You must acknowledge that the Council fund you by the provision of Premises, in any literature or publicity and any information you provide to anyone relating to the Premises must mention that the Council provides them.

B.8.4 You must hold during each financial year a properly organised and quorate Annual

General Meeting and invite our Representative to it.

B.8.5 You must hold Public Liability Insurance to a minimum of £5M.

B.8.6 In addition to any specific requirements in the Lease, when using the Premises you must comply with all legal requirements affecting the Premises or their use (including fire and safety regulations) and comply with the terms of any licences and permits obtained;

B.8.7 If you use any vehicles

B.8.7.1 You must insure such vehicles fully comprehensively, covering damage to the vehicles, injury to the driver and any claims from third parties.

B.8.7.2 You must ensure that such vehicles are only driven by people who arelicensed to do so, and who are within the scope of such insurance cover.

B.8.7.3 If the Council ask for it, you must produce all insurance policies and receipts for the current year's premium or other such evidence.

B.8.7.4 All insurances must be taken out with a reputable insurer or underwriter.

B.8.8 You must meet all health and safety regulations and requirements for employees,

volunteers and members of the public, and be able to demonstrate that you can do so.

B.8.9 You must meet the Baseline Standards adopted by the Council and which the Council expects all organisations which it funds by making Premises available to them on favourable terms to meet.

Some of these standards are already incorporated into this Agreement, but a link to the full list of Baseline Standards is attached as Appendix A to this Agreement.

C. Communication

C.1 Both Bristol City Council and the organisation will appoint a representative or contact person named on the front of this Agreement.

C.2 The Council's representative (Link Officer) will be the first point of contact and provide advice or information as appropriate and carry out monitoring visits.

C.3 Your representative will undertake to keep the Council informed of any changes within the organisation affecting your service delivery, management functions or financial viability.

D. Services

D.1. The parties agree that this Agreement will contribute towards the delivery of these

Services in Bristol and the Premises may only be used for these purposes or in a way that is consistent with and furthers them. You will provide the following Services:

Please note: this is a sample of a standard Service Agreement; the exact clauses in Section D will be tailored to the property in question and may vary from the standard clauses below

D.1.1 A welcoming, well-managed, properly maintained arts, dance and community facility that provide a range of facilities and activities, primarily focused on dance arts and community activities, every weekday and at weekends.

D.1.2 You will ensure that the Premises are available to the wider community, through lettings to other organisations and members of the public.

D.1.3 You will be responsible for all aspects of operating the Premises, including but not limited to the recruitment and support of a staff and/or volunteer team, health & safety, bookings and lettings, security, repairs and maintenance, insurance, rates, all necessary policies and procedures, and all financial aspects.

D.1.4 You will service, develop and support a User Group, made up of regular users and occupants of the Premises; this Group will meet formally at least four times a year.

D.1.5 You will seek to maximise the use of the Premises, ensure that it is available as a community resource and achieve a balanced spread of different users and uses, in accordance with agreed local and city wide needs and in consultation with the User Group by keeping office uses to a minimum and letting rooms and/or facilities to hirers on a sessional or permanent basis and by encouraging the uptake of room facilities.

D.1.6 You will publicise the availability of your services and facilities to Bristol's Voluntary & Community Sector (or equivalent) organisations, institutions and businesses, including the local community; you will also publish the availability of the Premises for new bookings/lettings and you are particularly encouraged to publish these details on the Internet in order to be accessible to as wide a range of potential new users as possible.

D.1.7 You will ensure that an effective and accessible booking system is in operation, that bookings procedures and a tariff of charges are published and reviewed from time to time; charges for small, grass-roots community organisations should be nominal (sufficient to cover your costs and overheads) and not at a commercial rate; charges for other voluntary, community and social enterprise organisations should be reasonable and comparable with other community facilities locally.

D.1.8 You will maintain and where possible improve the visual status and accessibility of the Premises to ensure that it contributes positively to the local streetscape and environment and meets the Council's Environmental Access Standards.

D.1.9 You will develop partnerships with other relevant organisations to enable the most effective use of resources, to maximise the use of the Premises, to ensure that your activities at the Premises complement the local offer and do not compete with other local facilities already in existence, and to enhance the Premises as an asset to the community.

D.1.10 You will reinvest any surplus income from operating the Premises in improving the functionality, appearance and management of the Premises; any surplus income will not be used for other premises, projects or services that are not directly associated with the Premises.

D.1.11 You will undertake a user satisfaction survey each year and publish the results.

D.1.12 You will offer [INSERT DETAILS] and [INSERT DETAILS] preferential treatment for their booking times, in line with their previous usage, and will accommodate their reasonable requirements when renting or hiring parts of the Premises to them, to enable them to deliver their services for young people.

E. Duration of Agreement

E.1 This Agreement will be for five years from the date of the Lease. At least six months before the end of the three year period we shall review the targets set out in section D above and, if appropriate, these targets will be renegotiated to reflect the Council’s priorities and policies, the needs of the local community and your core purposes.

E.2 Subject to agreement being reached in respect of the targets referred to in E1 above, this Agreement will be automatically renewed for a further five year period or such lesser period and on the same terms and conditions including this one, unless otherwise agreed between the parties.

Appendix 8 Case Studies

ST PAUL'S CHURCH & CIRCOMEDIA

Circomedia's central Bristol home is one of only 100 buildings in the city with Grade One Listed status – that is, the UK's highest indicator of a place's heritage interest and architectural quality.

The building dates from the reign of King George III (1738 – 1820) and was originally an Anglican Parish Church, dedicated to St Paul the Apostle. This dedication explains why the neighbouring area – the church's parish - is still known today as 'St Paul's'.

Before the mid-1700s, most of the land immediately beyond Bristol's mediaeval city walls was open fields and countryside but, by the time the church's foundation stone was laid in 1789, the inner city was over-crowded, dirty, smelly, unsafe and disease-ridden.

Those who could afford it were keen to escape and, in the development of St Paul's, they saw their chance. It became Bristol's first suburb – filled with elegant new homes, arranged along wide streets or in squares built around tranquil gardens; an enclave for the wealthy.

Portland Square, with St Paul's Church as its focal point, was an especially fashionable address; early residents included H.O. Wills, of the tobacco dynasty.

The church, like most of the surrounding houses, was designed by Daniel Hague - but only after a row and controversy. Church leaders originally commissioned a classical Greek design from James Allen, an architect with a track record of working on religious buildings.

It isn't known exactly why Allen's plans were shelved but one story is that the church's first Vicar preferred a design of his own, featuring the unusual tiered tower which gives St Paul's Church its nickname: the 'Wedding Cake Church'.

The church remained a place of worship for almost 200 years but its congregation - and income – slowly dwindled as the wealthy moved out to even newer suburbs; household sizes shrank and the demand for office space rose. In 1988, the church closed and entered a period of sad neglect and decline – a victim of weather, vandalism, misuse and theft. The Church had stood empty for over 10 years and was in a very poor state of disrepair.

In 2000, the church was taken over by The Churches Conservation Trust with a brief to repair and renovate the building, and make it the centre-piece of a rejuvenated St Paul's, with the aid of a £2.4m Heritage Lottery Fund grant. This work began in 2001.

At the same time Circomedia was looking for city centre base and soon realised that the church's thick stone walls, wide nave and high ceiling offered precisely the strength and scale needed for circus skills training, including aerial work.

A tenancy agreement was made and both parties then worked together to unlock further funding to complete the restoration of the church and fit it out as an innovative and high quality circus-theatre training space and performance venue.
The capital works included:

- Transforming the main nave into a circus training space with a semi-sprung dance floor and a full-scale flying trapeze rig.
- Creating a café with a glass screen separating it from the main training area.
- Installing toilet, shower and changing facilities with full disabled access.
- Fully equipping an office and meeting room.

The foreman of the main building contractor is a St. Paul's resident. During the works a local security firm was used.

All timber used was from sustainable sources i.e. managed forests. On-sight materials were used as much as possible. For example, where holes in walls were made stone was re-used from elsewhere in the building.

One of the most unusual additions is a tailor-made aerial truss, capable of supporting an array of trapezes, including a full-sized flying trapeze, corde lisse (ropes) and tissu (silks).

The church re-opened in 2005, becoming central to the vibrancy of the parish once more as well as well-respected contributor to the cultural life of the city and beyond.

Today, the church is in year-round use as a training centre, performance venue and community resource.

A factor which makes the building extra-special is that it is still surrounded by architecture from the same era so giving a strong sense of what the garden suburb of St Paul's was like in Georgian times.

TRINITY COMMUNITY ARTS, TRINITY CENTRE

Trinity Community Arts works to improve and develop the Trinity Centre for the benefit of the community

"Trinity is a stunning local landmark, and a beautiful space, but with a legacy of high maintenance and difficult problems typical of very old and beautiful churches. Everyone involved has shown remarkable creativity in conceiving new uses and activities." Simon Cook, Cabinet Member for Culture and Sport (2012-2016).

Trinity Community Arts vision is to provide:

- opportunities for residents to participate in activities to reduce isolation and improve psychological and physical health and well-being
- services for marginalised communities to encourage social integration, promote understanding, and improve community cohesion
- training, workshops and activities for unemployed people to improve qualifications, employability, confidence and aspirations, work and life skills.

Trinity Community Arts has worked to improve the Trinity Centre for the community since 2003.

In 2013 Trinity secured funding from Big Lottery Reaching Communities Buildings and match funders to invest in the redevelopment of the upstairs hall space. Works carried out in 2013-2014 included installation of multi-purpose lighting, sprung wooden floor and heating to increase availability of quality dance, performance and community space in the area. Trinity also made significant improvements to the external grounds, with better signage and layout to improve accessibility.

Other recent periods of work include:
2013 - Essential repairs works to the south aisle roof as part of the Trinity Centre Conservation Project
2012 - Creation of a new extended bar, decoration of the downstairs main hall space and an building of an outdoor kitchen in the community gardens
2010 - Installation of toilet facilities on the upstairs floor and redecoration of the north aisle main stairwell
2009 - Conditions survey to inspect the fabric of the building
2008 - Building a Recording Studio, IT Suite and Training Room spaces and new passenger lift as part of the Access to Training Project.

With support from Heritage Lottery Fund and match funders, Trinity are working on a year-long development phase which will enable them to deliver a capital repairs programme. Works will compliment previous repair and redevelopment works, helping to protect the building's fabric into the future. Works will include:

- repairing lead-work on the remaining North aisle (with insulation) to prevent water ingress to the training spaces below

- re-felting and repair to pitched slate roof, to prevent water ingress and damage to the re-developed hall spaces below
- masonry works to the stonework (excluding South aisle) and towers to protect the building's fabric from cramp damage
- restoration of original stained glass, including installation of secondary/tertiary glazings (internally and externally) to improve the energy performance of the building and opening devices to North and South high elevation windows to improve ventilation

This will be the final major-works phase relating to the repair and conservation of the historic fabric. Capital works with be framed by an activities programme of workshops and events, including training in traditional heritage trades.

Information: From Trinity website (more information at http://www.3ca.org.uk/renovation).

CLEVEDON PIER AND VISITOR CENTRE

During the 1970's Clevedon Urban District Council, were becoming increasingly concerned that the Pier structure posed a danger to shipping. There was a growing appetite to demolish what was left of the Pier rather than waste time on the seemingly hopeless task of restoring it. In 1979 the Council voted to demolish the Pier. The decision caused consternation and a Public Inquiry was called in March 1980. The Preservation Trust engaged Paul Chadd, Q.C., a Bristol barrister, to present the Trust's case. Paul Chadd presented the results of an earlier feasibility study completed before the Inquiry. Funded by the Pier Preservation Trust, under pressure from Mike Allman (latterly Chairman of the Trust but at this point a new Trustee), Keith Mallory (architect) and Richard Fenton (engineer), this showed how the pier could be restored, with proper costings. Known as the Pier Technical Group, this small body supplied extensive supporting documentation to the Inquiry.

The newly formed Technical Committee started negotiations with Woodspring District Council and in 1981 a five-year lease was taken out under the auspices of The Clevedon Pier Preservation Trust. Negotiations took place with the National Heritage Memorial Fund in order to secure grants for the restoration of the pier.

With the Lottery Fund on board a full design for the necessary repairs to the Pier were drawn up. Confidence in the Trust's ability to rebuild the pier was growing and a 99-year full repairing lease was taken out with Woodspring District Council on 1st April 1985.

Initially grants of £500k from the Manpower Services Commission and English Heritage funded a contract to dismantle and remove the cast iron pier head buildings and shelters.

In 1995 plans were at last drawn up for the final stage of the pier restoration being the reinstatement of the Pier Head decking and buildings and the repairs to the concrete landing stage. In September 1995 the Trust were delighted that the newly formed Heritage Lottery Fund awarded a grant towards the project and plans could get underway.

The Board of the Trust were painfully aware that whilst the operation was generating enough to cash to cover the day-to-day operations, there would not be sufficient to cover major maintenance

work in the longer term. For this reason the Board of Trustees decided to seek ways of enhancing the pier's appeal to visitors and thus generating more income.

Then the long haul to get the funding in place was started. The Round 1 applications to The Heritage Lottery Fund (HLF) and The Coastal Communities Fund (CCF) were submitted and, in consequence, a new funding stream was announced. The Round 2 bid to HLF bid was submitted in August 2012 and the CCF bid was sent one month later. These were awarded at the end of the year, although the CCF Fund only granted £500,000 of the £750,000 applied for. The shortfall presented a challenge but nevertheless work started with the refurbishment of the former Heritage Centre in November 2013. An award of an additional £250,000 from the CCF in July 2014 meant that the main Visitor Centre project could start on site in October 2014.

In the meantime in 2012 and 2013 the pier promenade had been repaired and repainted at a cost of £801,000, some 24 years after it was reinstated, with the benefit of a grant of £657,601 from North Somerset Council. The Trust also raised £330,000 from a Community Share Offer.

In 2016 the new Visitor Centre won the Historic England People's Choice Award.

Information sourced from Clevedon Pier website – find out more at http://clevedonpier.co.uk/2016/11/01/historic-englands-peoples-choice-angel-award-goes-clevedon-pier-heritage-trust/ .

VICTORIA BATHS, MANCHESTER's WATER PALACE

Victoria Baths is a Grade II listed building. As well as providing Baths and a Swimming pool, the main pool was covered over during the winter months and used for Dance, Bowls and other community activities. In the 1980's the Council renovated the Males 2nd Class pool and converted it into a sports hall. The pool was covered over and used for five-aside-football, badminton, netball and basketball

The local authority closed the baths in 1993 and the building was left derelict. A Friends of the Baths group was established at this time and later became a Trust. Virtually no maintenance was carried out on Victoria Baths for six years following closure, so the building deteriorated rapidly. But the Friends were determined to save the building.

The community continued to campaign to keep the building in use and it was used for filming which helped clean the place up. The community developed a vision for a Healthy Living Centre. The City Council gave the Trust formal management responsibility for Victoria Baths, to improve security and raise grants for repairs. They carried out more cleaning work and held many more events.

Thanks to English Heritage, the first major work is carried out on Victoria Baths to patch all the roofs and treat dry rot. But the major lottery bids for the Healthy Living Centre project was turned down. Enthusiastic volunteers from Barclays Bank spend a day at Victoria Baths and transform the laundry and other parts of the building that were previously no-go areas. Whilst the Trust planned the first restoration work, the building becomes increasingly popular as a venue for a wide range of arts events.

In 2003 the Baths won the first series of BBC's Restoration programme. The building was chosen by a public vote from a short list of 10 buildings in danger of dereliction in the UK. It was awarded £3.4 million from the Heritage Lottery Fund.

The project was dealt a blow when costs to refurbish the Turkish baths came in at over £6m. In September 2006, as part of a number of events to mark the centenary of the building's opening, the gala pool was filled for the first time in 13 years.

The multimillion pound restoration project began in 2007 and was completed in 2008. The Baths became more and more popular as a heritage visitor attraction and an arts venue and exceed 10,000 visitors by 2010.

Victoria Baths becomes licensed for arts events in 2012, enabling more regular performances. Many groups now take advantage of the inspiring spaces to stage remarkable events. The Baths also becomes a wedding venue.

The Victoria Baths Trust vision is as follows:

Our vision is to establish Victoria Baths as a vibrant international heritage visitor attraction which celebrates the nation's swimming history in an inspirational setting for events and contemporary arts; promoting health and well-being by restoring the well-loved architectural gem so the public may again experience the Turkish Baths and swim in an historic pool.

VB Trust Values:

- We will re-establish facilities to enhance fitness, health and general well-being
- We will preserve the original fabric of the building enhanced with the best of modern technology
- We will strive for the highest quality of service and public satisfaction
- We aim for financial sustainability and will explore not-for-profit, co-operative models of operation
- We will ensure that Victoria Baths continues to benefit local and wider communities
- We will work with partners, Friends, volunteers and staff to realise this vision

VB Strategy is to restore Victoria Baths in phases.

The Trust is now planning a Community Asset Transfer from the Council

For further details see: http://www.victoriabaths.org.uk/history/,
http://www.victoriabaths.org.uk/restoration/our-story/,
http://www.victoriabaths.org.uk/restoration/ and
http://www.victoriabaths.org.uk/downloads/pages/VBT_strategy_-_June_2015.pdf.

Information taken from the Victoria Baths website.