



Moseley Road Baths, Balsall Heath

Options Appraisal - Final report

September 2016

Version 9

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EXECUTIVE SUMMARY

Moseley Road Baths is a Grade II* listed building, and cornerstone of the Moseley Road 'heritage corridor', Balsall Heath, Birmingham. It is the only Grade II* pool still in operation as a public pool in the UK and therefore unique. It is a stunning example of Edwardian civic pride and many of the original features and fine detailing has survived intact. It is beautiful and much loved by the local community.

Birmingham City Council own and operate the building, and will close it when a new swimming pool is completed in nearby Sparkhill in 2017. The local community in the form of the Moseley Road Baths Action Group received a grant from Historic England to investigate the potential options for the building in the future and appointed the National Trust and Prince's Regeneration Trust.

This report provides a comprehensive review of previous studies of Moseley Road Baths and draws on many examples of other historic pools as well as local knowledge and market analysis. The report also outlines potential asset transfer options, governance models and funding streams for the next phase.

The building itself has not been looked after properly for a period of several decades and is now in a poor condition – it is on both Historic England's *Heritage At Risk* register and the World Monument Funds' Watch List. The consequent magnitude of capital investment required to bring the building back into a state where it is at least not worsening is significant. Securing the capital required to fully restore this building will be extremely challenging, and is unlikely to be fully attained through public funding alone. Aside from the capital, the other major challenge is that public sector swimming pools on their own (i.e. without a reasonable range of other services) generally lose money and are therefore reliant on either ongoing subsidy or ancillary income streams.

However, such a wonderful example of civic pride which continues to serve its community over one hundred years later cannot simply be abandoned. This report outlines the main options which could be pursued to provide community benefit and ancillary income from this amazing place whilst ensuring swimming can take place in Moseley Road Baths in the future. Three options were originally considered and from these, a fourth developed. The preferred options for further testing are:

Option 3: Meanwhile uses are introduced and there's temporary cessation in swimming

Option 4: One pool remains in operation and additional space incorporated. This could include unused or under-used library space.

Aside from the potential options for the future use of the building, this report also includes a number of immediate 'next step' recommendations including:

- Birmingham City Council amending their maintenance regime to tackle the most important issues.
- Application for the Moseley Road 'heritage corridor' to be one of the pilot 'Heritage Action Zones' under consideration by Historic England.
- Although the challenges are significant and need more scrutiny, *there would be advantages to continuing swimming provision at MRB* once the new Sparkhill leisure facilities open as part of a transitional model whilst longer term regeneration proposals are developed. This approach would avoid the costs of re-commissioning Pool 2 and associated services, and could be more cost-effective than moth-balling the building. *This will require Birmingham City Council, MRBAG and stakeholders working together on solutions beyond the scope of this report.*

The establishment of an appropriate legal entity to enable the funding of more detailed feasibility work, costing and soft market testing of the preferred options is also recommended and outlined.

1. Introduction

1.1 Background and project aims

In March 2016 a consortium of the National Trust and Prince's Regeneration Trust were commissioned to undertake an appraisal of the options to achieve a viable future for the Grade II* listed Moseley Road Baths. This work was commissioned by Historic England on behalf of the Moseley Road Baths Action Group (MRBAG).

The future of Moseley Road Baths has been uncertain for over a decade, but this commission arose because of the decision by Birmingham City Council (BCC) in November 2013 to bring swimming provision at Moseley Road Baths to an end in 2015, following a City wide review of BCC's provision during 2012 and 2013 as part of its Leisure Services Transformation programme. Moseley Road Baths are currently planned to close around summer 2017, when new leisure facilities including swimming open at Sparkhill approximately 1.6km away.

At the same time, Moseley Road Baths are in a very serious state of disrepair, as reflected by being on Historic England's Heritage at Risk (HAR) Register and the World Monument's Fund Watch List. At the time of this report, BCC currently has no forward plan for the building once it ceases operating as a swimming pool.

1.2 Scope of the commission

The scope of the commission was as follows:

- a) Collating and summarising information relating to earlier research and proposed schemes and grant bids;
- b) Identifying similar projects where swimming baths (especially historic baths) have been taken out of local authority ownership and/or management, and systematically exploring their management arrangements and business models to extract information relevant to options for Moseley Road Baths;
- c) An analysis of the options for future ownership and governance of the baths;
- d) A critical assessment of the possible funding sources for repairs to the building and conversion of parts of the building to new purposes, with analysis of eligibility criteria and pros and cons;
- e) An analysis of the options for uses of different parts of the building, taking account of possibilities for enabling development and integration with the adjacent public library;
- f) A review of information on the feasibility of energy measures such as Combined Heat and Power to increase the viability of the building;
- g) Bringing all of the above together to propose a set of options for consideration by the MRBAG, other stakeholders and potential funders; and,
- h) Detailed proposals for the content and funding of an in-depth feasibility study of the favoured option(s).

When awarded, the scope of the appraisal was limited to only options which included a continuation of public swimming (using one or both of the pools) should be considered. However, following further discussion it was agreed in June 2016 that the brief would be extended to include 'meanwhile' uses, with MRBAG stating:

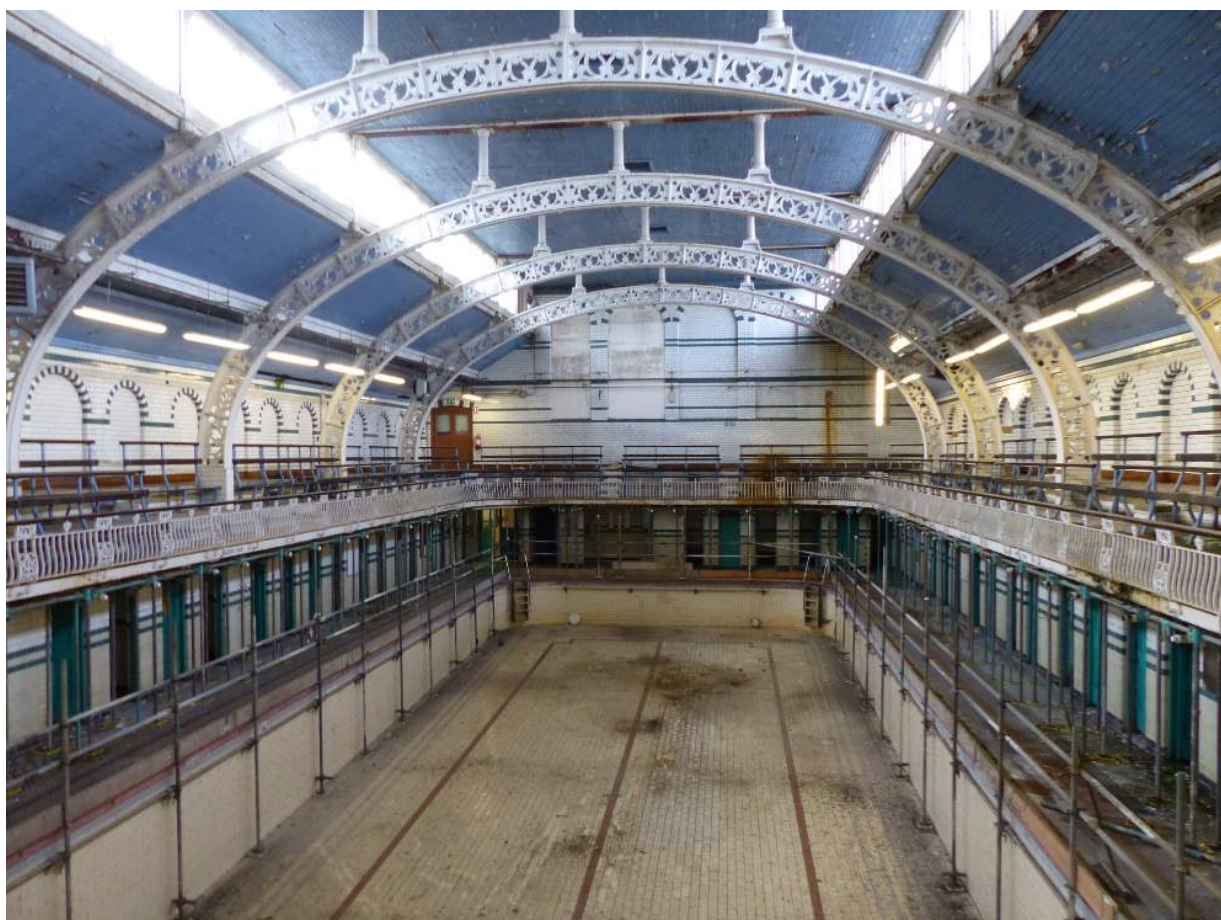
'We are only interested in solutions that include swimming in the long term. We are of course willing to consider options towards that goal that include a cessation of swimming, and other uses in that space in the meantime'.

In addition, MRBAG have agreed the following principles as part of their Terms of Reference:

- Moseley Road Baths must stay open for swimming, alongside other uses;
- Ideally both pools would be open for swimming but we recognise this is ambitious;
- If only one pool can be saved, the Gala pool is preferred;
- The building should primarily be owned and operated on a non-profit basis for community use;
- There might be some concerns over significant residential or commercial uses.

1.3 The team

The project team was led by Nick Sellwood, Project Manager, National Trust, with team members Ellie Lyons, Project Assistant, National Trust, and Alex Hatt, Assistant Projects Advisor, Prince's Regeneration Trust, overseen by Matt Doran, External Partnerships Team Manager at the National Trust and Rosie Fraser, Operations Director at the Prince's Regeneration Trust. In addition, the team has drawn upon a range of relevant internal expertise from within both organisations including building surveying, fund-raising, environmental practices, and other projects involving historic baths and the re-use of historic buildings.



The Gala Pool

2. History and present context of Moseley Road Baths

2.1 Location, demographics and socio-economics

Moseley Road Baths lies in the Balsall Heath area of south Birmingham approximately 2km south of the city centre (refer to Figure 1). It forms part of the Hall Green 'District', one of 10 districts that cover the same area as the parliamentary constituencies in Birmingham. The Hall Green District comprises the four wards of Hall Green, Moseley and King's Heath, Springfield, and Sparkbrook where Moseley Road Baths are situated.

As the name implies, until the 1850's the Balsall Heath was largely heathland with a scattering of farms. With the arrival of the industrial revolution the area was quickly developed with terraced houses to accommodate workers who came from the countryside to staff the new industries. At the end of the 19th century Balsall Heath had become politically part of the City of Birmingham. Moseley Road became the focal point of the new white working class community into the first half of the twentieth century.

With the slow decline of manufacturing industries in the 1960's and 70's, unemployment spread and 'urban renewal' replaced one third of the 100+ year old terraced houses with more modern ones. Many of the existing population were re-housed in outer ring areas and newcomers, first from Ireland, then from Africa, the Caribbean and Pakistan took their place.¹

Population

The 2011 census for Hall Green indicates that the population is multi-cultural with a higher proportion of Black, Asian, and Minority Ethnic (BAME) than Birmingham as whole.

Balsall Heath comprises the western part of Sparkbrook Ward within the Hall Green Constituency. According to the 2011 Census, the resident population of the Neighbourhood Development Plan area is approximately 15,000 in around 4900 households, with diverse ethnic backgrounds. Over half of the population is of South Asian background with most being of Pakistani origin.

It is also a young population with 30% under 16 and 45% under 25 years of age. Almost half of households are families with dependent children. The area contains a relatively high proportion of large families. Around half the dwellings in the Plan area are terraced, with only 8% living in detached houses.

Deprivation

The 2015 English Indices of Deprivation indicates the Sparkbrook ward is in the top 1% most deprived communities in country. Analysis by BCC indicates that in 2011 nearly 30% of adults had a personal income of less than £7000. The unemployment rate for the ward in December 2013 stood at 18.4% compared with a city average of 9.2%, and the claimant rate, at 10% was almost double the city average. Nearly half the working age population have no qualifications and over 20% have limiting long-term illness.

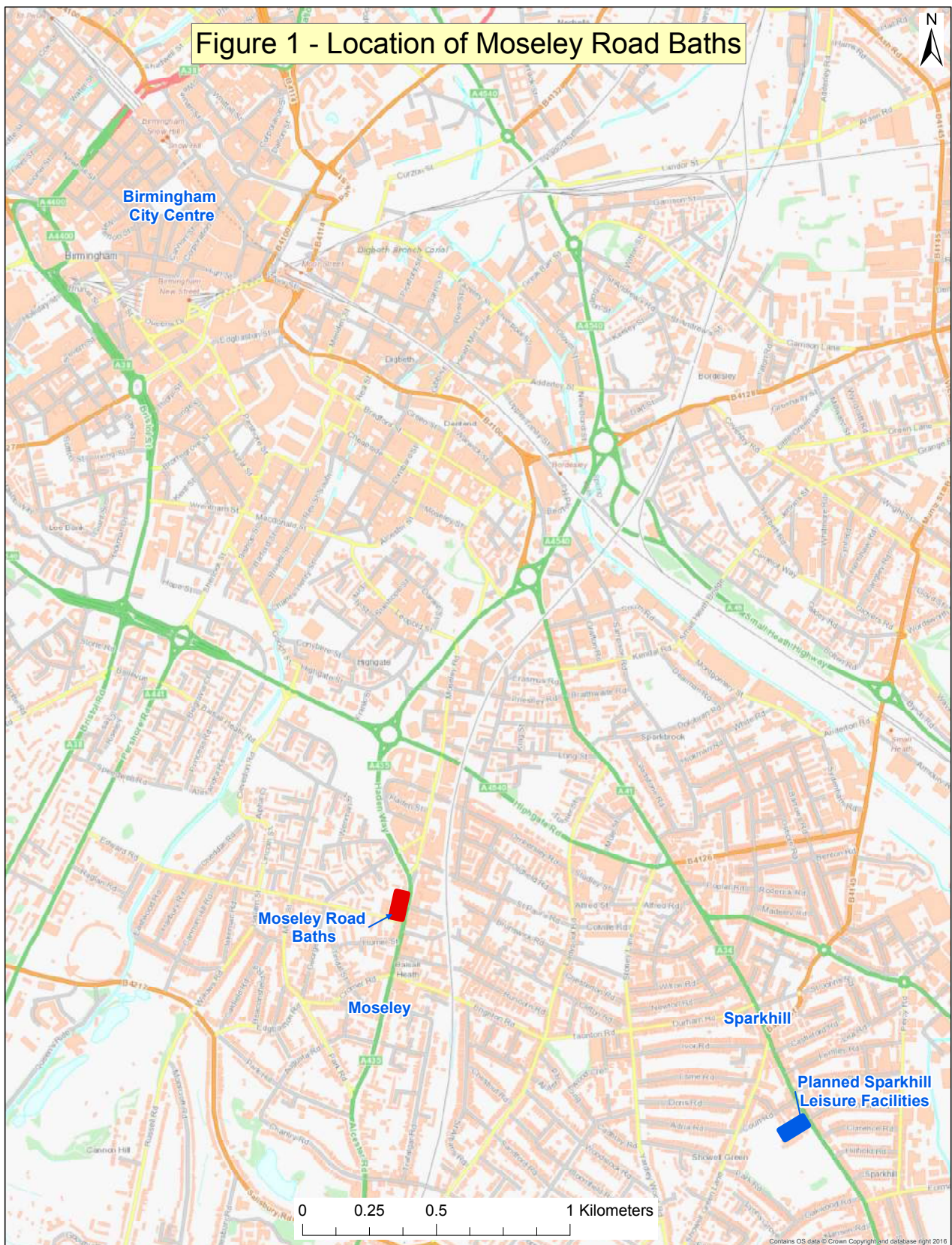
NHS statistics from 2011² indicate the life expectancy in the Sparkbrook ward is over 2 years lower than the Birmingham average, whilst Year 6 obesity is higher than average for the City. Birmingham has the highest diabetes rate in the UK, and Balsall Heath is one of the worst areas in the City in this respect³.

1 Balsall Heath Neighbourhood Development Plan 2015-2031

2 Birmingham and Solihull NHS Cluster (2011): Birmingham Electoral Wards, Sparkbrook

3 Birmingham Public Health (2013)

Figure 1 - Location of Moseley Road Baths



2.2 History of the Baths

In 1891 the City of Birmingham Extension Order came into operation and Balsall Heath, formerly part of the parish of King's Norton, was annexed to the city. As part of the settlement Balsall Heath was to be provided with a Free Library and Public Baths. The adjacent Library opened in 1895, and Moseley Road Baths in 1907. Both buildings are owned by Birmingham City Council.

The layout of the interior (refer to Figures 2A, 2B, 2C) with its two swimming pools (first and second class; now known as Pool 1 and Pool 2) and 46 slipper baths was determined by the shape of the plot and by the requirement to segregate users by gender as well as by class. Separate facilities were provided for men and women and for first class and second class users. A single ticket office issued the tickets for all users with three separate windows approached from three separate entrances and corridors.



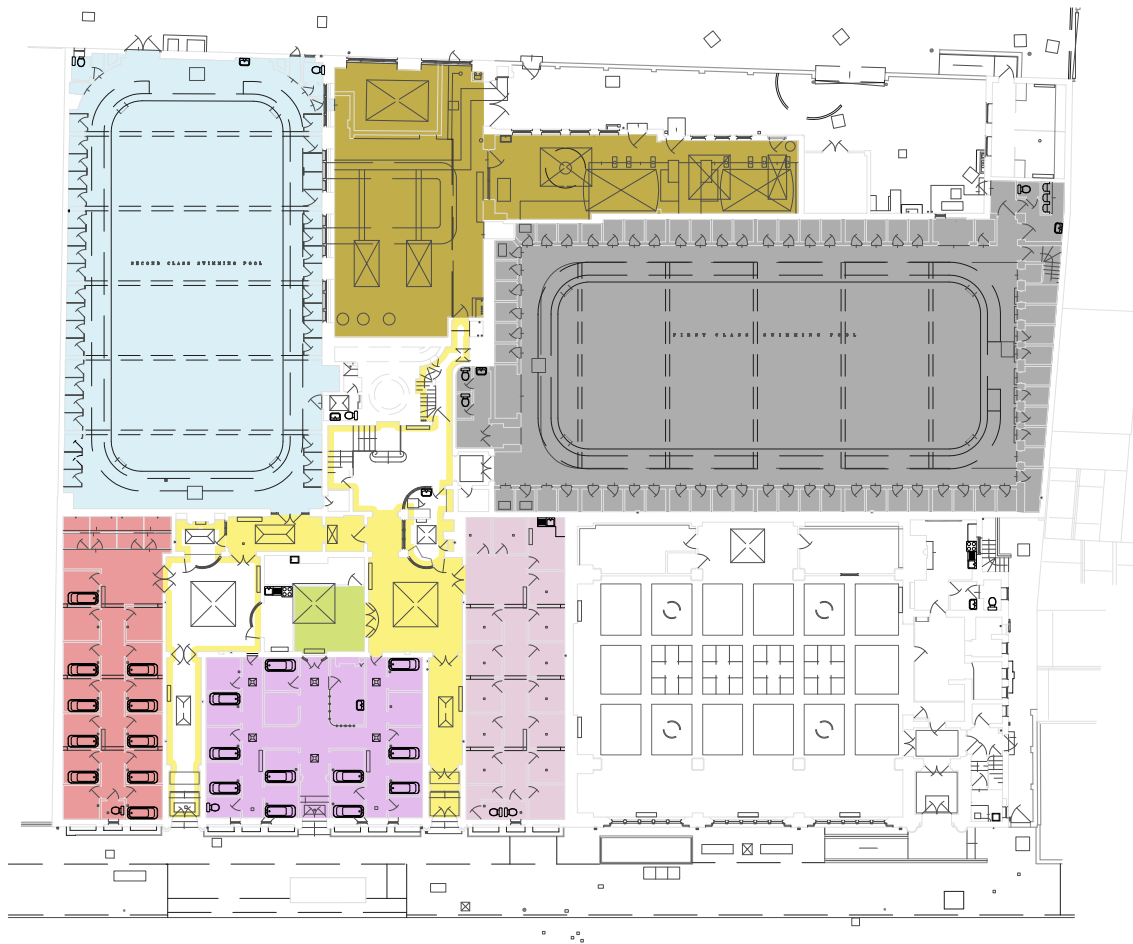
The ticket office

The rear part of the site was given over to the boiler house, engine house, pumps and maintenance areas, whilst the first floor included a committee room, offices, money-taker's flat and a laundry room. Above the laundry room is a cold water tank. A 110 foot chimney stack rises in the centre of the building. Water for the pools was originally provided by a 727 foot bore-hole (replaced by mains water by 1933).

The flat was last occupied around 1985, when BCC considered the living quarters unsafe. The laundry closed around 1977. The 200 capacity spectator gallery in Pool 1 (the Gala Pool) closed in 2001 for safety reasons. The pool itself closed in 2003 because of serious structural problems (for example, with respect to the spectator gallery). The cold water tank was last used in 2003/4 and the last of the slipper baths closed in 2004 (when they were still used 2200 times). Pool 2 closed for 15 months in 2011 to allow for major repairs, including the replacement of a lintel.⁴

The closure of Moseley Road Baths has been threatened a number of times since the 1980's, with the growing maintenance backlog and associated costs the primary reasons. The Friends of Moseley Road Baths were established in 2006, and are focused on retaining public swimming in Moseley Road Baths, as well as raising awareness of its heritage, and the threats to its future.

Following a city-wide review of leisure provision by BCC during 2012-2013, the closure of Moseley Road Baths was announced in early 2013. This is currently timetabled to coincide with the opening of new leisure facilities at Sparkhill in summer 2017.



KEY:

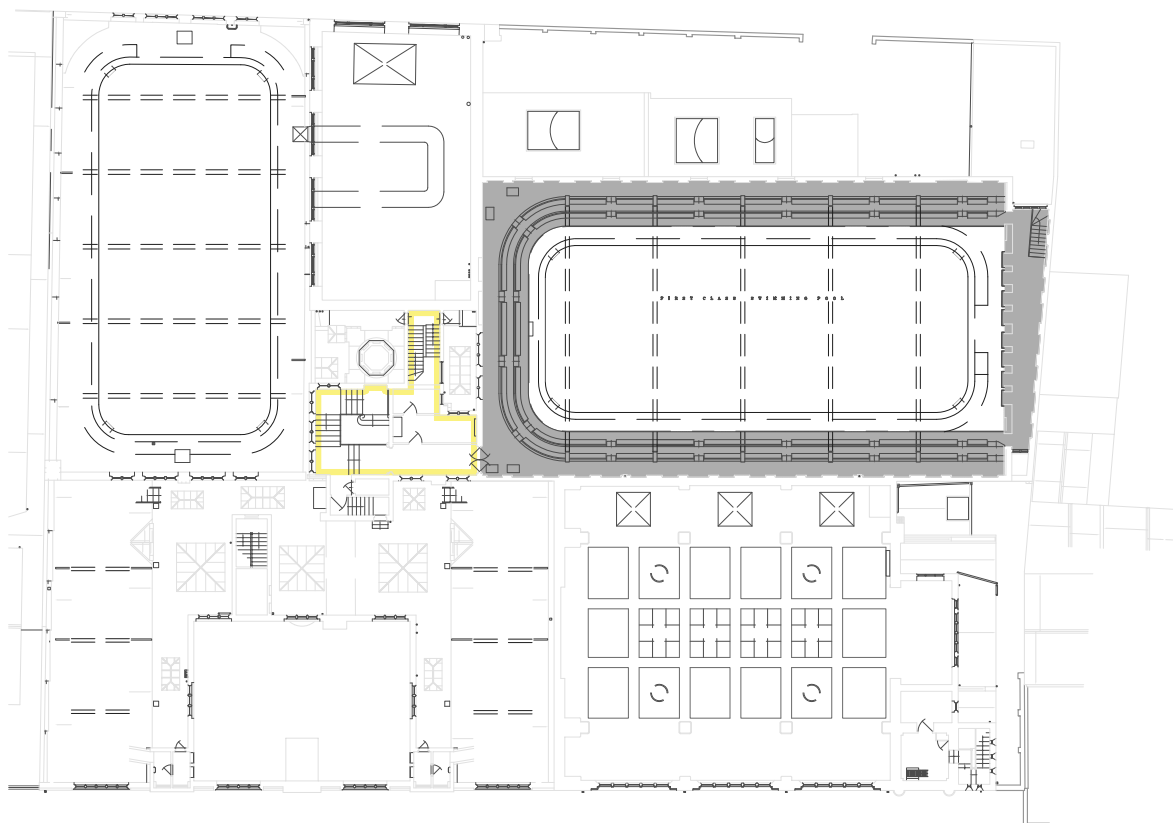
- Ladies Slipper Baths - Unused space, no public access.
- Meeting Room - Used by schools groups and others.
- Pool No.1 - Unused space, unsafe for public access.
- Pool No.2 - Used for swimming, with possible changing for use by male and female swimmers.
- Circulation areas - Used for public access to Pool No.2 and meeting room only. No access to main entrance for people with disabilities.
- Circulation areas - Unused by the general public because of health and safety issues.
- 1st Class Slipper Baths - Part staff accommodation otherwise unused space, no public access.
- 2nd Class Slipper Baths - Unused space, no public access.
- Plant areas.

Acivico
3rd FLOOR, 1 LANCASTER CIRCUS, QUEENSWAY,
 BIRMINGHAM, B4 7DZ
 T 0121 300 8710 F 0121 300 7501

**MOSELEY ROAD BATHS
 EXISTING PLANS**

GROUND FLOOR PLAN
 72719/A/010
 SCALE: 1:200 @ A3
 NOVEMBER 2012

Figure 2A - Existing ground floor



KEY:

- Pool No.1 Gallery - Unused area, unsafe for public access. (Can't leave toe to gallery is proposed)
- Circulation areas - Unused by the general public because of health and safety issues.

Acivico
3rd FLOOR, 1 LANCASTER CIRCUS, QUEENSWAY,
 BIRMINGHAM, B4 7DZ
 T 0121 300 8710 F 0121 300 7501

**MOSELEY ROAD BATHS
 EXISTING PLANS**

MEZZANINE PLAN
 72719/A/011
 SCALE: 1:200 @ A3

Figure 2B - Existing mezzanine

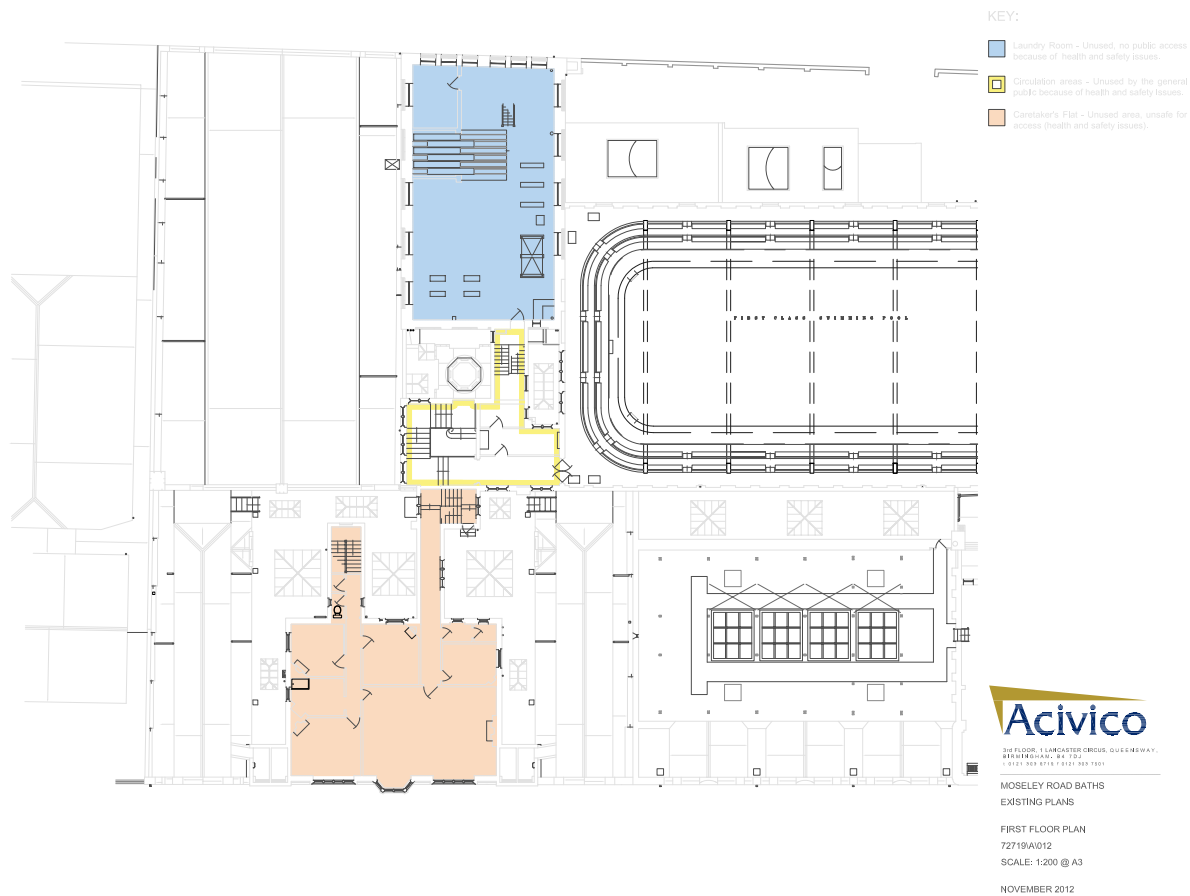


Figure 2C - Existing First Floor

2.3 Conservation context

2.3.1 Statutory Designations

The building is 'listed' as Grade II* due to its historic and architectural significance. Grade II* applies to particularly important buildings of more than special interest. Only 5.5% of all listed buildings are Grade II*.⁵ It is the only Grade II* baths in Birmingham and the only Grade II* baths in the UK that is still used for swimming. It is also included on Historic England's HAR Register because of the poor condition of the building and its uncertain future.

Whilst there is a Conservation Area for Moseley, it does not include Moseley Road Baths.

2.3.2 Non-statutory designations

The building lies within a 'heritage corridor' (as defined in the 2015 Balsall Heath Neighbourhood Development Plan) along Moseley Road that includes:

- The Grade II* Balsall Heath Library, immediately adjacent to Moseley Road Baths
- The Grade II* Former School of Art (also on the HAR register), immediately opposite
- Grade II Old Print Works
- Grade II Office Range
- Grade II Old Tram Depot

5 Historic England (2016). 2.5% of listed buildings are Grade 1, and 92% Grade II

All of these buildings lie within 400 metres of each other (see Figure 3). Approximately 1 km north along Moseley Road lies the Grade II* Friends Institute.

Moseley Road Baths were added to the World Monuments Fund (WMF) Watch List in 2016⁶. WMF publish a bi-annual Watch list in order to focus attention on sites of architectural significance around the world that are under threat.

Figure 3 – Key buildings along the Moseley Road heritage corridor



2.3.3 Significance

A Statement of Significance prepared in 2012 concluded that:

⁶ World Monuments Fund is a private, international, non-profit organization dedicated to the preservation of historic architecture and cultural heritage sites around the world through fieldwork, advocacy, grant-making, education, and training

'Victoria Baths in Manchester and the Moseley Road Baths in Birmingham are widely recognised as the two best examples of public baths in the country

Moseley Road [Baths]....has been identified as being significant for its:

- *completeness and rarity;*
- *historic interest and document of attitudes towards class and gender in the early 20th century;*
- *role in expressing civic pride;*
- *continued original use*
- *positive value to the surrounding urban environment*

The public baths have a strong historic and cultural significance at both local and national levels, relating to architectural interest, historic interest, group value, communal value and setting.

Any proposed new uses should seek to take into account the high level of survival relating to layout and detailing, which has been recognised as being of national importance. New uses should also take into account the strong sense of ownership and social value placed on the Baths by the surrounding communities that interact with the buildings, either directly or indirectly⁷

Appendix 1 provides a fuller description of the significance.

Historic England's perspective is that the areas of the highest conservation significance are:

- The slipper baths area (albeit, the original baths were replaced in the 1950's)
- The associated separation by class and gender, including the entrances, corridors, and attendant and ticket booths;
- The modulation of decoration throughout the building



Men's second class entrance to the baths

And the areas of the lowest significance are:

- The care-takers flat and committee room
- The laundry room (excluding the drying racks)

2.4 Planning and economic regeneration context

Any options considered for Moseley Road Baths must take into consideration local, regional, and national planning objectives and development plans. Listed building consent is very likely to be a consideration because of the alterations that could be required.

2.4.1 National Planning Policy Framework

The National Planning Policy Framework (NPPF) sets out the Government planning policies for England and instructions for how these are expected to be applied. Paragraphs 126 to 141 of the NPPF contain the heritage specific policies in the NPPF, but other policies expressly apply to the historic environment also.

⁷ Rodney Melville & Partners Ltd (2012). Balsall Heath Baths, Moseley Road, Birmingham. Part 1: Statement of Significance

The objective of the policies is to maintain and manage change to heritage assets in a way that sustains and, where appropriate, enhances its significance. That significance is the value of a heritage asset to this and future generations because of its heritage interest, which may be archaeological, architectural, artistic or historic. This significance may derive not only from its physical presence but also from its setting.

When determining applications the authority should take into account the Government objectives as expressed in the overarching definition of sustainable development and particularly (paragraph 131):

- the desirability of sustaining and enhancing the significance of all heritage assets (whether designated or not) and putting them to viable uses consistent with their conservation;
- the positive contribution that conservation of heritage assets can make to sustainable communities, including their economic vitality; and
- the desirability of new development making a positive contribution to local character and distinctiveness.

With respect to 'conservation weight', designated heritage assets are subject to specific policies that require (paragraphs 132 and 139):

- great weight to be given to their conservation in all decisions;
- clear and convincing justification for any harm to significance however slight and whether through direct physical impact or by change to the setting;
- that substantial harm (direct or by change in the setting) to or total loss of Grade II listed buildings and registered parks and gardens is expected to be 'exceptional'; and
- that substantial harm to or total loss of Grade I or II* listed buildings and registered parks and gardens, protected wreck sites, battlefields, World Heritage Sites, scheduled monuments and undesignated sites of equivalent importance to scheduled monuments is expected to be 'wholly exceptional'

2.4.2 Birmingham City Council planning policies and the Balsall Heath Neighbourhood Development Plan

The current Local Plan for the area is the Birmingham Unitary Development Plan (UDP); the UDP originally dates from 1993 with some modifications in 2005. A new Development Plan for Birmingham will be adopted in late 2016, subject to government approval.

In late 2015, BCC approved the Balsall Heath Neighbourhood Development Plan (NDP), 2015-2031. The NDP conforms to the National Planning Policy Framework (NPPF), the Birmingham Unitary Development Plan (UDP), and the draft Birmingham Development Plan (BDP).

Within the NDF, Policy BH9 is particularly pertinent and is provided in full below:

Policy BH9: Historic Buildings and Design Standards in Balsall Heath Centre

The Grade 2 and Locally Listed buildings, others with architectural merit and those structures which form the setting of these buildings, will be given priority in protection. Physical enhancement of, and appropriate new uses for, these buildings will be encouraged. New buildings throughout the centre will be designed to high standards (including energy, low carbon and climate change standards) and should respect the characteristics of the historic buildings.

6C.2.6 There are no Grade 1 listed buildings in Balsall Heath, but the historic buildings on Moseley Road – one of which is Grade 2 listed and two others are 'locally listed' – are assets which are

presently not flourishing, or contributing to the area as they should; they are 'buildings at risk'. These buildings, and their settings, should be prioritised for protection and enhancement and legislation used where appropriate to require owners to maintain their buildings.

6C.2.7 Opportunities should be sought to find funding to improve this 'Heritage Corridor' (as a recognised local priority) and the fabric of the buildings, leading to more beneficial usage. Use should be made, where appropriate, of the mechanisms to register 'assets of community value'. Sources of finance, such as the Heritage Lottery Fund and CIL, should be sought to enable a programme of conservation.

6C.2.8 New development should be designed to enhance the qualities of the historic buildings, creating improved coherence in the frontages and better sustainability, while still observing high standards of construction and climate change proofing – such as BREAM levels 4-6.

NDP policy BH5 is also relevant:

Policy BH5: Community Infrastructure and Shopping and Local Centres

The NDP seeks to maintain and enhance community and physical infrastructure throughout the Plan area, but in particular improving the vitality and viability of the local centres (Moseley Road and Ladypool Road) as defined in policy BH8 and BH12 and the proposals map.

Policy BH1: Sustainable Development and Policy BH2: Design and Conservation of the Built Environment are also applicable.

2.4.3 Birmingham City Council's Leisure Services Strategy

During 2012 and into 2013, BCC undertook a City wide review of its leisure service in liaison with Sport England and others. This was driven by continuing pressures on its core grant from central government, but was also informed by BCC's strategic vision on how and where it could best target its limited resources whilst meeting its health, sporting and well-being agendas.

In November 2013 as part of its 'Leisure Service Transformation', BCC announced it was proposing to close Moseley Road Baths as well as eight other public pools and sports centres. At the same time, BCC proposed to invest £36 million into six new pools and leisure centres that would be run by the private sector through a leisure framework contract, whilst investing £5.5 million into existing facilities. The high cost of maintaining and repairing Moseley Road Baths was cited by BCC as one of the reasons for its closure.

As part of this strategic rationalisation and investment, new leisure facilities are currently under development at Sparkhill, around 1.6 km from Moseley Road Baths. The new Sparkhill Swimming Pool and Leisure Centre will include:

- Training pool (dismantled and relocated from the 2012 Olympic Park)
- 25 metre, six lane swimming pool
- Learner pool
- 80 station fitness centre
- Dance studio
- Community room
- Sauna and steam facilities

The facility has been designed and will be built and run by the private sector operator Places for People. BCC is funding the build costs, and Places for People will pay BCC a management fee for its operation.

The new facilities are currently programmed to open in summer 2017.⁸

2.4.4 Balsall Heath Library

Library services in Birmingham continue to be under pressure as the finances available to BCC become increasingly tight.

Balsall Heath Library is considered to be one of the City's busiest libraries, and at present there are no immediate plans for its closure.⁹ However, the direction of travel for the Library Service is towards much greater community involvement in service provision. Furthermore, whilst providing a library service remains important for Balsall Heath, this doesn't have to be delivered through the current building. Going forward,

BCC will be considering a range of options to deliver further financial savings, for example by reducing the footprint of the current library to allow complimentary uses to be introduced.



Balsall Heath library

2.4.5 Economic Regeneration context

Discussions with BCC's Planning Services have emphasised the need to build synergy between several key opportunities in the local area that could help drive regeneration of Moseley Road Baths:

- The recognised 'heritage corridor' along Moseley Road;
- The desire in the NDP to create a 'town square' for Balsall Heath focused on the part of Moseley Road that includes Moseley Road Baths, and an associated aspiration to foster a mixture of community and commercial uses;
- The potential creation of a railway station for Balsall Heath.¹⁰

Refer to Figure 4 for more information on these and the economic regeneration context more generally.

The two biggest development sites available in the area are the former Joseph Chamberlain College site (BH15) and the open land adjacent to and south of Highgate Road (BH16). On the ex-College site, a *mixed use* approach could be used, incorporating a substantial number of new dwellings, but also such uses as a hotel, shops and offices. The Highgate Road site would be mainly *housing*, accommodating upwards of 100 new dwellings arranged alongside the improved main road.

We understand that the planning gain (Section 106) monies associated with the Joseph Chamberlain College site are currently allocated to providing a replacement astro-turf pitch for the area. However, the owner may be considering its options as the market place has changed since its original planning permission was granted (for bulky goods retail). If a different approach is approved this *may* release planning gain monies for other projects such as Moseley Road Baths. However, this is simply conjecture at this stage.

If HS2 progresses, it could be in place locally towards the end of the 2020's. On the back of this, the NDP proposes the creation of a railway station for Balsall Heath, preferably located between Clifton Road and St Paul's Road just a few hundred metres from Moseley Road Baths. This could be a driver for 'gentrification' of the area, helping to increase disposable income for leisure activities like swimming etc. However, the proposed railway station is simply an aspiration at present. It is

⁸ Dave Wagg, Project and Client Manager, Sport, Events and Parks, BCC

⁹ Liz Parkes, Library Manager, Community Libraries, BCC

¹⁰ Neil Vyse, Principal Development Planner, BCC

understood that Centro, who are responsible for the delivery of public transport in the West Midlands, have a preference for new stations at Moseley village or Stirchley. In addition, the bus route along Moseley Road is the busiest in the City, and therefore a railway station near to Moseley Road may not be viable.

Planning permission was granted in early 2016 to the owners of Clifton Road mosque, some 150 metres from Moseley Road Baths. The existing worship hall will be demolished and a new 3-storey one built; the linked mosque will be extended and renovated. A new community sports hall will be built, and a new 350 space car park, whilst a 3-storey building will front onto Moseley Road, with ground floor shops, 13 flats above, and a funeral home. It is unclear at this stage whether this development will help drive regeneration of the Moseley Road corridor, but it is clearly a major investment which could help achieve the 'town square' aspiration in the NDP.

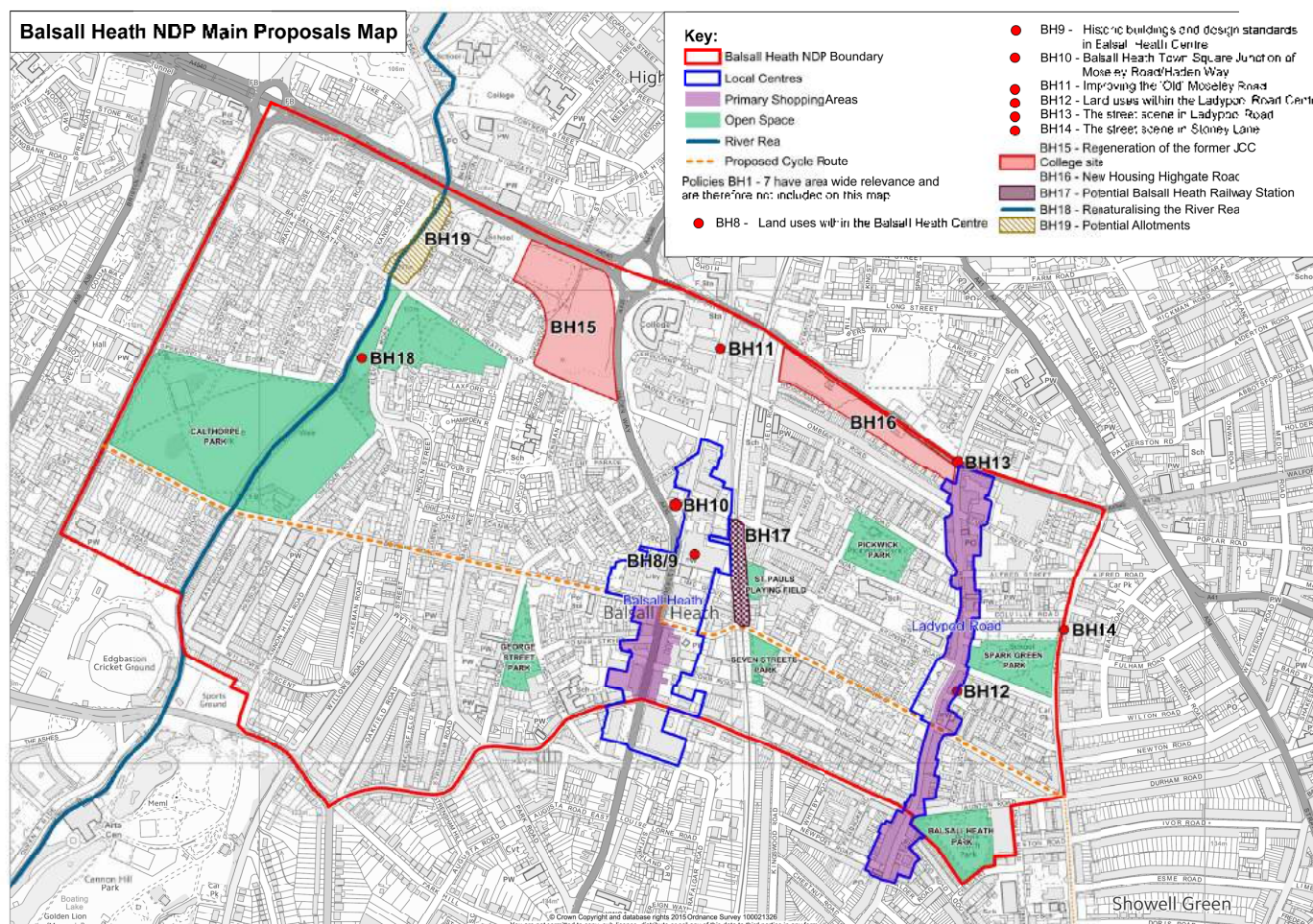


Figure 4 - Balsall Heath Neighbourhood Development main proposals map

2.4.6 Chamberlain 21 Strategic Framework/Forward Together¹¹

Given the changing face of local service delivery in the light of austerity, budget cuts and legislative changes; local politicians and officers have been exploring whether an asset based approach to some service delivery may be possible since 2015.

The aim is to use an asset based model to develop responsible stewardship and ownership, increase capacity building and engagement, promote wellbeing and assist in the devolution of local service delivery. Asset based development is built around a place's existing strengths and resources such as its people, buildings, green spaces, social capital and skills. The proposed

¹¹ Information provided by Karen Cheney, District Head – Selly Oak & Hall Green District, Neighbourhood and Communities Division, BCC

model would build on 5 key themes:

Environmental: Including parks, open spaces, allotments, rivers, trees and play areas etc

Wellbeing: including the use of buildings and spaces to promote opportunities for health and wellbeing, social groups and networks, community initiatives, social capital, community empowerment etc.

Economic: encouraging social enterprise, local training initiatives, growth of creative industries and small businesses, links to growth area such as HS2 and Life Sciences etc – with a specific emphasis on retaining local value from local assets.

Social capacity and community: building on undoubted strengths of exiting local communities and groups, yet developing new ways of participation and inclusion, particularly amongst harder to reach group; and

Transport networks and infrastructure: improving local transport networks, increasing cycling, walking and the use of public transport, helping promote green travel districts etc.

The Chamberlain 21 Strategic Framework/Forward Together provides a ‘think-tank’ at this stage but its ambitions provide considerable synergy for MRBAG’s ambitions for Moseley Road Baths. See Appendix 3 for a fuller description of the Forward Together proposal

2.5 Regeneration approaches since 2006

2006	<p>A Fabric Condition survey was undertaken by Rodney Melville & Partners (conservation architects) that identified that the building’s fabric was in a serious and significant decline following a sustained low level of maintenance and repair.</p>
2007	<p>An Options Appraisal was undertaken by the Council including both Moseley Road Baths and the adjacent library, with the input of Wates Construction, Rodney Melville & Partners, WS Atkins (structural engineers), and John Austin and Partners (quantity surveyors). Later in 2007, Rodney Melville & Partners then produced an outline description of each option in more detail.</p> <p>In headline terms, three options were considered and costed (all costs exclude VAT):</p> <ul style="list-style-type: none">• Option 1 - mothballing the whole building and undertaking urgent repairs (£5.4m)• Option 2 - restoring in full, bringing both pools in operation, and refurbishing the library (£21m)• Option 3, restoring the building and using the Gala Pool for swimming, whilst using the second pool and remainder of the building for non-swimming activities, and refurbishing the library (£23m). <p>A comprehensive Conservation Plan for Moseley Road Baths was also produced by Rodney Melville and Partners in 2007.</p>

2008

A **HLF application** was prepared by the Council. However, this was never approved for submission because of the scale of the match-funding required from the Council.

In addition, a **report on the potential for a CHP** (combined heat and power) energy scheme involving Moseley Road Baths, the adjacent library and a nearby health centre was commissioned from Utilicom by the Council, but was not progressed.

2010 - 2012

Work re-started on the **HLF application**. This included a capital cost understood to be around £8.8m (excluding VAT), together with a proposed 'activity plan'. Again, this bid was never submitted because of the lack of available match funding required from the Council (£3 million).

The bid included:

- Making the building wind and water tight as well as putting in place a temporary roof and scaffold;
- Continuing use of pool 2 for swimming;
- Repairing the balcony in pool 1 (Gala pool), and boarding over of the pool to allow public access for 'dry' activities;
- Replacing the boilers and converting the second class slipper baths into women's changing rooms; and.
- Making other areas safe so they could be used for public tours e.g. laundry area.

As part of the preparation for the second HLF bid, the following reports on Moseley Road Baths were completed by Rodney Melville and Partners on behalf of the Council in 2012:

- A **review of the 2006 Fabric Condition Survey**;
- A **supplement to the condition survey** that set out the 'scope of recommended investigation and enablement works' – this was to investigate the repairs and costs of areas that were not readily accessible during the condition survey, so that the full cost of repairing the building could be ascertained;
- A **Statement of Significance**; and,
- A **Gazetteer** grading every part of the building by its heritage significance.

Further detail on the above documents is provided in Appendix 2.

2.6 Other relevant initiatives in the local area

As set out in Section 2.3.2, there are a range of other heritage buildings and other relevant projects in the immediate vicinity of Moseley Road Baths where regeneration plans are in train. The current state of play for each of these is summarised below in Table 1.

Project/site	Distance from MRB	Proposals	Funding packages	Status of project
Former Art School	20m	To create a community facility with an arts focus. Will include flexible space for hire with pre-party Asian weddings, and rentable space for arts and creative businesses	Overall project c£2m with £1.5m from HLF (subject to Stage 2 approval), £250k from Historic England and £250k to raise as further match funding	Stage 1 HLF Heritage Grant approved. Working up Stage 2 bid; submission planned autumn 2016. Start on site 2017. Led by Moseley Muslim Community Association
Old Print Works	30m	Make it Sustainable Ltd have agreed a purchase price with the owner and this should proceed subject to securing of the relevant finance. The charity aim to bring the rest of the building into active use, including potentially provision for well-being services, and a small amount of residential use	Not pursued the large grant funding route but instead are applying for loans from social investors such as Unity Bank	Privately owned and leased to charitable company (Make It Sustainable Ltd) focused on providing lettable spaces for makers, creative arts, café and events. Been in place 4 years or so, grown gradually and made viable.
Clifton Road Mosque - Mehfile Abbas Project	150m	The existing worship hall will be demolished and a new 3-storey one built; the linked mosque will be extended and renovated. A new community sports hall will be built with facilities for volleyball, badminton, five-a-side football, gym and a café, and a new 350 space car park.. A 3-storey building will front onto Moseley Road, with a ground floor shops, 13 x 1-2 bed flats above, and a funeral home.	Funded by Birmingham's KSIMC (Khoja Shia Ithna Asheri Muslim) charity.	In February 2016 Birmingham City Council approved plans for a new £7.5 million mosque. Tender for building work issued spring 2016. Not clear when work will start on construction
Sikh Centre – Gurdwara Guru Nanak Bhatra Singh Sabha & Community Centre	500m	The proposal is to build a 2-storey extension behind the existing building. This would comprise big community spaces capable of accommodating a number of different activities, including Sikh worship. The existing building would be converted to contain a number of smaller spaces - library, meeting rooms, office, toilets.	A Big Lottery Fund Stage 2 application for £583k was recently turned down – the reasons given being inadequate consultation and uncertainty that the organisation could manage and run the project.	The project manager has recently been replaced, and the intention is to put another Stage 2 application in.
Highbury Hall	1.7 miles	Refurbish and renew hall and gardens	Existing charitable funds in place (c £1 m). Preparing HLF Heritage Grant bid for £5m – stage 1 bid to be submitted in December 2016.	£7m project drawn up in 2012 and led by Highbury Hall Trust, through a planned 25 year lease (site owned by Birmingham CC, and once home of the Chamberlain family)

3. The building today, and associated constraints and issues

3.1 Current use of the building

Moseley Road Baths currently lies within Sport, Events and Parks, part of the Environment and Culture Directorate, BCC.

Swimming is provided 7 days a week in Pool 2, and includes family swimming, disabled use, women only, men only, schools and public swimming. Strokes swimming instruction is also provided 3 days a week, and Aquarobics twice a week. The pool can be hired for children's parties on a Saturday. Poolside changing facilities are provided beside Pool 2.

The BCC staff operating the pool occupy part of the former 1st class slipper baths. The plant and boiler room lies to the rear of the building, and continues to be operational, albeit with very regular maintenance.

In addition, the building is used by the Friends of Moseley Road Baths for a range of activities to engage people in its history and heritage, raise wider awareness of its importance and the concerns about its future.

Pool 1 (the Gala Pool) and associated gallery, the Ladies and 2nd class slipper baths, the Committee room, money-taker's flat, offices, laundry room and water tank are all unused, although some of these areas are made accessible for guided tours and other public engagement by the Friends.

Admission numbers for swimming only were 69,600 in 2013/14; 80,700 in 2014/15; and, 78,300 in 2015/16.¹² In 2002/3, the last year when both pools were fully functioning, the admission numbers were 107,000 (in the 1960's, they were averaging over 220,000).¹³

3.2 Current revenue costs

Figures 6 and 7 provide a profile of BCC expenditure and income across related budget centres over three financial years 2013/14 to 2015/16.¹⁴

¹² Provided by Dave Flora, Manager of Moseley Road Baths, Sport Events and Parks, BCC

¹³ Steve Beauchamp (2013). Pool of Memories: A History of Moseley Road Baths

¹⁴ Provided by Fazal Khan, Finance Manager, PLACE Directorate, BCC

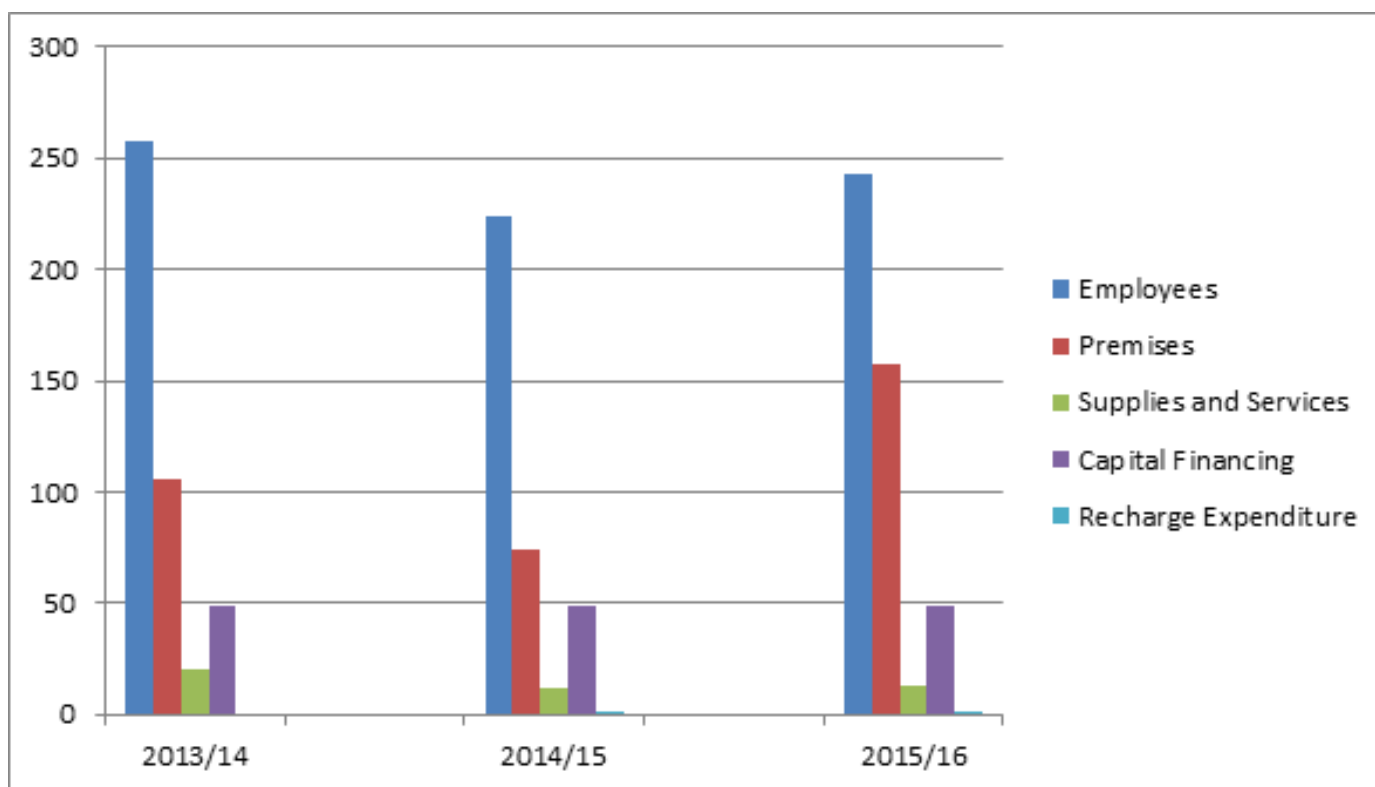


Figure 6 Birmingham CC expenditure at Moseley Road Baths, 2013/14 to 2015/16

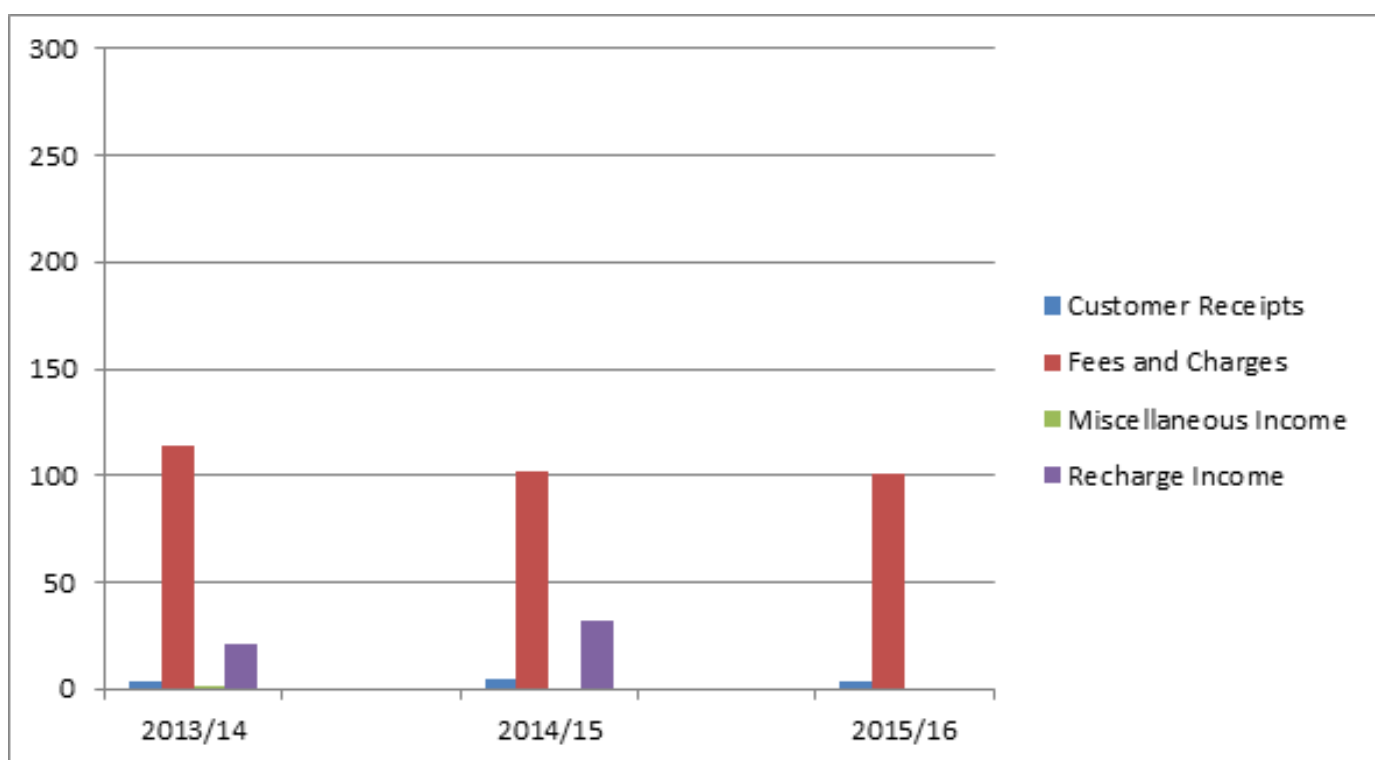


Figure 7 Birmingham CC income at Moseley Road Baths, 2013/14 to 2015/16

The annual net revenue costs of providing a swimming offer and maintaining the building has ranged from £228k to £357k over this period. The variation appears to be partly a result of:

- The need to continually repair and maintain the plant and equipment, together with 'first aid' repairs to the building fabric. The associated costs have varied from £34k to £84k/annum, with 'routine maintenance' rising from £7k in 2013/14 to £57k in 2015/16;
- Variations in employee costs; and
- The loss in 2015/16 of £25k of income from Public Health to support the provision of the Be Active initiative.

It is also worth noting that £49k/annum of the revenue costs relate to 'capital financing' - depreciation costs associated with the facility (related to repairs to Pool 2 in 2012).

An analysis of the income from fees and charges indicates that on average 50% relates to swimming instruction and around 25% from general public pay and swim. Swimming instruction at Moseley Road Baths will be transferred to the new Sparkhill leisure facilities, once these open, resulting in a major loss of income if swimming continued at Moseley Road Baths.

At present, there are 4 full-time staff, 1 full-time school swimming instructor and 4 part-time staff employed at Moseley Road Baths. However, there are currently a number of vacancies, and the full complement of staff would be something akin to 5 full time (site manager, assistant manager, 2 receptionists, 1 schools swim teacher, 1 lifeguard) and nine part time staff (2 leisure supervisors, 2/3 swimming instructors, 1 aqua teacher, 2 female lifeguards, 1 male lifeguard).¹⁵

3.3 Current condition of the building

The building condition of Moseley Road Baths is poor.

The 2012, Rodney Melville & Partners review of their 2006 Fabric Condition survey stated:

'In general, all areas both within and outside the building continue to show signs of failure or decay either as the result of weather ingress from the outside or the historic, internal conditions created by the building's use. The former issues tend to have continued to impact upon the building whereas the latter have been arrested by the cessation of use in the majority of areas but also recent works to overhaul and redecorate the internal space comprising Pool No.2.

It must be acknowledged that the building has survived thus far through the use of "first-aid" solutions, to address significant issues and whilst this may have slowed the degradation of the fabric and decay of the structure it has not resolved the fundamental issues.

We would however, urge that the repair of the external fabric is considered as the highest priority as failure to address the issues will inevitably have a continuing impact and will markedly reduce the life expectancy of building as a whole and particularly the recent works undertaken to improve the interior"¹⁶



Photos showing poor condition of building, May 2016

A review of literature and visual inspection of the building by a highly experienced National Trust Building Surveyor in May 2016 confirmed the findings from 2012, the magnitude of the cost of

15 Dave Flora, Manager of Moseley Road Baths, Sport Events and Parks, BCC

16 Rodney Melville & Partners (2012). Moseley Road Bath Fabric Condition Survey Updated 2012

repairing and conserving the building, and that it is continuing to deteriorate. In particular, the building is suffering water ingress in multiple locations, especially the roof, leading to a wide variety of serious and structural damage. For example, where the ironwork has been exposed the connectivity of these elements is in a poor condition and the reinforcement is failing through corrosion. Overall, the building is far from being wind and water tight and basic maintenance procedures such as clearing gutters are not being undertaken, further accelerating the decay of the building.

In 2012, Acivico provided estimates for four different approaches to the building (all exclude VAT, but do include fees and contingency at 7.5%).¹⁷ These can be summarised as:

Option 1 - £11,345,991

This option includes for emergency fabric repair to the building i.e. repairing the structural issues and replacing missing tiles, bricks etc. Due to budget restrictions only 75% of the full estimate for fabric repairs was allowed as decorative or non-essential works were excluded. There was also an allowance to improve Pool 1 but not for use as a swimming pool, rather to allow access to the space to be used for community events. The costs of maintaining Pool 2 were also included.

Option 2 – £11,542,635

As above but includes £200,000 to allow investigative/enabling works to be carried out to the building in advance of the main contract (the enabling work has not taken place)

Option 3 - £15,045,183

This option allows for full fabric repair to the exterior of the building including replacing the roof covering and the investigative/enabling works. No allowance was made for works to the interior of the building.

Option 4 - £5,396,500

This option was to 'mothball' Moseley Road Baths. Emergency repairs would be made to the fabric of the building including structural repairs in order to delay the deterioration of the building. The erection of a semi-permanent roof structure was proposed as part of the scope.

Furthermore, in 2012 Acivico separately prepared an estimate to make Moseley Road Baths 'wind and water tight' only (i.e. not to repair the full external fabric). This work was planned as part of the proposed HLF bid. The estimate allowed for external repairs and a temporary roof and scaffold, at a cost of £2,452,000 (excluding fees for Acivico and a conservation architect, as well as VAT). In addition, Acivico advise that an additional sum of £1,086,000 was included for internal fabric building repairs that may have included structural repairs. If this is the case, Acivico advise that these structural repairs would be needed to safeguard the longevity of the building.¹⁸

RICS (Royal Institute of Chartered Surveyors) cost indices indicate all of these estimates will have risen by 27% since 2012 if the building condition has not deteriorated further. Considering the worsening condition of the building we might expect costs to be higher.

To fully understand the cost of repairing and conserving the building further investigation (enabling works) into the scale of repairs and associated costs is recommended (as referenced in Option 2 above and in the 2012 Rodney Melville & Partners' report). The potential additional capital cost is difficult to estimate but is likely to be significant and will have a great influence on the proposed

¹⁷ Information from Philip McGrahan, Head of Programme and Project Delivery, Acivico

¹⁸ Information from Philip McGrahan, Head of Programme and Project Delivery, Acivico.

repairs and the intervention needed to rectify any defects.

A condition survey of Balsall Heath library was undertaken in autumn 2014, and the building's condition is described as 'fair'.¹⁹ The survey identified £350k of repairs (although access to the upper floors and clock tower were not possible). A good 40% of this budget was allocated for re-decoration, the remainder split between the roofs, floors and stairs, external windows and doors, and mechanical services (a new boiler was needed). We understand the work identified was not undertaken because of budget restrictions. However the library is currently closed for refurbishment works funded by a Wolfson Foundation grant of £250k (for four libraries). The works at Balsall Heath Library are focused on the children's library and include replacing external guttering, repointing and works to the parapet wall on the frontage (to resolve damp issues), whilst internally, a wall affected by damp will be re-plastered, and re-decoration will take place, and the flooring replaced. ICT equipment will also be improved.

3.4 Building at risk

When BCC ends swimming provision at Moseley Road Baths in summer 2017 the building will be closed. The existing revenue support provided by BCC will also be withdrawn. Staff working at Moseley Road Baths will not be transferred by TUPE to the new facilities at Sparkhill. Instead they will be put through BCC's re-deployment 'priority mover' process.

Once the building closes, it will be secured, services drawn down and an inspection regime introduced. Its proximity to the library should also enable some ad-hoc 'monitoring' by other Council staff.

BCC has no defined plan for what happens next. We understand that no specific budget is set aside for maintenance and repairs, and any necessary repairs would need to be judged against the needs of other Council assets, with those in operational mode taking priority.

If a viable and credible plan for the building's regeneration cannot be secured, the building's condition will almost certainly continue to decline and deteriorate further. The normal process for BCC in such situations would be to put the building to market to get the best price (see Section 11 for further details). BCC is much more likely to seek contingency funding to undertake 'holding repairs' if a viable way forward is identified.²⁰

3.5 Constraints and issues

Moseley Road Baths is not served by its own car park and the opportunity to create car parking within the curtilage is very limited. Better car parking provision could help attract larger and new audiences to the future use of Moseley Road Baths and make some of the proposed uses more viable, although further market research is needed to properly understand this issue. However, the proposed 350 car park for the Clifton Road mosque development *could* potentially provide part of the solution. However, this requires further discussion with the owners of this site.

An area of Council owned land immediately to the south of rear of the building (water treatment plant area) is used informally for parking (previously a children's playground), and could be formalised. However, we understand that Birmingham Municipal Housing Trust (the Council's arms-length social housing provider) has shown an interest in developing this area for residential use, although no planning permission has yet been sought.²¹

19 Report provided by Lesley Steele, Birmingham Property Services, BCC

20 Philip Andrews, Head of Asset Management, Birmingham Property Services, BCC

21 Neil Vyse, Principal Development Planner, BCC

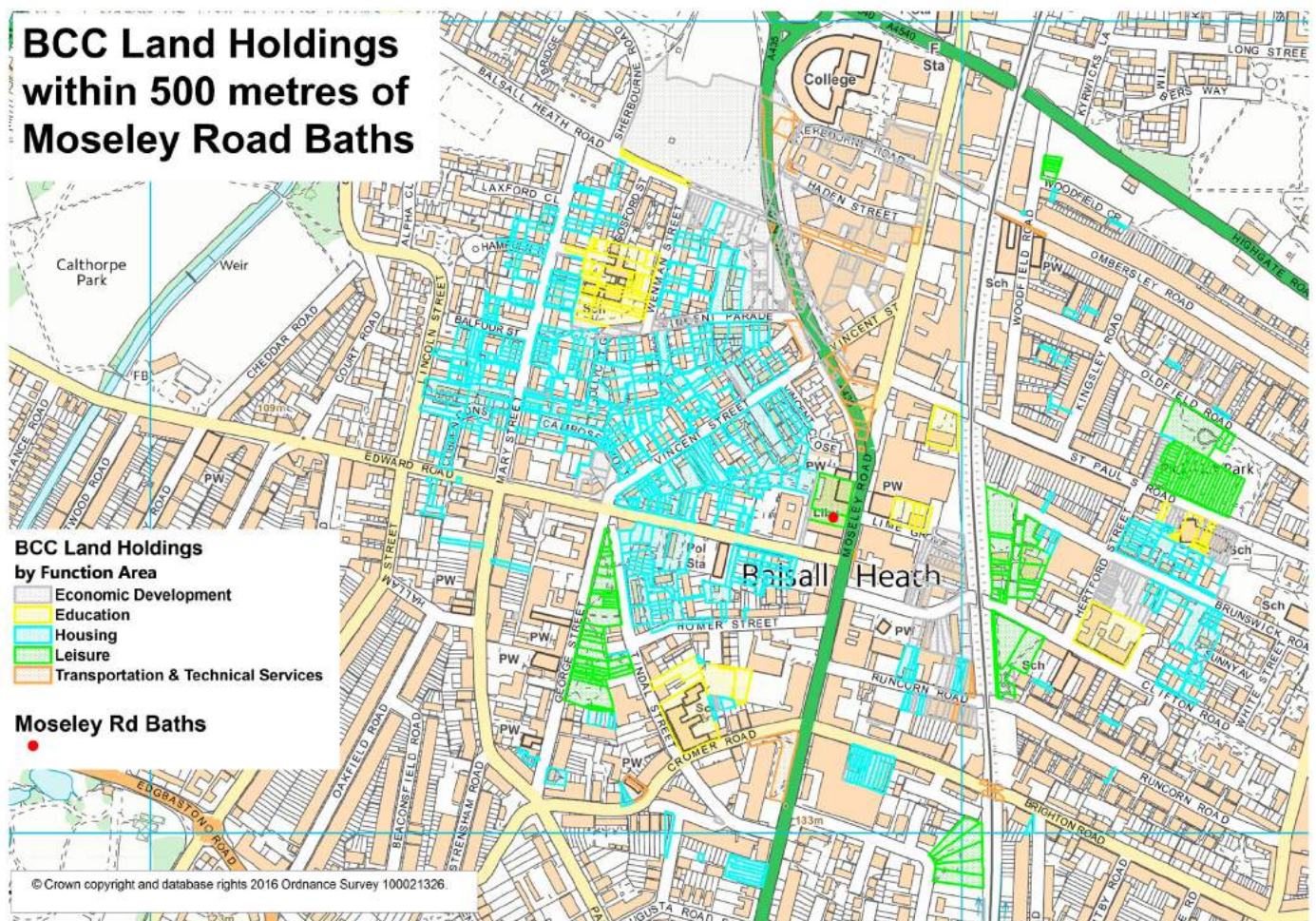


Figure 5: the various Council land holdings around Moseley Road Baths

4. Desired strategic outcomes for Moseley Road Baths

MRBAG have been clear that they wish to see swimming take place in this building if at all possible, but accept that there may have to be a period when there is no swimming provision. However, there is value in setting out the strategic outcomes that both the future use and the process of getting there will deliver – this will be of particular interest to funders.

Therefore, based on information provided by MRBAG and discussions during the delivery of this commission, the following strategic outcomes are suggested for the regeneration of Moseley Road Baths:²²

a) People

- Local people have helped shape the future of Moseley Road Baths;
- Opportunities to volunteer in a variety of ways and learn new skills are maximised;
- People have a greater understanding of the value and importance of Moseley Road Baths, and its heritage is interpreted and explained;
- A high quality visitor experience is delivered.

b) Communities

- More people and a wider range of people (i.e. reflecting the diversity of the local population) are engaged with the building and its heritage;
- The services provided by the building help meet the needs of the community, and contribute positively to agendas such as health and well-being including ideally through swimming, and community cohesion;
- As a key part of the Moseley Road Heritage Corridor, Moseley Road Baths contributes to the regeneration of the local area and creation of a local civic centre.

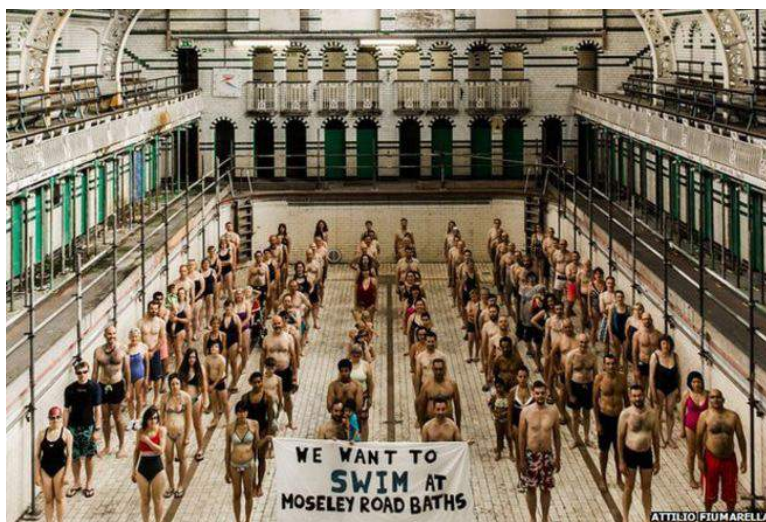
c) Heritage

The heritage of Moseley Road Baths:

- Is in good condition and well managed;
- Provides the setting for uses and services that complement its heritage significance.

d) Sustainability

- Moseley Road Baths is managed by a resilient and financially sustainable organisation.



5. The lessons learned from case studies across the UK

To help inform the future of Moseley Road Baths we have researched fourteen 'case studies' by investigating other examples of historic swimming baths and lidos and other leisure facilities across the UK that have been or are in the process of being regenerated (see Appendix 12) . Five of these have been visited by the project team.

The themes and key lessons were:

Business model

- Where swimming provision has continued, this does not generally generate a net income and has to be subsidised by a range of other 'dry-side' activities, although swimming lessons themselves can turn a profit especially where these are linked to local schools. Overall, the primary net income streams are provided through a mixture of health and fitness facilities (gym, dance and fitness sessions, saunas and spas, alternative therapies), sometimes with flexible space for hire for meetings, training, events etc. A good example of this is Bramley Baths where swimming is complemented by a gym, and flexible space for dance and fitness sessions, meetings and events;
- Running costs have been reduced in a number of ways: where TUPE has not applied, the new managing body has been able to set its own pay scales and avoid significant local authority pension liabilities; charitable status has helped reduced business rates and enabled a reduction in charges from energy suppliers; whilst the use of more flexible contracts and working hours has brought down staff numbers and associated costs, and in some cases, volunteers have stepped in to help in the provision of services. Good examples are Castle Vale and Withington Baths respectively. At the latter, utility costs have fallen by 30%, primarily through renegotiation with suppliers. A more flexible approach to staffing has brought a substantial reduction in staff costs. For example, concentrating staffing during busier times rather than having the same level of staffing at all times. In addition, TUPE was not relevant as the local authority transferred staff to another facility. In addition, the Pelican Centre has cut salary costs by nearly 50% by reducing and tightly managing paid staff numbers and building up a strong and skilled volunteer base that is now essential to the running of the pool;
- Where swimming has not continued but the ambition to reintroduce it remains, a range of 'meanwhile' uses have been employed including flexible, hireable space for events, weddings, meetings, training, music, theatre, festivals etc (Victoria Baths), through to the hosting of community services (Govanhill Baths);
- In all cases where swimming has continued without interruption the condition of the building's fabric was already relatively sound and required only very modest capital. At the same time, the 'dry-side' facilities were already in place in most cases although these have sometimes required modernising. Where very significant investment has been required it has been necessary to close the building for some years, for example £16.5m at Ironmonger Row Baths in Islington;
- Bristol Lido is a more unusual model described by the owner as a 'restaurant with a pool'. Here, swimming has been reintroduced after several decades of dereliction, with regeneration led and now managed by the private sector through the creation of an up-market bar, café and restaurant that financially subsidises an open air swimming offer complimented by massage and sauna facilities.



Lido Bristol

Governance and organisational structures

- For those projects that have been community driven, new organisations have often been created with a focus solely on their local swimming/leisure facility, for example Victoria Baths Trust. A charitable trust combined with status as a company limited by guarantee i.e. a 'charitable company' is the preferred model (e.g. Withington Baths). This model allows the organisation to trade (through the company) but then ring fences income from that trading activity to support the charitable objectives, as well as bringing a range of tax incentives and other opportunities such as the ability to hold assets, and secure grant funding and other resources;



Victoria Baths, Manchester

- In a number of case studies the asset has been transferred to existing local leisure and sport based charities, for example the Lenton Community Association and Notts County FC Football in the Community who were transferred the Portland Leisure Centre and the Lenton Centre from Nottingham City Council. Furthermore, there are a number of national leisure/sport organisations such as Greenwich Leisure Limited (GLL) and Fusion Lifestyle that have taken on historic baths from local authorities. GLL is structured as an Industrial and Provident Society, a social enterprise owned by staff and society members that re-invest its entire financial surplus into improving the services it offers, whilst Fusion Lifestyle is a charitable trust;
- For relevant structures (like charitable trusts), it is important to attract Trustees with a range of relevant skills and experience, especially as the role of the organisation transitions from campaigning to acquiring an asset and leading its management and regeneration. Core skills include business planning, project management, HR, legal, fundraising, volunteering, communications and PR, stakeholder management and partnerships. In the case of charitable trusts, the number of trustees varied between 7 and 12.
- In some cases, local authority councillors' have been trustees (e.g. Bramley Baths), but this is rare. Whichever model is followed, strong support and ideally advocacy from the local authority has been critical not just as the owner in nearly all cases and the relevant planning authority, but in some projects contributor to the funding mix that secured the building's future.

Regeneration approaches

- Where very significant investment is needed, for example Victoria Baths, a phased approach has generally been taken to spread the costs to align with realistic funding options. An exception is Ironmonger Row Baths where £12m from Islington Council and £4.5m from the New Deal for Communities Fund enabled regeneration over two years;
- Where relevant, securing the fabric of the building (to make it wind and water tight and structurally sound) has been a key first step to enable meanwhile and other uses that generate income and allow public engagement (e.g. Victoria Baths and Govanhill Baths);
- Where more modest investment has been needed, it has sometimes been possible to draw together a portfolio of funding to deliver the regeneration required in one 'big bang'. The Heritage Lottery Fund (HLF) is almost always the biggest contributor (Heritage Grants mainly, but also Heritage Enterprise). Other important contributors are Historic England, the Big Lottery, and Trusts and Foundations. In some cases, the local authority has also contributed, and discussions with Fusion Lifestyle raised the importance of this in many of the projects they are involved in. Other very specific funding resources have been critical in some cases but are not applicable to Moseley Road Baths, for example the Coastal Communities Fund for Saltdean Lido;

- Securing and assembling investment packages takes time, but this can vary – Cleveland Pools Trust secured a HLF round one pass after 10 years, whilst Saltdean Community Interest Company were created in 2014 (from the Save Saltdean Lido Campaign), and have already secured over £3m of grant aid. Clearly, this variation is influenced by many factors, including how well the project fits the funding criteria, the funding sources potentially available, local and regional competition, the level of support of the local authority, and the skills, capacity and staying power of the applicant organisation.

Asset Transfer

- In most cases, the local authority continues to own the asset but a lease of 25 years or more has been employed or is planned. This is driven by the criteria of key funding bodies like the Heritage Lottery Fund (see Section for further detail);
- In Manchester, the local authority is continuing to contribute modest revenue (£25k/annum) to Withington Baths to subsidise school swimming lessons. However, in most cases once the asset is transferred revenue support comes to an end and responsibility for the building's maintenance also passes over with the asset;
- Where asset transfer is proposed, local authority support has been key – not just in terms of being broadly supportive of the proposed transfer, but in some cases, helping inform and approve the business case developed by the organisation looking to take on the asset.



Withington Baths, Manchester

Volunteers

- Volunteers can fulfil a diversity of roles in historic baths. Crucially, volunteers act as advocates helping to set up and run campaign's to secure the future of their local baths/lido in many cases and sitting on the board of associated third sector organisations that have subsequently developed;
- Other roles include leading and running guided tours, events and activities; marketing and promotion, including website development; fund-raising; administration and back office duties. By their nature, volunteers can also help maintain and build community buy-in and awareness of the project, the threats it may face, and the plans for the future;
- In most cases, volunteers have a generally minor role in the direct running of the swimming offer and other services (such as health and fitness). However, there are some interesting exceptions, with Castle Vale Pool and the Pelican Centre demonstrating what can be achieved with volunteers. The latter has been particularly successful in recruiting skilled volunteers who fulfil roles such as swimming and water polo club coaches, and lifeguards, and collectively contribute over 3000 hours of volunteer time per annum (equivalent to £40,000 per annum of salaries)

Energy sources/use of renewable energy

- The case studies indicate that gas boilers are the standard method of heating swimming pool water, with mains electricity providing power;
- Combined Heat and Power (CHP) provides an element of the energy use at Ironmonger Row Baths, supplied by Islington Council's nearby CHP centre. Where refurbishment or major regeneration has taken place a range of other energy saving measures have been implemented, but traditional energy sources predominate.

6. Potential options and analysis for Moseley Road Baths

As part of the process to explore options for reuse and engage key stakeholders, the project team organised a stakeholder workshop held in the Gala Pool, Moseley Road Baths on the 23 June 2016.

The workshop began with presentations by MRBAG (the context of the group and their aspirations for the building), Historic England (the heritage significance of the building and how this should inform its future), and Planning Department, BCC (the regeneration context of Moseley Road Baths and Balsall Heath more widely).

The participants then worked in groups to develop a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the proposed regeneration of Moseley Road Baths, before commenting on a number of options for future use of the building.

Bearing in mind the scope of the brief set by the client, using the list of ideas for uses previously prepared by MRBAG, and taking into consideration discussions with key stakeholders including Historic England, the project team drew up three potential design options for Moseley Road Baths:

- Option 1 - Both pools in operation;
- Option 2 - One pool remaining in operation, with a slight variation on the space configuration creating two variations, a and b;
- Option 3 - Meanwhile uses are introduced and there is a temporary cessation in swimming.

The workshop also saw the development of a fourth option – where one pool remains in operation and the adjacent library is incorporated.

It should be noted that none of these options are fixed. They remain flexible and open to further development as future feasibility work is undertaken and other information and insight is gathered.

Further detail on the workshop agenda and attendees can be found in Appendix 4.



Attendees at the stakeholder workshop, June 2016

6.1. SWOT analysis of the proposed regeneration of Moseley Road Baths

The headlines from this analysis were:

Key strengths:

- The strong community support for the baths;
- The location of the baths on a busy bus route and main artery into the city centre;
- The historic importance and features of the building, and that Historic England deem it as the most important historic public baths still in use for swimming;
- That offering single sex swimming sessions is very important for the local area.

Main weaknesses:

- The critical condition of the building and the associated costs to repair and restore it;
- The lack of designated parking;
- The Grade II* listing could limit what could be done in the baths;
- The number of other buildings in the area in a similar state;
- The location of the baths on the edge of the city centre and not having much footfall.

Biggest opportunities:

- The potential to link up all the heritage assets in the area under one umbrella;
- The potential uplift for the area that HS2 could bring;
- Possible land that could be made available from the Council behind the building and section 106 contributions;
- The popularity of nearby neighbourhoods for people to live in;
- The potential for links to the library and health centre;
- The potential for a train station in the area;

Main threats:

- Time – the building is in a critical condition and inappropriate repairs have added to this;
- There are several other nearby heritage sites applying for funding – what can the baths offer that is different to these?
- The development of the nearby Joseph Chamberlain site;
- The boundary ward divisions are changing which will result in different Councillors representing the baths.

The full SWOT analysis on the regeneration context can be found in Appendix 4.3.

6.2 Potential options

This section presents textual and illustrative descriptions of each option, followed by an overview of the analysis of each option undertaken by the workshop attendees (the verbatim SWOT analysis of each option can be found in Appendix 4.5). The strengths and weaknesses of each option are then evaluated to form a conclusion as to whether the option should be taken forward and subjected to a full feasibility analysis. This has been complemented by scoring each of the four options against a matrix of criteria that reflect the building and its heritage; financial and sustainability considerations; local community and people benefits; and other considerations (see Appendix 4.4)

6.2.1 Option 1 - Both pools in operation

a) The initial option

This option sees the restoration of both pools to full operational status. In order to accommodate the increased capacity for swimming, it was suggested that the current plant room to the north of Pool 2 be converted to a wet change facility. In order to facilitate this, the plant room to the west of Pool 1 has been extended. The small rooms to the northwest of Pool 1 are proposed for use as storage for equipment for pool users.

With both pools used for swimming, it was the view of the project team that income-generating space would need to be provided in the remainder of the building, as our research indicates strongly that revenue from swimming would not be sufficient to cover the costs of operating the pools. It was suggested that these uses attempt to complement the pool offer to create a 'leisure' destination.

In order to create such space, radical intervention has been proposed to the slipper baths. It is proposed that the current ladies entrance be used as the main entrance for public users of the building, with users directed to the current reception window, which will also serve as a small food outlet serving hot drinks and light snacks. The northern half of the ladies slipper baths will be knocked out to create space for tables for eating and meeting. The southern half of the ladies slipper baths will be combined with the majority of the second-class slipper baths to form a gym. Access to the gym will be via a newly created dry change area formed of the western end of the second-class slipper baths and the second-class reception area. In order to keep the historic aesthetic of the front façade, it is suggested that the second-class entrance be used as a fire escape for the gym. In the first-class slipper baths, it is suggested that the bathing cubicles be knocked through to create a single studio space to be used for classes such as yoga and boxing, which were identified as potential uses in the consultation undertaken by MRBAG. It is proposed that further studio space is created in the current laundry room on the upper floor of the Baths, with the current caretakers flat allocated to office space for building staff.

b) Workshop analysis

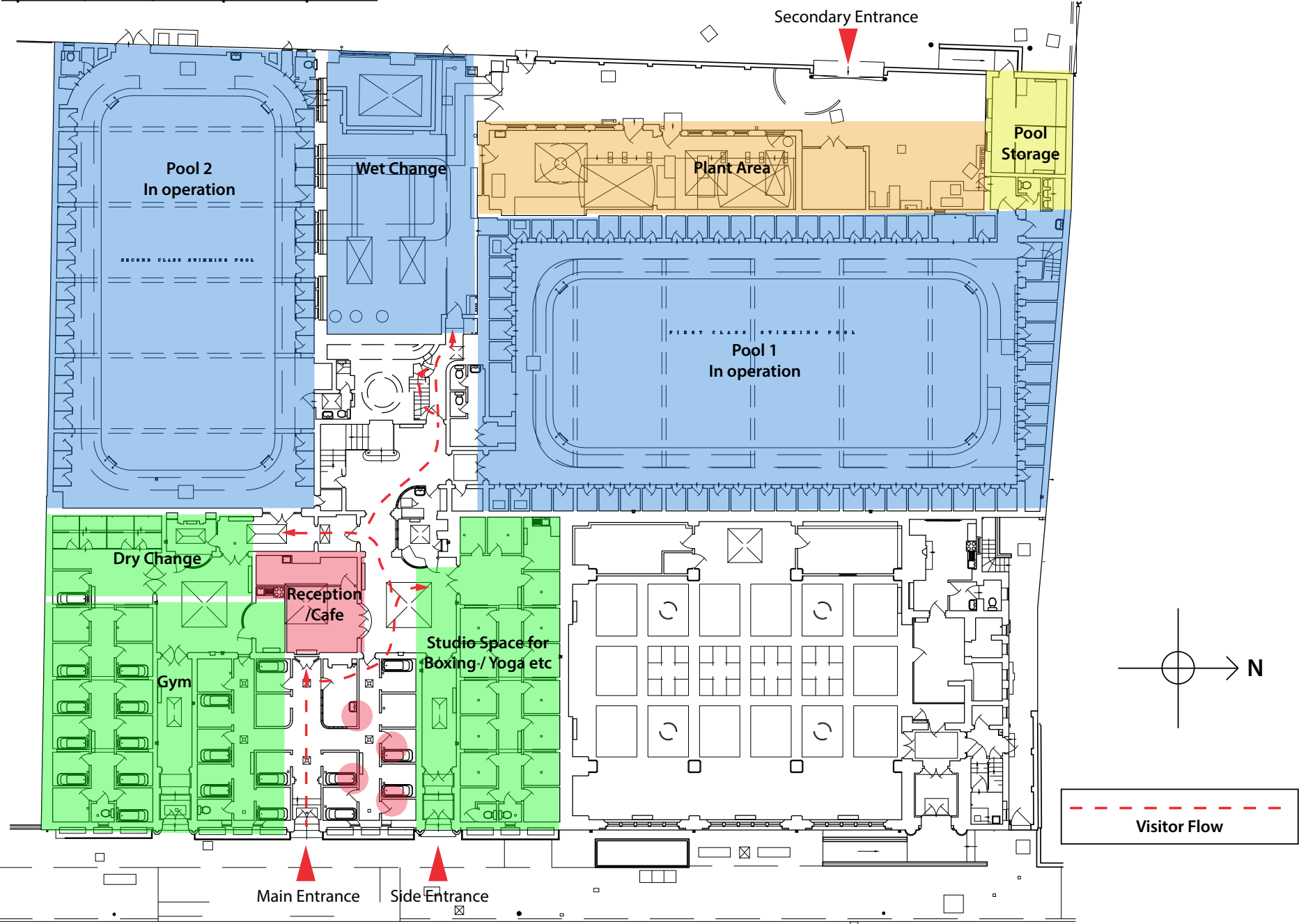
Analysis of this option at the workshop demonstrated strong support for the return of swimming to both pools, and the holistic 'leisure' approach of the option, which some felt to be the optimum solution to retain the significance of the Baths. It was agreed that the leisure option would need to be greater than a "bog standard" offer that is provided locally by other operators, and that the uniqueness of the building be incorporated into the offer narrative. There was also an opportunity seen in potential linkages with the local GP surgery to boost the wellbeing offer. It was further argued that this option would be less reliant on the need to create car parking space, as leisure users would be more likely to travel to the Baths on foot or use public transport.

Attendees saw the key weakness of this option to be that it would not be financially viable given the negative revenue costs of running the pools, and that it would need to rely on cross-subsidy, as the dry space provided would be unlikely to generate sufficient income. Questions were also asked as to whether there was sufficient demand for the level of swimming provided by both pools, particularly with the opening of the Sparkhill facilities nearby. Finally, concern was raised with regards to the extent of the interventions to the slipper baths, which are considered of high significance by Historic England.

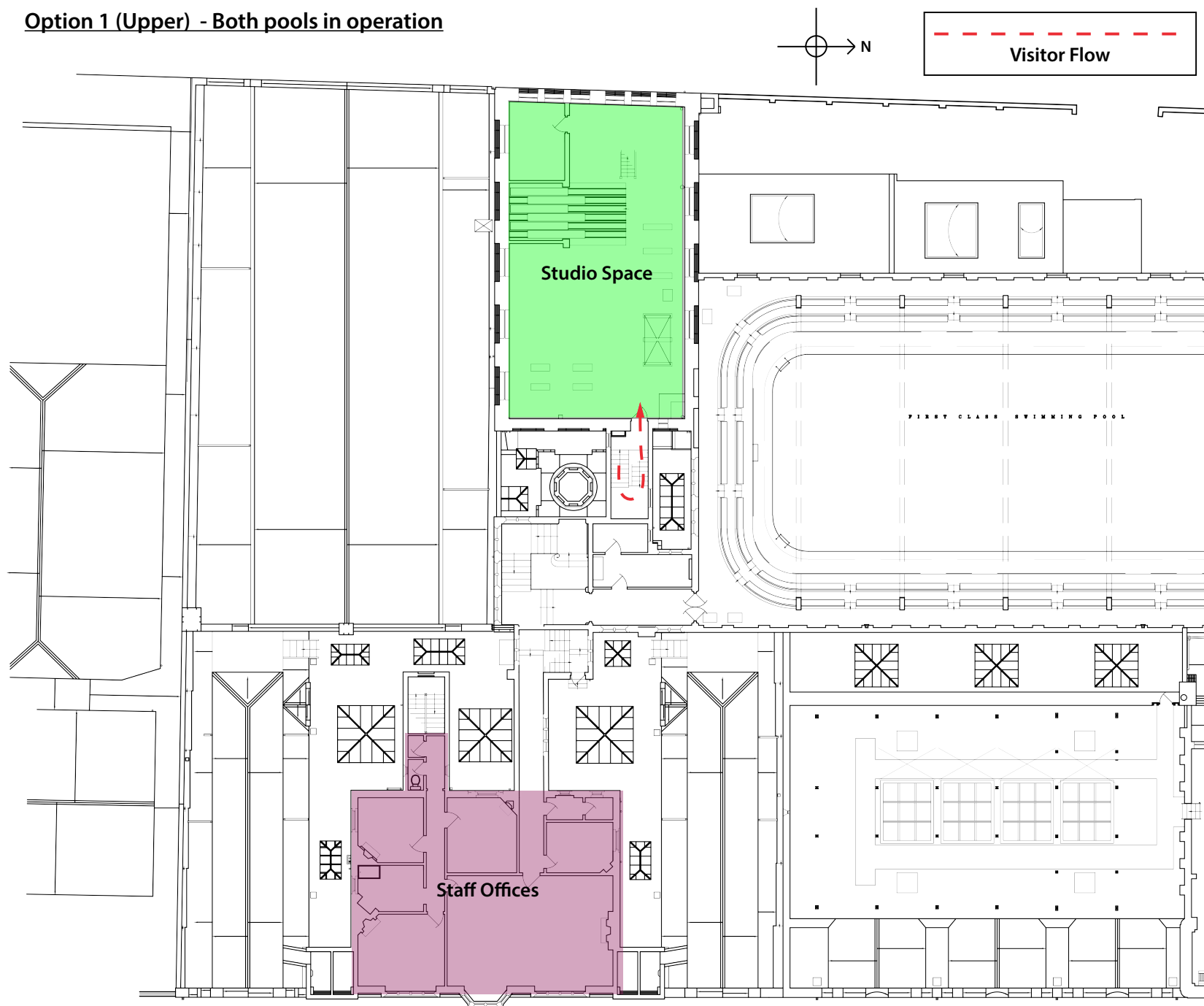
c) Conclusion

It was concluded that the concerns over the financial viability of the option and the significant interventions proposed in the slipper baths rendered this option unviable, and it is therefore recommended that it **not be taken forward** in more detail

Option 1 (Ground) - Both pools in operation



Option 1 (Upper) - Both pools in operation



6.2.2 Options 2a and 2b – One pool remains in operation

a) The initial option

This option retains Pool 2 for swimming, suggesting that it remains in continued operation during the development of the project, thereby avoiding the increased costs associated with the cessation and re-commissioning of the pool. As with Option 1, it was suggested the plant area to the north of Pool 2 be converted into a changing village to provide modern change and shower facilities that cannot be provided pool-side, although the current cubicles would remain available for quick change. It is assumed that given only Pool 2 remains in operation, space for plant could be reduced (particularly if it is modernised), and therefore plant has been constrained to the current room to the west of Pool 1 and in the basement (not shown on the drawings).

Pool 1 remains drained and is converted into lettable space, potentially for small, creative business users, although cementing a preferred use for the space would need to be explored further in a full feasibility study. The space is shown as the plan as being subject to 'Minimal Intervention', which in this instance is defined as impacting as little as possible upon the historic fabric, in order to best preserve the sense of place of the grander of the Baths' two pools. The amount of lettable space is maximised by incorporation of the smaller rooms to the west of Pool 1, and proposed new build to the north of the plant area.

As with Option 1, it is proposed that the main public entrance be the central ladies entrance, leading to the same reception/café arrangement with tables for eating and meeting. Option 2a then sees the remainder of the female slipper baths and the second-class slipper baths knocked through to create a single lettable space, with the first-class slipper baths seeing similar intervention, in order to maximise revenue income to support swimming. As with Option 1, this would see significant intervention into the historic fabric. In a crucial difference from Option 1, the two lettable spaces would be able to make use of the men's first and second class entrances separately from the main entrance, allowing for use of the space outside of standard opening hours, increasing revenue potential. Option 2b retains the lettable space in the first-class slipper baths, but includes the dry change and gym use seen in Option 1, to complement the pool's health offer. On the upper floor, the current laundry room is proposed as further rental space, potentially as a large meeting room for users of the space in Pool 1, and the current caretakers flat is again allocated to office space for staff running the leisure facilities.

b) Workshop Analysis

Attendee reactions to the two Option 2 sub-options was largely positive, with a key strength seen as providing a good amount of lettable space to provide an income to support the continued swimming use in Pool 2. Some disappointment was raised at the prospect of not restoring swimming to Pool 1; however, it was ultimately agreed that retaining swimming in Pool 2 was the preference if only one pool was to remain in operation, due to the costs associated with bringing Pool 1 back into use, and the 'wow' factor Pool 1 would provide for tenants.

As with Option 1, concern was raised regarding the extent of intervention required to the slipper baths to provide the necessary space for the lettable halls, and it was questioned whether a use could be found that would enable for a greater level of retention of the historic fabric whilst still complementing the proposed leisure or office uses and bringing in sufficient income. Attendees also suggested that a greater level of detail would need to be provided in any feasibility study for the proposed interventions into Pool 1, as there was a desire to see that the 'Spirit of Place' in the pool was retained. Attendees also felt that further investigation would be required into the proposal to relocate the plant for Pool 2 to the room to the west of Pool 1. Finally, there was an agreement that this option would require a greater level of car parking than Option 1, and that discussions should be

held with Birmingham City Council as to the availability of land to the west of the Baths.

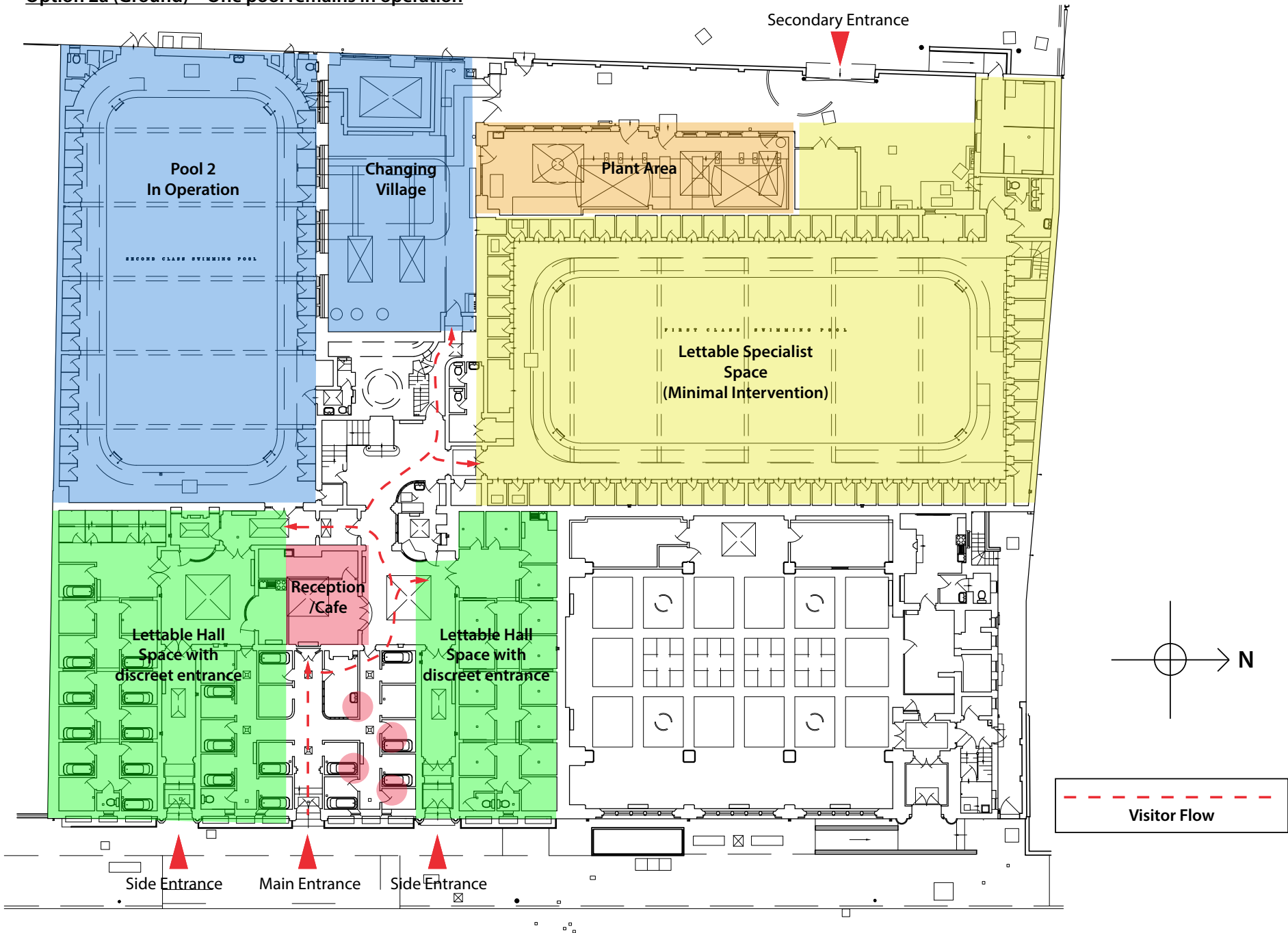
When considering the two sub-options, workshop attendees felt that Option 2a had the advantage of preserving the three separate entrances in the eastern façade, but that ultimately Option 2b provided a better balance of uses, and that the gym in particular complemented the continued use of swimming in the Baths.

Finally, attendees felt that Option 2 would benefit substantially from the incorporation of the library into the plans for the option in order to increase the amount of lettable space available and aid visitor flow, and that this should be explored further if the option was taken forward into a full feasibility study.

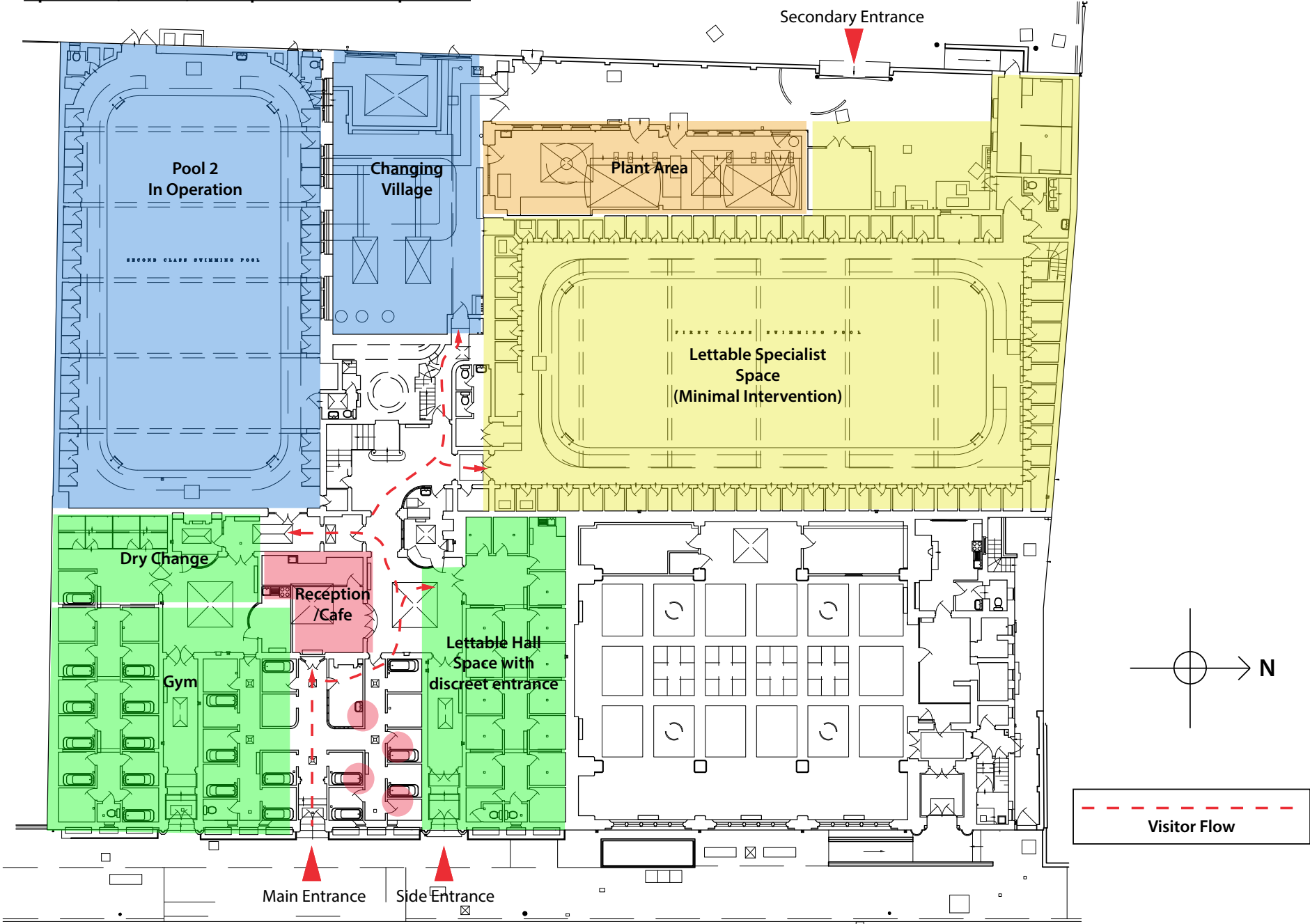
c) Conclusions

Overall, attendees felt that Options 2a and b presented the strongest route forward for Moseley Road Baths, but that there were questions that remained to be resolved, and that further consideration needed to be given to the balance of uses within the building. To this end, attendees considered a modification of this option at the workshop which has subsequently been considered by the consultant team, and has formed a fourth option, more information on which can be found at section 1.4.

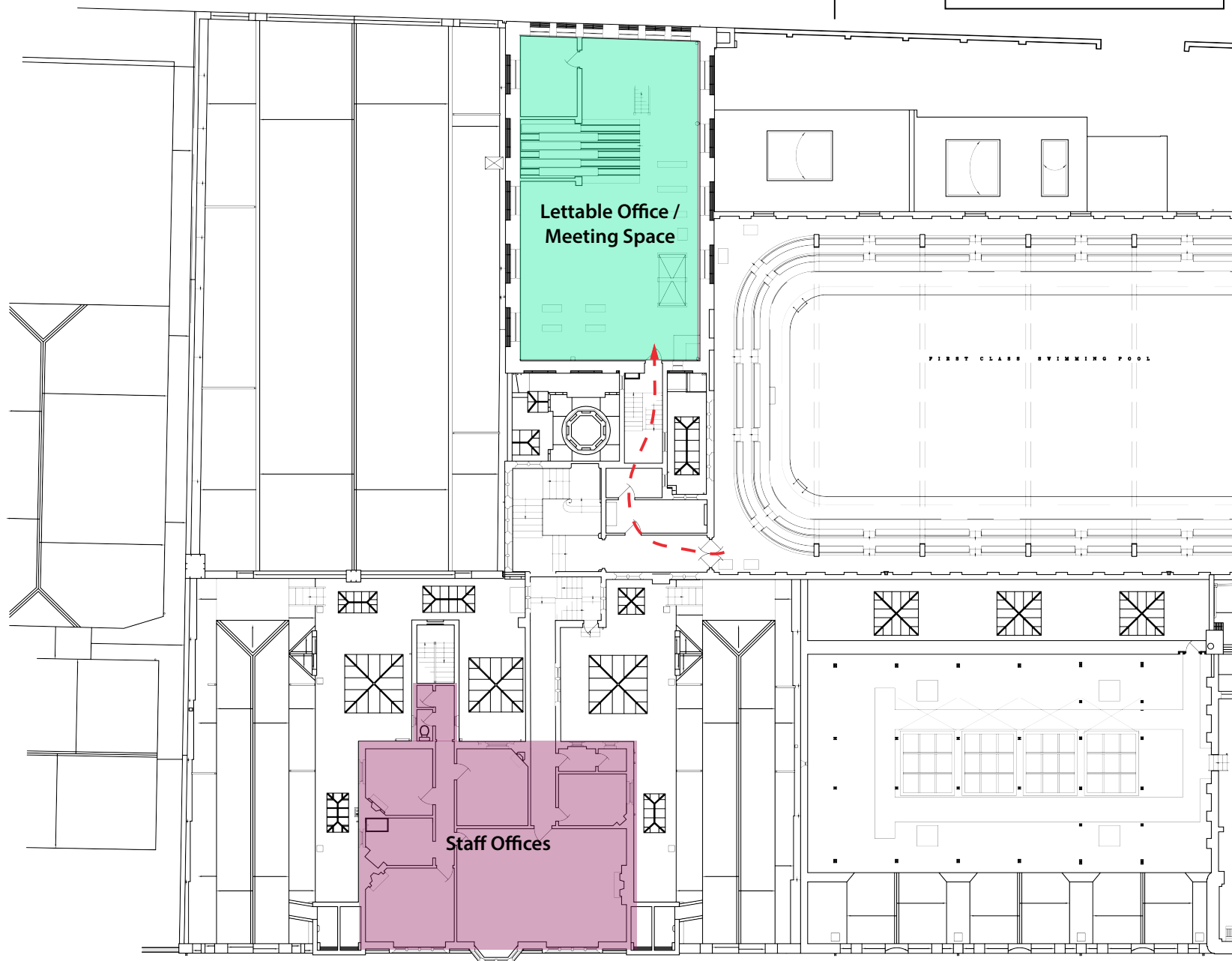
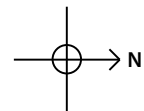
Option 2a (Ground) - One pool remains in operation



Option 2b (Ground) - One pool remains in operation



Option 2 a & b (Upper) - One pool remains in operation



6.2.3 Option 3 – Meanwhile uses are introduced and there is a temporary cessation in swimming

a) *The initial option*

This option sees the cessation of swimming from Moseley Road Baths for potentially 10 years or more, and its conversion into an event and entertainment venue. However, it would not in any way preclude the reintroduction of swimming at some point in the future.

Pool 1 is converted to a bespoke events space, using the ‘wow’ factor of the space to create a unique offer. The space would be accessed by a double height reception lobby and circulation space, created by opening up the current plant area to the north of Pool 2 and knocking through to the main stair area. Pool 2 is also converted into flexible events space, with a focus on the community, with the option of it being hired out for community events to bring in extra revenue income. It is provided with its own secondary entrance from the rear of the building.

The front of the building, including the slipper baths, is proposed for conversion into a bar/restaurant destination. This use suggests retention of a number of the slipper bath cubicles to create cubbyholes for tables, helping to provide a unique feel that is not catered for elsewhere. Less would be retained from the second-class slipper baths, which are proposed to contain the kitchen for the restaurant. It is assumed that there would be some flexibility for patrons of the events space to utilise the restaurant space, although this arrangement would need further investigation in a detailed feasibility study. Upstairs, the current caretakers’ room would be used for back-of-house administration.

b) *Workshop Analysis*

Option 3 was seen as the most divisive option by stakeholders due to the removal of swimming from the Baths. It was agreed that an events space in Pool 1 would provide a unique venue, and with the correct marketing could attract people from the wider Birmingham region. The suggestion of a bar/restaurant within the slipper baths was seen in positive contrast to the other options, as it was recognised that there was wider scope for the retention of a number of the cubicles, and that it could also be a unique destination.

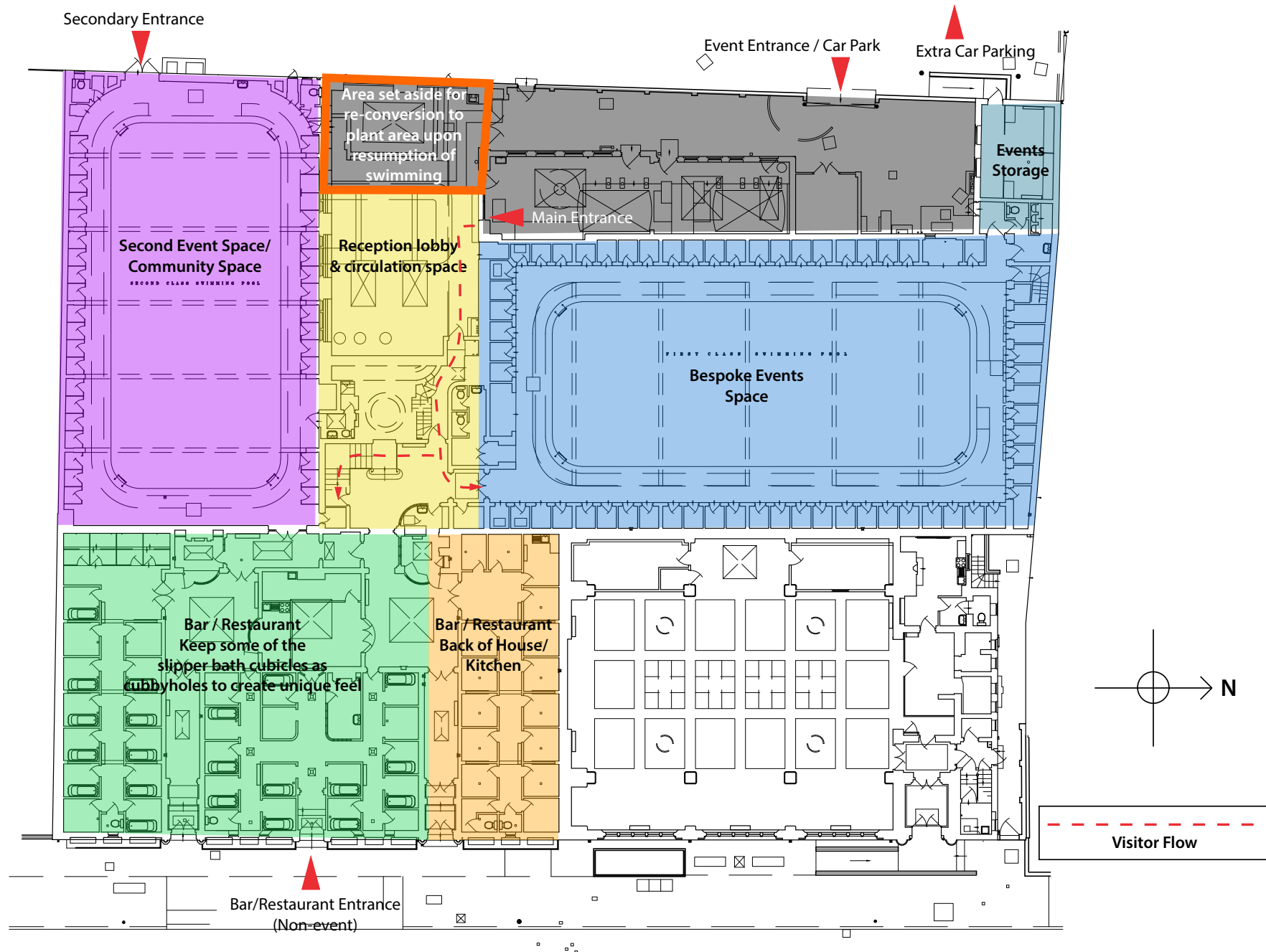
There were, however, a considerable number of concerns with the option:

- The suggestion of a bar/restaurant was met with caution, as pubs in the area were not performing well and a number have recently closed.
- At the workshop, Option 3 included the removal of all the plant from the Baths, and its replacement by car parking. This meant that the ability to re-introduce swimming would be dramatically reduced, and this was not received favourably by the majority of attendees at the workshop. As such, Option 3 has been modified to leave an area set aside to allow reinstatement of the plant area should it be needed.
- It was felt that there was a lack of ‘spill out’ space relative to the size of the events space.
- Attendees felt that having two spaces set aside for events would be too risky, and that other local buildings could accommodate the ‘community’ aspect of the proposals more effectively.

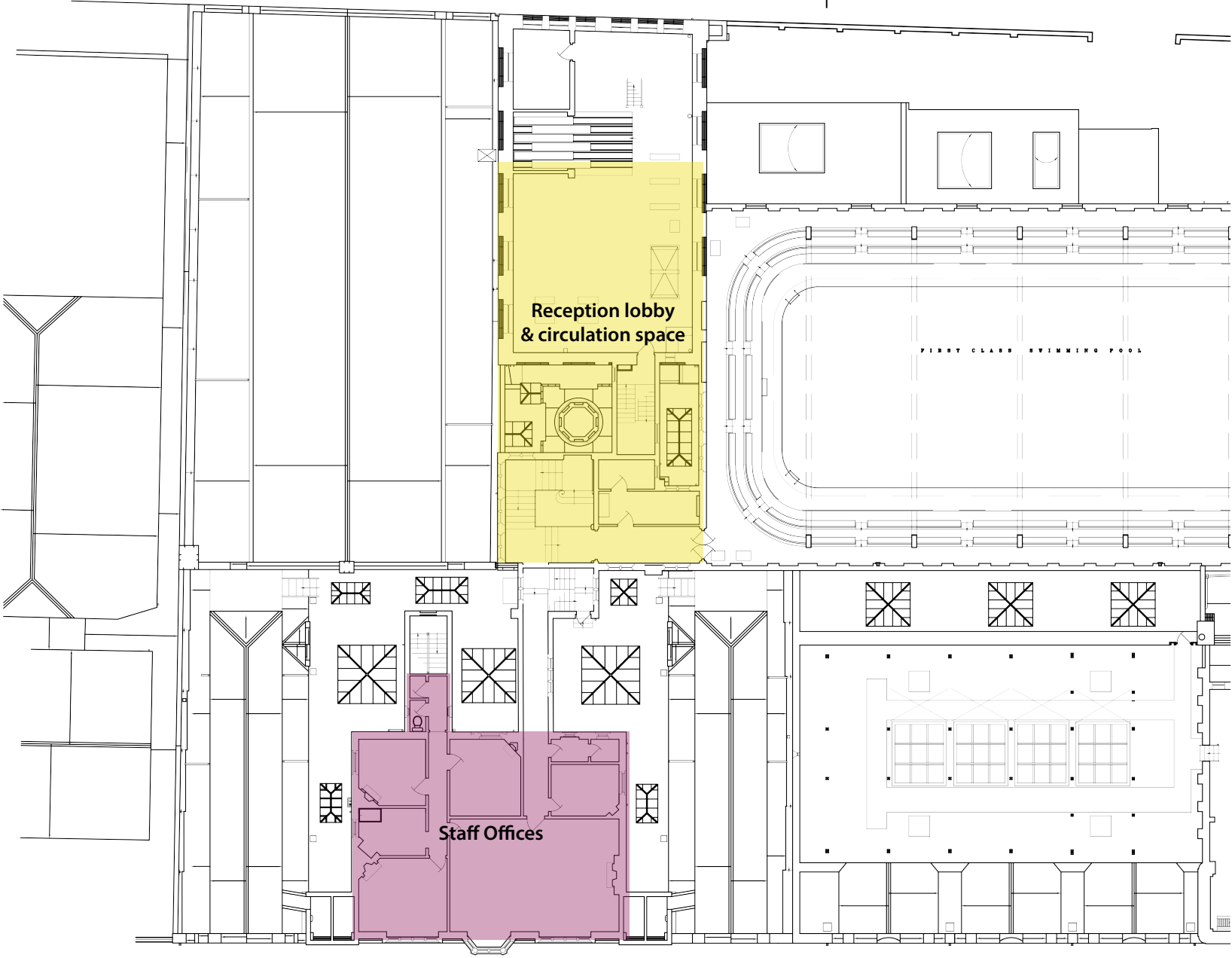
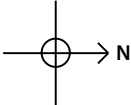
c) *Conclusion*

Whilst reaction to Option 3 as drawn was largely negative, it was agreed that there was scope for further investigate, particularly if there was further thought into the re-introduction of swimming to one of the pools in the future, and that there was a greater diversity of the spaces. In particular, attendees suggested the exploration of creating an event/performance space in Pool 2 incorporating a temporary floor over the pool, which could be removed in the future. Also suggested was that rather than two event spaces, Pool 1 could be converted to lettable space for creative industries, similar to that proposed in Option 2. It is therefore proposed that this option be **explored in further detail** in a future feasibility study, as a counter to Option 4.

Option 3 (Ground) - Meanwhile uses introduced and temporary cessation of swimming



Option 3 (Upper) - Meanwhile uses introduced and temporary cessation of swimming



6.2.4 Option 4 – One pool remains in operation and additional space incorporated. This could include unused or under-used library space

Option 4 takes Options 2a and b as its base, but incorporates the suggestions of attendees at the stakeholder workshop to present a better balance of the uses presented in Options 2a, 2b and 3. As in Options 2 and b, Pool 2 remains in operation, and is served by a new changing village to the north. As in Option 2b, a gym is included to complement the pool, but is now shown in the first class slipper baths. This change is to facilitate the incorporation of a sauna and separate changing facility within the second class slipper baths, which would require less invasive intervention than the gym or lettable units seen in Options 2a and b. In addition, a spa is proposed in the ladies slipper baths, accessible via a new lift, with the possibility of creating individual rooms within the slipper baths' cubicles. Upstairs in the laundry room a studio space is created for boxing/yoga/classes, completing the leisure offer in the southern half of the Baths.

Pool 1 is proposed as a unique events space, making the most of the space's 'wow' factor. The space is served by a new entrance lobby at the north-western edge of the site. A bar is proposed to be created from the current plant space to the west of Pool 1, with the plant for Pool 2 contained within a newly built structure to the west of the current plant room.

Option 4 also suggests the incorporation of the library into the overall plans for the scheme. Use of this space was not set in stone, although options considered include a restaurant to complement the events offer, with the potential of visitor flow between the two spaces, or lettable space to increase revenue generation. The potential inclusion of the library is simply a suggestion, and one that clearly requires further discussion with BCC, particularly the Library Service. MRBAG very much recognises the importance of the existing library provision in Balsall Heath and would wish to work closely with BCC to explore this idea as opportunities arise, especially where a mutually beneficial way forward can be identified.

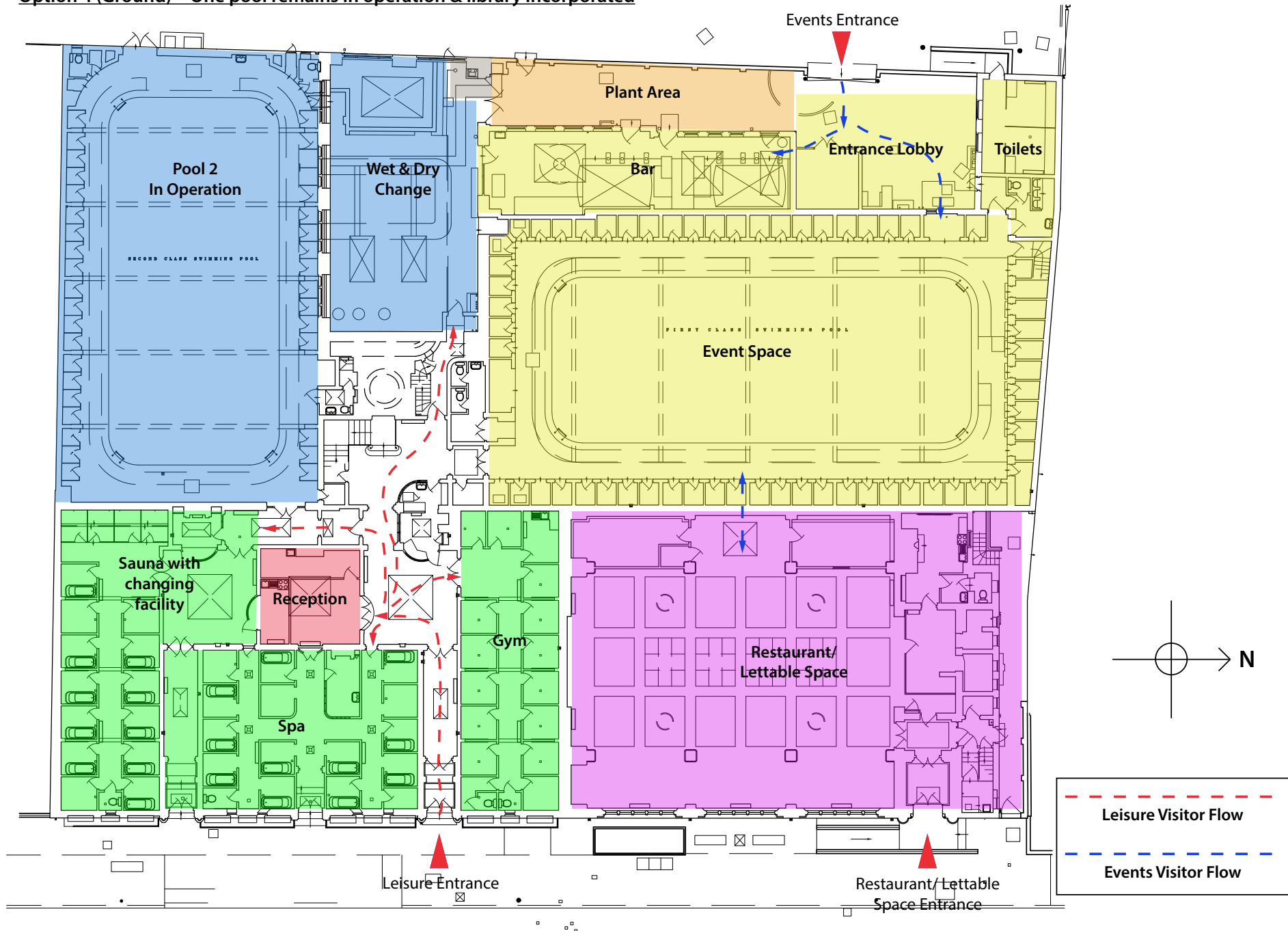
Upstairs, the current caretaker's flat is proposed to contain either back-of-house services for the building's staff or further lettable space to maximise income generation.

Option 4 therefore looks to present a future for the Baths which responds to MRBAG's desire to see swimming continue in the Baths, whilst also providing sufficient complementary leisure space and further income generating space to look to counteract the high maintenance costs of running the pool which currently leads to a financial deficit. It is therefore recommended that this option **be considered further in a full feasibility study.**

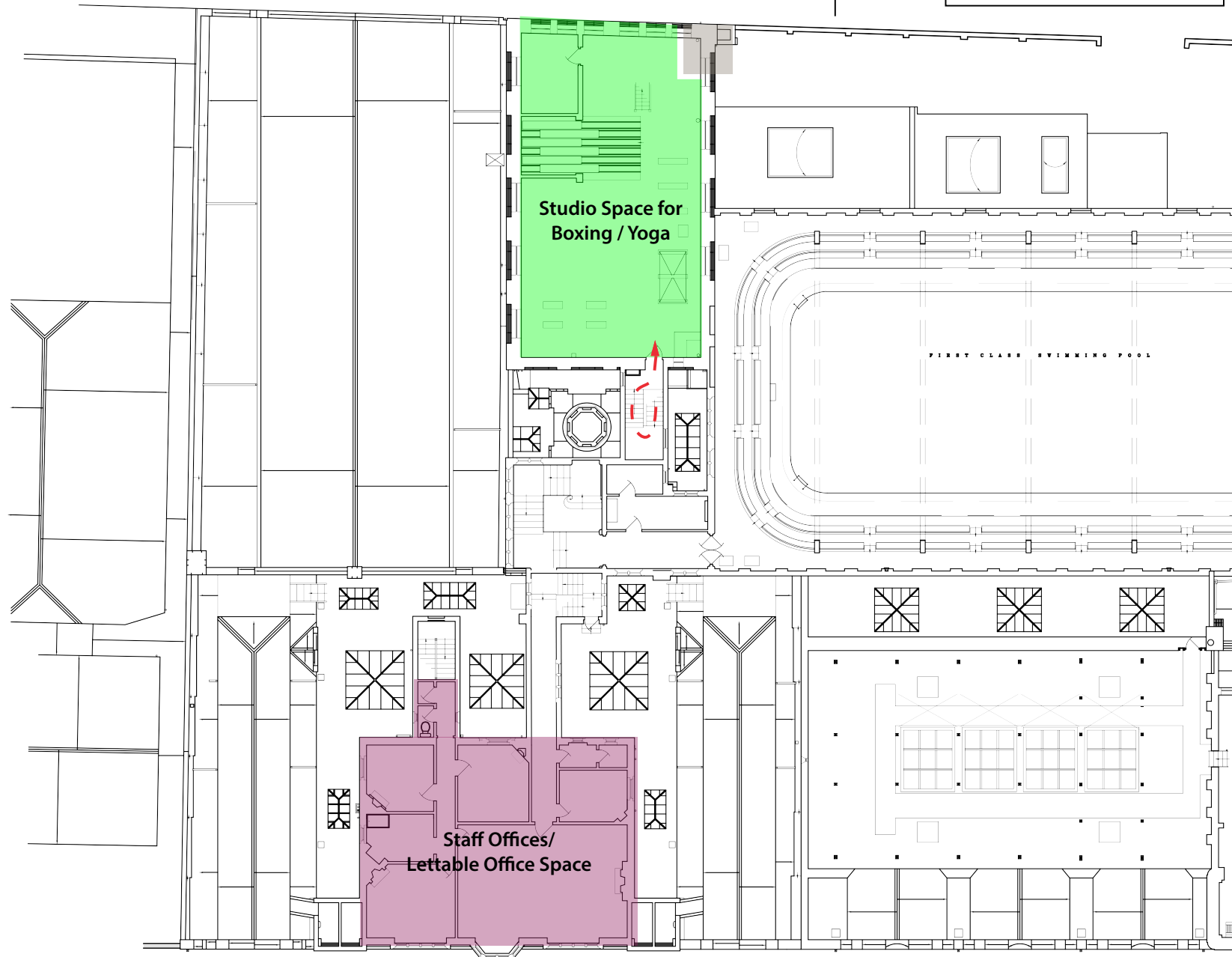
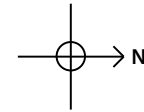


Suggested alternative uses of space from Glenn Howell Architects

Option 4 (Ground) - One pool remains in operation & library incorporated



Option 4 (Upper) - One pool remains in operation & library incorporated



6.2.5 Implications of the options appraisal

From the SWOT analysis of the options and the scoring matrix results for each options it is proposed that Options 3 and 4 are taken forward for further feasibility work.

6.3 Initial market research

We have undertaken very preliminary market research into the geographic spread of uses that may be possible for Moseley Road Baths. Full details can be found in Appendix 5.

The research, together with our understanding of other relevant initiatives underway or planned in the Moseley Road area indicate that this is quite a crowded market place, particularly in the provision of:

- Gyms/fitness centres although perhaps less so for massage/alternative therapies;
- Cafés;
- Event/Meeting space

At the same time, this does demonstrate there is a thriving market for these uses.

Interestingly, it could be argued that if swimming provision at Moseley Road Baths does end, there will be a 'gap' in this market locally.

Whilst there's a lot of wedding venues nearby, our research suggests there is demand for alternative/quirky spaces such as Moseley Road Baths, and there is nothing like this space available locally. There is also demand for residential and office rental space.

Moseley Road Baths is a unique space aesthetically and architecturally. This 'spirit of place' is a key strength and should be used to good effect to help maximise its attractiveness to existing and new audiences and markets. Properly presented, marketed and branded the building has the potential to capture a good market share even for activities/services that may be at market saturation at present.

However, detailed market research is recommended to properly assess the market demand for the potential uses, backed up by evidence of need; competitor analysis, and an estimate of income and expenditure before final decisions on which options are taken forward.

7. Potential phasing of the preferred options

This section considers the potential phasing of those options identified in the previous section which were deemed to merit further consideration, namely Option 3 and Option 4. Uses for both options are indicative, and their feasibility will need to be tested more thoroughly.

7.1 Option 3 – Meanwhile uses are introduced and there is a temporary cessation in swimming

7.1.1 Phase 1

It is suggested that Phase 1 of Option 3 would begin with shell fabric repairs followed by the conversion of Pools 1 and 2, the reception lobby/circulation space, and the small rooms to the northwest for ancillary space to the use in Pool 1, along with the demolition of the eastern end of the currently boiler room and landscaping to form the car park (the western end of the boiler room would be set aside to allow for the potential to reinstate the boiler room should swimming be re-introduced). This is to allow for the creation of revenue generating space within the two pools, surplus from which will assist with on-going maintenance of the space and add to a sinking fund for future maintenance. At the front of the Baths, the slipper bath areas would be subject to shell repairs to ensure that they are wind and watertight, and could accommodate temporary exhibition / interpretation space to ensure the legacy of swimming at the Baths continues, and so as not to leave the main façade unused. On the upper level, it is proposed that the caretakers flat be converted during this phase to provide back-of-house accommodation for staff, or converted to further lettable space.

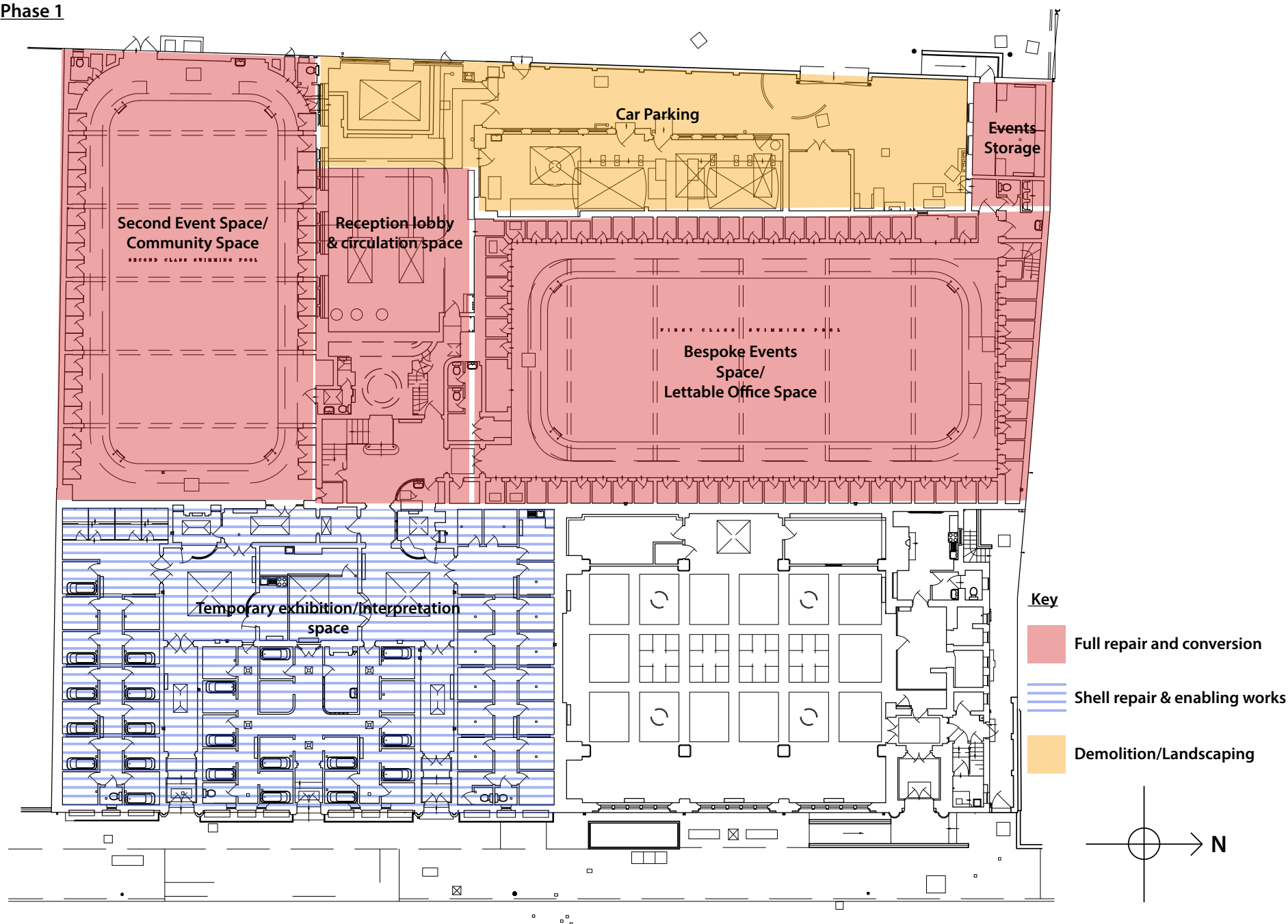
7.1.2 Phase 2

Phase 2 would see the full realisation of the Option, with the slipper bath areas converted into a bespoke bar/restaurant and associated kitchen/back of house, to create a unique venue for Moseley Road Baths.

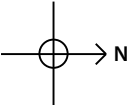
7.1.3 Possible Phase 3

Also shown on the drawings is the possibility of incorporating the library into a third phase of the project, although a use for this has not been defined as part of this study, and would require further investigation during further feasibility work.

Option 3 (Ground) - Meanwhile uses introduced and temporary cessation of swimming
Phase 1



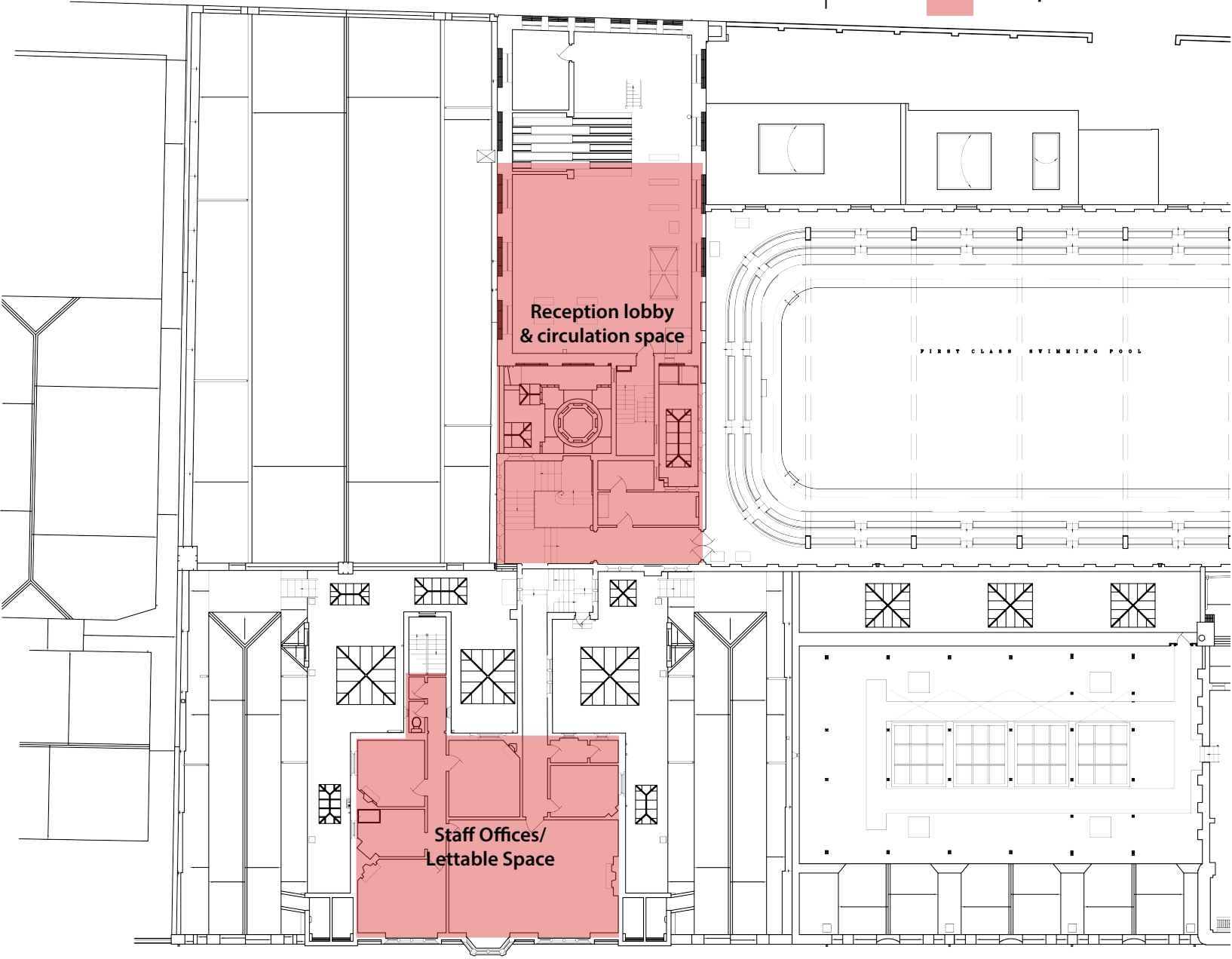
Option 3 (Upper) - Meanwhile uses introduced and temporary cessation of swimming - Phase 1



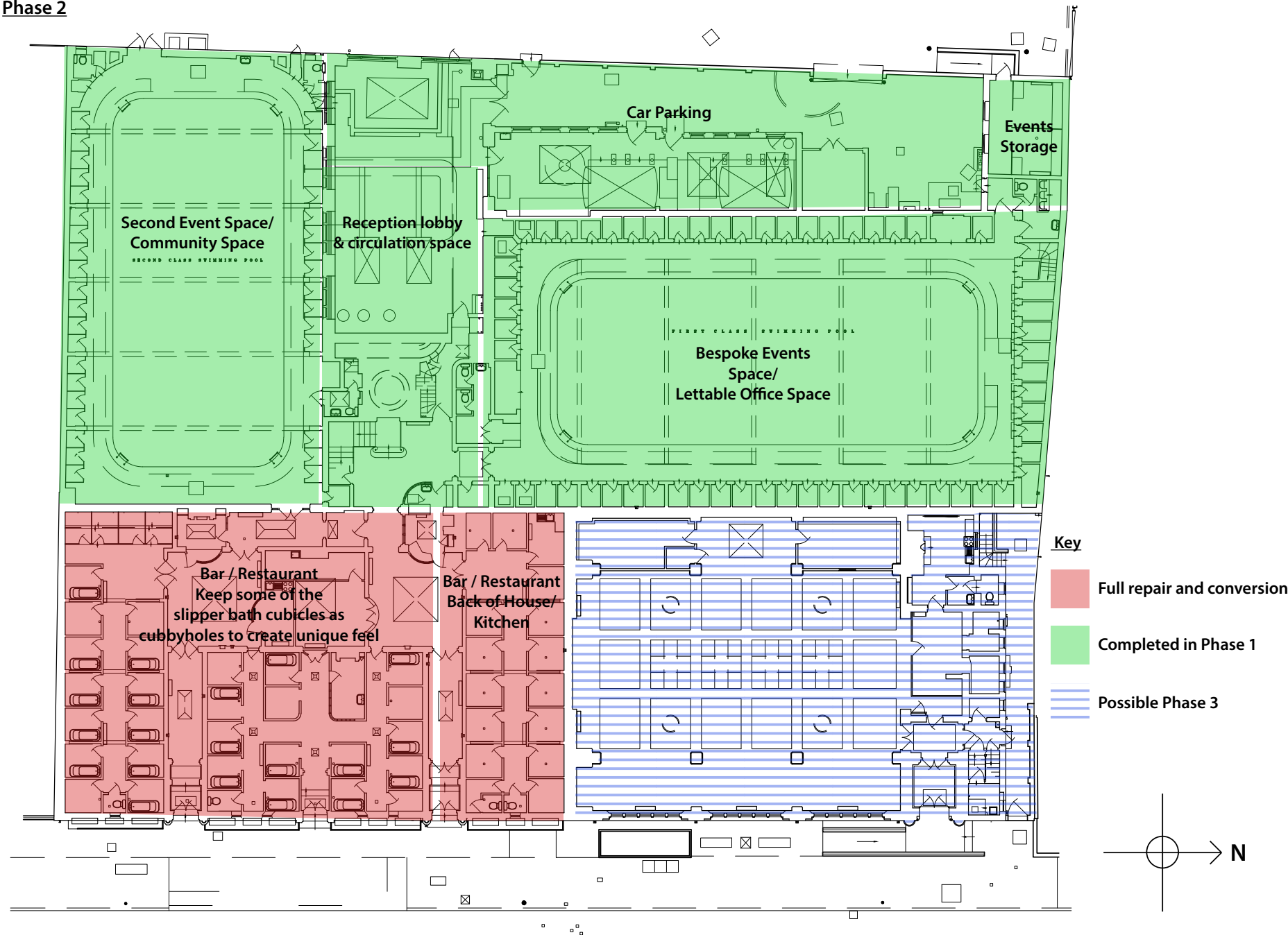
Key



Full repair and conversion



Option 3 (Ground) - Meanwhile uses introduced and temporary cessation of swimming
Phase 2



7.2 Option 4 – One pool remains in operation and additional space incorporated. This could include unused or under-used library space

7.2.1 Phase 1

For Option 4, it is suggested that Phase 1 sees fabric shell repairs to Pool 2 to enable it to continue in operation, along with the repair and conversion of areas which complement the pool to create a full 'leisure' offer. This therefore includes: the wet and dry change area, the sauna, the spa, the gym, reception, studio and office space on the first floor, and associated circulation space. In order to facilitate this offer, Phase 1 would also see the construction of space to which the plant for the pool would move, located to the north of the changing area, as well as the lift for access to first floor studio space.

Also undertaken in Phase 1 would be the shell repair and enabling works to Pool 1, its ancillary areas to the northwest, and the current plant room to the west of Pool 1. This would allow Pool 1 to act as temporary event/activity space, serving the dual purpose of keeping the space utilised and bringing in an income to help support the rest of the building.

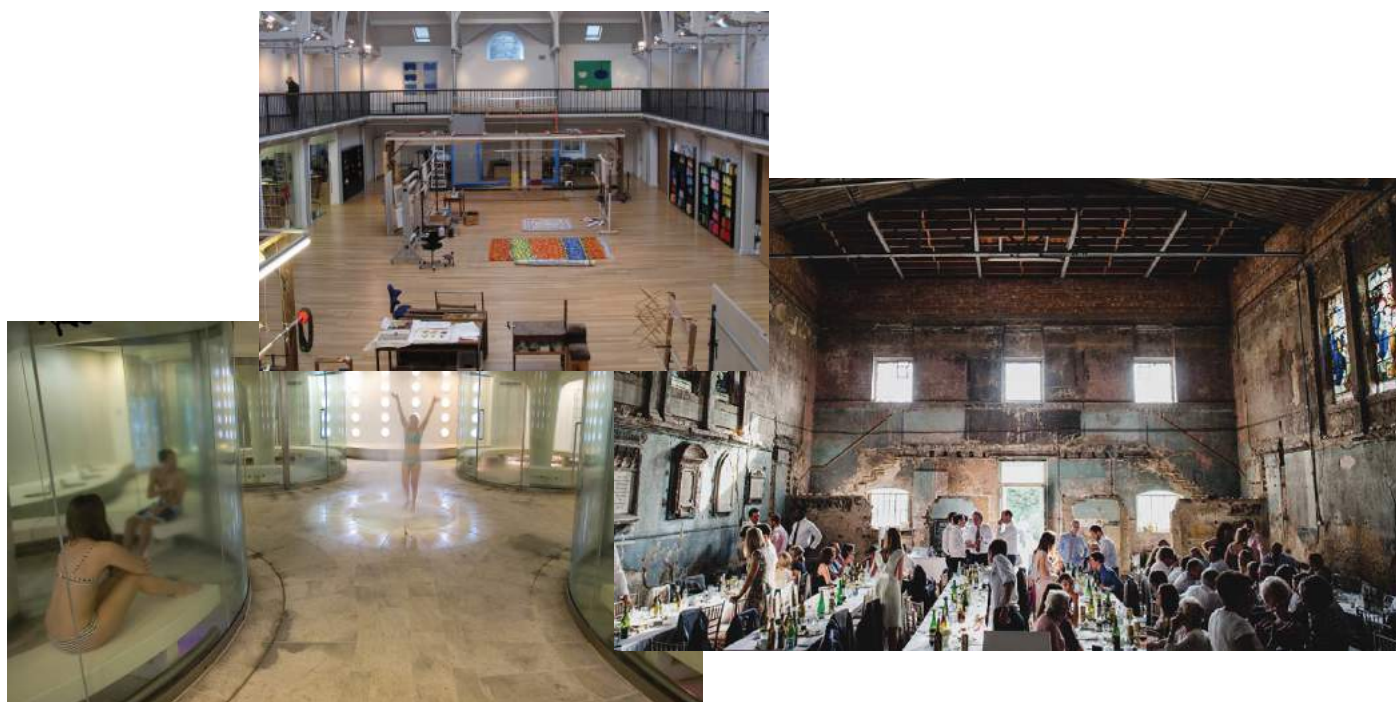
7.2.2 Phase Two

Phase 2 of Option 4 would see the conversion of Pool 1 into a bespoke event space, making the most of the room's 'wow' factor. To support this, the current plant room to the west would be converted to a bar, toilets would be placed within the ancillary space to the northwest, and a new entrance lobby constructed to the west to create a separate entrance for the events use.

Concurrently, it is proposed that work be undertaken in the library to ensure it is wind and watertight, and to prepare the space to be eventually joined with the Baths. The library could then play the role Pool 1 did during Phase 1, providing space for events and activities prior to full conversion.

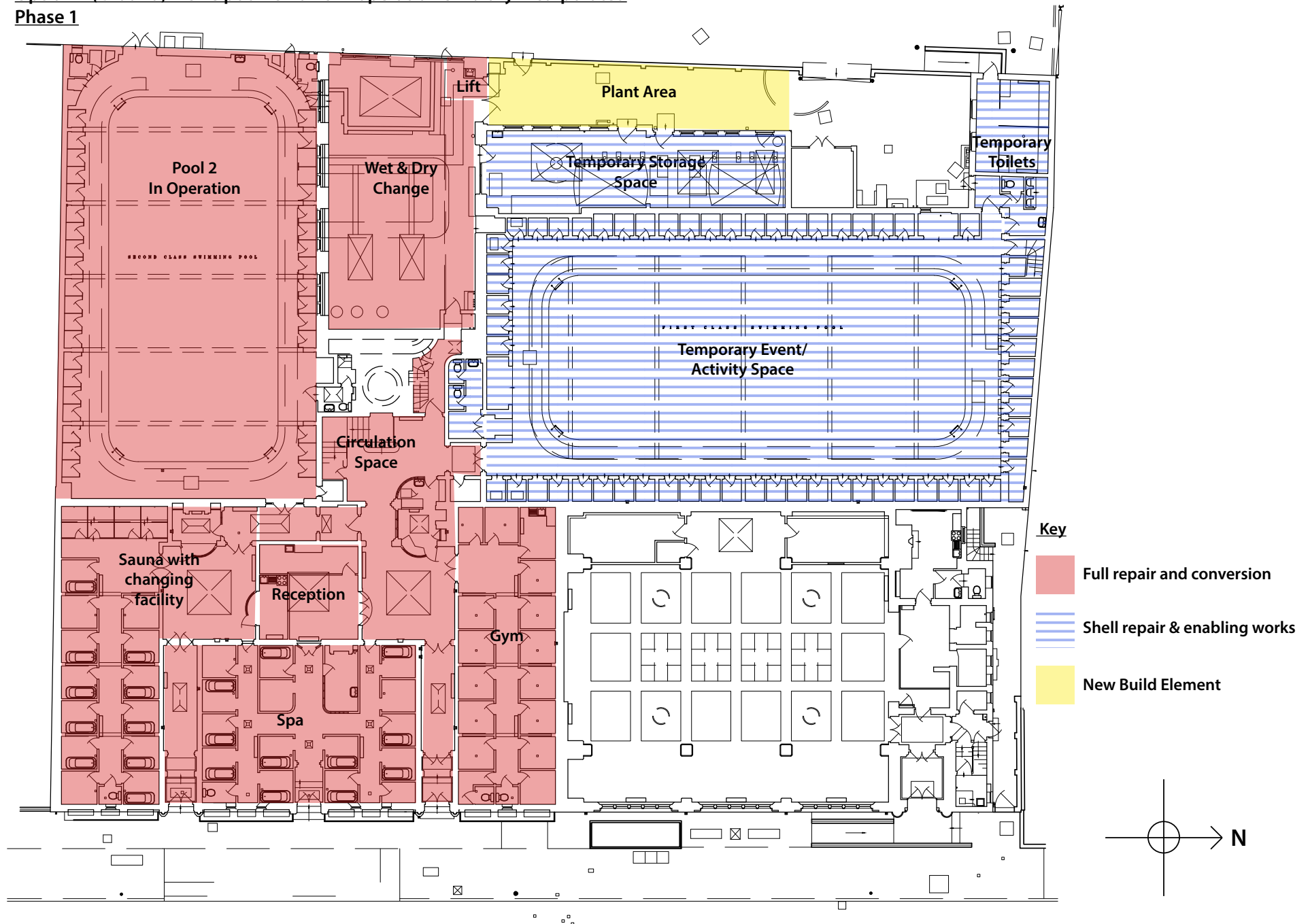
7.2.3 Phase 3

Phase 3 sees the full realisation of the Option, with the conversion of the library. Works to connect the two buildings would be optional dependent upon the final agreed use for the library; however, even if not joined physically, income generation from the library could be used to help financially support other uses in the building complex that would make a loss (e.g. swimming).

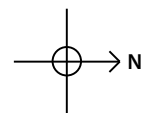


Suggested alternative uses of space from Glenn Howell Architects

Option 4 (Ground) - One pool remains in operation & library incorporated
Phase 1



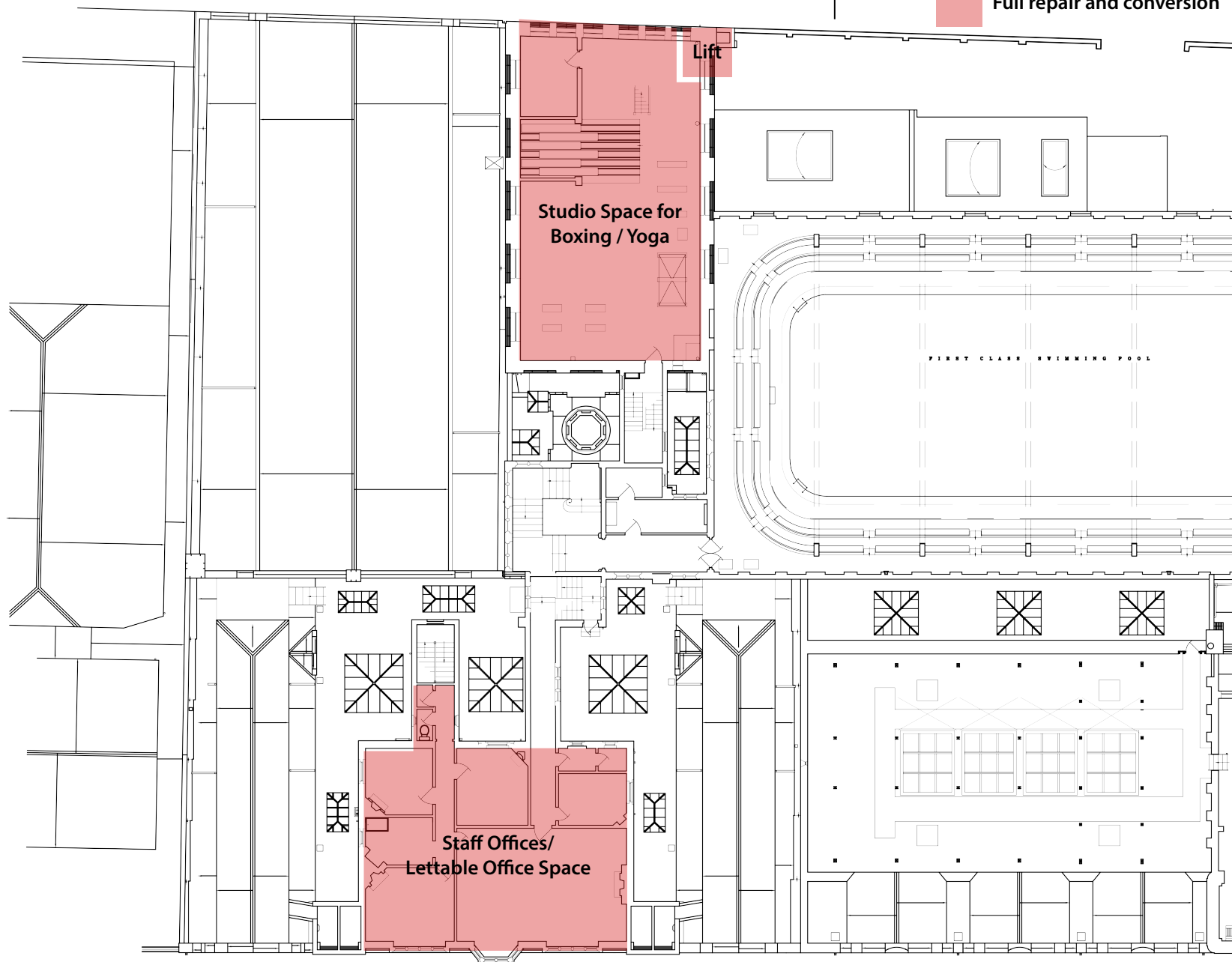
Option 4 (Upper) - One pool remains in operation & library incorporated
Phase 1



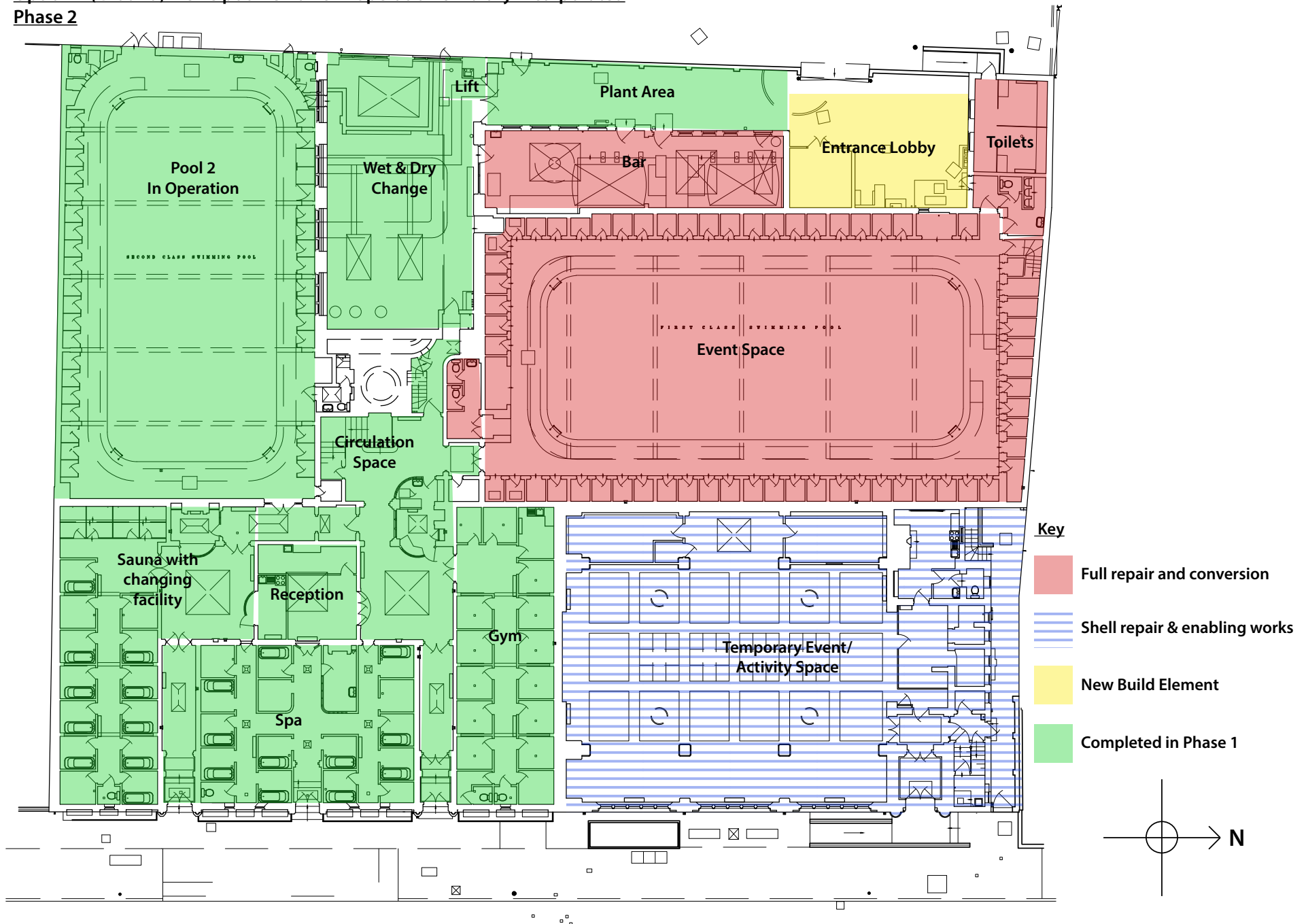
Key



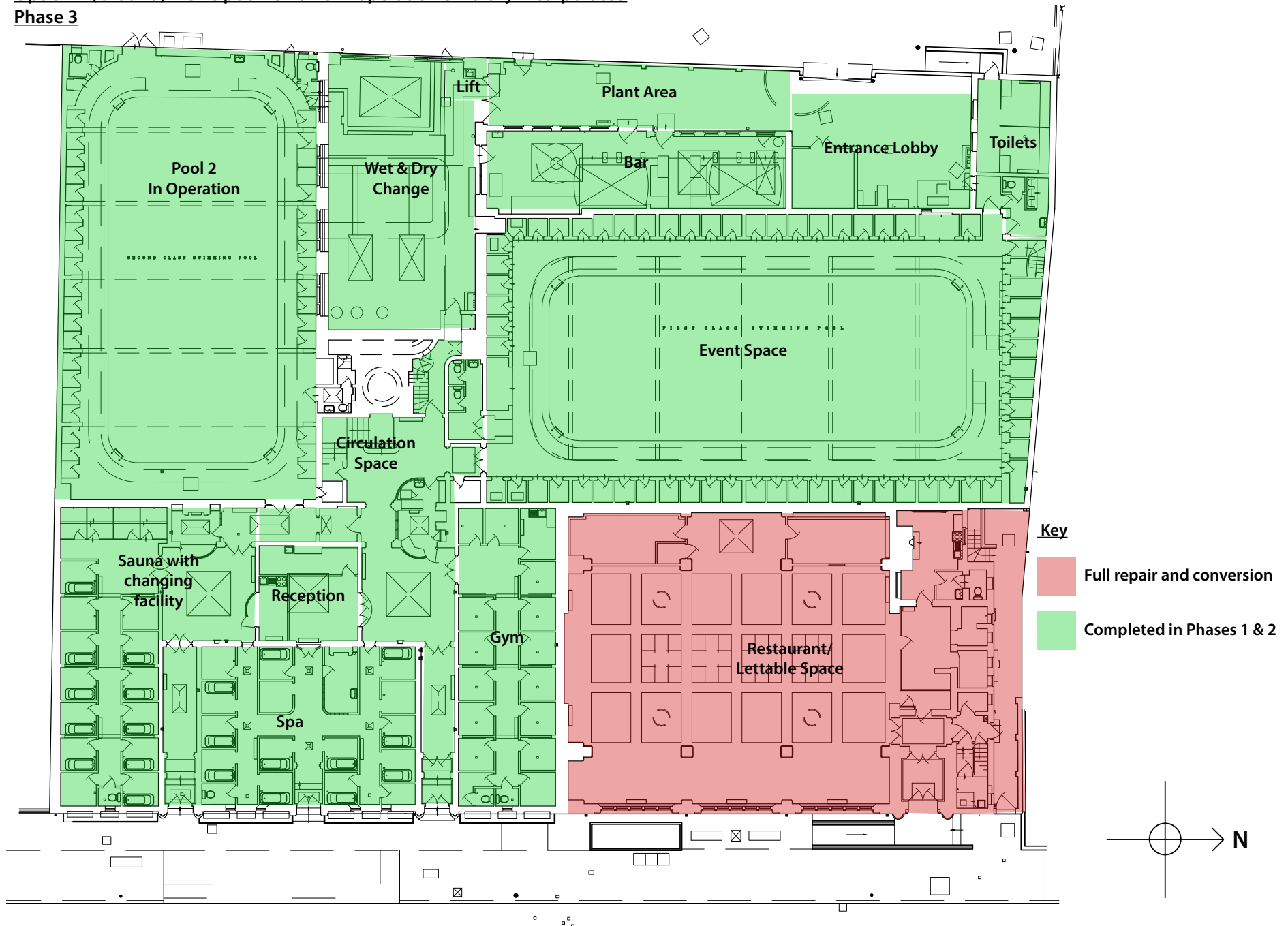
Full repair and conversion



Option 4 (Ground) - One pool remains in operation & library incorporated
Phase 2



Option 4 (Ground) - One pool remains in operation & library incorporated
Phase 3



8. Preliminary thoughts on energy options

Moseley Road Baths has mains gas (for heating the water and building), electricity (power) and water supply.

Costs for gas, electricity and water during the last three financial years vary significantly. In the case of water and gas the variation does not reflect the relatively consistent use of the building over this time. Information on energy use is limited, with no usage data provided for electricity whilst gas usage data has been estimated since October 2013 because of a fault with the meter. Below is a summary of energy costs:

Utility	2013/14	2014/15	2015/16
Gas	22k	6k	4k
Electricity	11k	8k	10k
Water	11k	13k	24k
TOTALS	44k	27k	38k

Table 2 Utility costs 2013/14 to 2015/16²³

It will be necessary to determine the building energy demands of the preferred option(s) for Moseley Road Baths more accurately to inform decisions about what energy sources and associated technology are most appropriate. However, some possible options are explored below.

Combined Heat & Power (CHP) has been considered for Moseley Road Baths (as proposed by a Utilicom study in 2008).²⁴ In a CHP there is recovery of heat produced (usually wasted) while generating electricity. Both heat and electricity from the CHP have to be used for this form of renewable technology to be effective and economic. Locations with a year round heat demand such as swimming pools and leisure centres are consequently suited to CHP.

One option would be to connect Moseley Road Baths to an existing CHP network. The former Woodcock Street Baths (now part of Aston University's Sir Doug Ellis Woodcock Sports Centre) is provided with energy via BCC's CHP scheme. However, BCC's Strategic Energy Officer considers Moseley Road Baths to be too remote from this network to be connected into it (costs for the pipework alone are estimated at an average £1-2k per metre plus installation, etc).

An alternative is to develop 'micro' or small-scale CHP. This is likely to be more financially attractive, especially if this provides for several buildings close to each other. The Utilicom study proposed linking Moseley Road Baths, the adjacent library and a nearby health centre to form a 'network', serviced by a 70kWe CHP, based on an annual heat demand in 2008 of 2,380 MWh for all three buildings. It was estimated that the proposed CHP would provide 710 MWh of heat and a proposed top up boiler would provide the balance. We understand this was based on the use of the buildings at that time (i.e. there are many areas of Moseley Road Baths for example not currently in use or heated). However, costs for installation etc were not provided in the study.

This option may still be possible but until a clearer decision on the future use of Moseley Road Baths and a much better sense of the heat and other energy demands is properly understood (this will be affected by future opening hours, number of showers, the type and scale of 'dry-side' activities etc i.e. it depends on the operating model), it is not possible to take consideration of this proposal any further.

²³ Information provided by Fazal Khan, Finance Manager, PLACE Directorate, BCC

²⁴ Utilicom (2008): Report on the potential of CHP/District Energy Schemes for Highgate/Belgrave Middleway and Moseley Road, Birmingham

Alternatively, the existing boilers could be replaced as they are reaching the end of their serviceable life. It should also be borne in mind that mains gas is relatively cheap, making alternative renewable options less financially attractive. The case study research (Section 4) indicated that gas continues to be the primary energy source for historic baths.

The existing gas boilers at Moseley Road Baths are reported to have an existing flame efficiency of 83%, whereas modern boilers can achieve efficiencies of 90-95%, so there would be energy efficiencies to be gained through a boiler replacement. Once the energy demand is known, then the return period for investing in boiler replacement can easily be calculated.

If there was a cessation in swimming for say 15 years or so whilst other 'meanwhile uses' were in place then it would be sensible to consider installing a modern gas boiler appropriately sized for the heat demand of the occupied parts of the building. CHP is unlikely to be financially viable if there is no swimming.



The existing boiler room

On a more general note, improvements in the building fabric during any building repairs/ restoration should take the opportunity to minimise heat losses (and therefore demand). This could reduce the scale of capital investment (for example if new boilers were installed) and running costs of energy.

9. Funding opportunities and investment

9.1 External grant funding opportunities and investment

The scale of capital works needed is very significant, and is unlikely to be secured from external grant funding alone. A combination of funding and investment from the public sector (ideally the owner BCC), a commercial partner, and potentially a third sector partner, together with external grant aid, may be the most realistic way to secure the capital required to regenerate Moseley Road Baths.

Appendix 6 provides an overview of the primary potential funding opportunities.²⁵ For each funding body information is provided on the outcomes promoted (the benefits the grant body wants to fund); the scale of grant available and match funding needed; the tenure requirements; and eligible legal structures

The Heritage Lottery Fund (HLF) have an excellent track of funding the regeneration historic baths in the UK and offer the greatest potential for providing substantial monies for the regeneration required, both capital and revenue. Either Heritage Grants or Heritage Enterprise may be appropriate depending on the partnership model developed. Should a commercial partner be secured, HLF's Heritage Enterprise may be the best route; otherwise a HLF Heritage Grant may be most appropriate. The scale of match-funding required for grants over £1 million (10%) should not be under-estimated however.

The BIG Lottery Reaching Communities Fund could also help towards revenue costs. Historic England grants towards the 'enabling works' needed for the building are possible, but further discussion is needed with them to explore how to overcome their general reluctance to grant monies to organisations that do not have a long-term interest in the asset. This could be a barrier to securing funding because at the moment, we advise it would be unwise for a third sector organisation to take a legal interest in Moseley Road Baths because of the huge liabilities (see Section 11 for more discussion on this issue).

For significant capital projects freehold tenure or a long lease is required by funding bodies, reflecting the findings of the case studies (Section 5). If Moseley Road Baths was leased, a term of 25 years or more is recommended.

With respect to legal structure, most of the funding bodies will accept applications from the public sector and not for profit organisations. However, the HLF's Heritage Enterprise grant is specifically targeted at the integration of commercial and community (not for profit) interests for heritage led projects. In addition, other funding opportunities such as Trusts and Foundations specifically target their grant programmes to third sector organisations.

It appears unlikely that BCC will front a major funding application, and on this basis, the development of a third sector organisation that in time has a legal interest in Moseley Road Baths and can apply for feasibility and project development funding in would appear to be sensible. However, securing match-funding from BCC for any significant grant application should be an aspiration.

Historic England (HE) may fund the enabling works needed to Moseley Road Baths through their Repair Grant for at risk buildings. However, because HE require the applicant to be either the owner (BCC may not retain the building) or a long leaseholder (it is not recommended that a third sector organisation take a lease on building until the liabilities are significantly reduced), further discussion

²⁵ It should be noted that this is not a definitive list; other smaller grants may be available. These could be explored when the final vision for Moseley Road Baths is determined. It should also be noted that the funding 'landscape' is always changing as government and other funders' agendas evolve.

is needed to explore how these requirements of HE overcome.

9.2 Crowdfunding

We have also explored a range of other potential crowd-funding opportunities.

Crowdfunding is a way of raising finance by asking a large number of people each for a small amount of money. Typically, those seeking funds will set up a profile of their project on a crowdfunding website, (a number of these are listed below). They can then use social media to raise money. There are three different types of crowdfunding: donation, debt and equity.

Donation/Reward crowdfunding

People invest simply because they believe in the cause. Rewards for donating can be offered (often called reward crowdfunding). These can include acknowledgements and regular news updates. Donors have a social or personal motivation for donating and expect intangible returns, for example feeling good about helping the project. UK Sites include:

www.banktothefuture.com

www.buzzbnk.org

www.crowdbnk.com

www.crowdfunder.co.uk

www.gambitious.com

www.justgiving.com

www.peoplefund.it

www.pleasefund.us

hubbub.net

Debt crowdfunding

Investors receive their money back with interest. Also called peer-to-peer (p2p) lending, it allows for the lending of money while bypassing traditional banks. Returns are financial, but investors also have the benefit of having contributed to the success of an idea they believe in. Sites include:

www.abundancegeneration.com

www.banktothefuture.com

www.buzzbnk.org

www.trillionfund.com

Equity crowdfunding

People invest in an opportunity in exchange for equity. Money is exchanged for a share, or a small stake in the business, project or venture. As with other types of shares, apart from community shares, if it is successful the value goes up. If not, the value goes down. Sites include:

www.angelsden.com

www.banktothefuture.com

www.crowdbnk.com

www.crowdcube.com

www.ethex.org.uk

www.gambitious.com

www.microgenius.org.uk

www.crowdmission.com

www.seedrs.com

www.sharein.com

9.3 Heritage Action Zones

Historic England (HE) is seeking historic places that have the potential to become focal points for sustainable economic development and community life, and this could be a very timely opportunity for Moseley Road Baths and perhaps the wider heritage corridor.

A Heritage Action Zone is a programme that will help to manage growth in historic places and make heritage assets more productive. It is a way of grouping projects together with a single overall vision, delivered in partnership by Historic England, the Local Authority and other relevant organisations.

To be considered for Heritage Action Zone status an area needs to be of significant historic interest, and able to contribute to the social, economic and environmental needs of a place. Potential Heritage Action Zones can be:

- Urban or rural
- A streetscape, series of buildings or multiple places
- Include both listed and unlisted sites

A Heritage Action Zone will encourage local partners to make use of Historic England resources in a creative and focussed way to enhance local places and achieve sustainable growth. The range of services and support available from HE include:

- Funding for both individual properties within the Zone or wider area-based schemes;
- Funding towards a post to coordinate and deliver the programme;
- Research into historic sites or buildings
- Help with engaging local communities
- Advice on repairing and finding new uses for a building
- Condition surveys
- Historic Area Assessments and characterisation reports
- Training in how to assess the significance of historic places
- Help with identifying places that could be listed
- Networks and contacts that may bring other key players to the table

To apply, a partnership approach is needed including the local authority. Full details can be found at:

<https://historicengland.org.uk/services-skills/heritage-action-zones/breathe-new-life-into-old-places-through-heritage-action-zones/>

The closing date for applications is the 5th September 2016.

10. Proposed feasibility study

Appendix 7 provides a comprehensive suggested contents page for a detailed feasibility study on the preferred options for Moseley Road Baths, whilst Appendix 8 gives an overview of related opportunities for securing grant funding for the study.

Key to the feasibility study would be:

- a) A comparison of the preferred options and the rationale for any discounting of options which are not explored in more detail;
- b) A market analysis, to assess the market demand for the potential uses, backed up by evidence of need; competitor analysis, and an estimate of income and expenditure;
- c) An assessment of repairs and alterations (including any extension/demolition) needed to the building;
- d) A financial analysis and viability test, including an estimate of capital costs; outline cash flow projections; cost estimates of repairs and alterations, fees, finance costs, insurance, VAT etc and the delivery vehicle's own project management costs; and description of how the project meets the requirements of the potential funders;
- e) The long term management and financial implications, including an analysis of how the project is likely to be financially viable in the long term, the future management of the building once the capital works have been completed, and how will the fabric of the building be maintained in perpetuity, and how will the costs of doing so be covered.

From experience, a budget of approximately £20,000 would be needed to undertake the breadth of study proposed. We advise that this budget is roughly divided between detailed market research (£5,000) and a quantity surveyor to cost the preferred options (£5,000), with the balance focused on other parts of the study (£10,000).

The prime funding opportunities are HLF Start Up Grants and the Architectural Heritage Fund's (AHF) Project Viability Grant, which combined could secure up to £15k. Match funding is particularly important for the AHF grant, where £5,000 will be needed to maximise the grant secured. Helpfully, both organisations have indicated that these grants could be used to match one another.

Historic England's grant programmes do not explicitly mention the funding of feasibility studies. However, the West Midlands' Historic England team have indicated a willingness to explore their funding options because of the importance of and threat to the heritage of Moseley Road Baths. This may help secure the full £20k. BCC should also be approached regarding match-funding.

It should be noted that AHF has a strong preference for applicants that are incorporated bodies, although HLF will permit applications from third parties who are incorporated (constituted) acting on behalf of a non-constituted body. Whilst the latter approach may be possible, it would be more straightforward if the applicant for the various grants suggested were an incorporated body.

11. Asset transfer and governance models

11.1 Potential Asset Transfer

Best practice case studies have suggested that asset transfer (at some stage) could be crucial to the successful regeneration of buildings like Moseley Road Baths.

Under the Localism Act 2011, if the owner of a listed 'asset of community value' wishes to sell or grant a lease they have to inform BCC in writing and delay the disposal for a minimum of six weeks to give the nominating organisation time to confirm whether they wish to make a bid. Those that nominated the asset will be notified of its proposed sale by BCC with instructions on what to do if they want to make a bid. Moseley Road Baths was added to BCC's 'list of assets of community value' in 2014 at the request of the Friends of Moseley Road Baths.

If during the six weeks a request to bid is made, then the owner cannot dispose of the asset (other than to the community interest group) until the end of a six month period. This six month period allows time for the group to raise finance, put together a full business model and make a full bid for the asset for the owner to consider.

The owner of a listed asset does not have to sell it to a community group. At the end of the six month period the owner is free to sell it to whomever they wish under normal market conditions. All of the above applies to BCC.²⁶

BCC Cabinet approved a revised Community Asset Transfer (CAT) Protocol for Birmingham in 2012 (a copy of the protocol is included in Appendix 9; full background information can be found at <http://communityassettransfer.com/cabinet-report-march-2011/>)

BCC's position on community asset transfer is that:

- It is not an automatic right but based on an individual business case where BCC have been clear which buildings are available and which are not;
- It can mean buildings and/or land;
- It is about leasehold transfer not freehold disposal. This is generally a full repairing lease (where all repairs and insurance fall to the tenant) of up to 25 years (negotiable) in length;
- Rent is not 'peppercorn' but an economic rent offset by 'Valuing Worth' (see below for definition) to bona fide 'not for profit' community organisations (i.e. not for commercial profit, but community benefit) with social goals and an 'asset lock'

In headline terms the general process followed is:

- Approval at a strategic level within BCC, following consideration of other options, for example freehold disposal;
- Promotion of the opportunity;
- Analysis to draw out any potential issues with the title deeds or property;
- Invite expressions of interest accompanied by a business plan including relevant information on capital funding required and applicant's governance arrangements;
- Interview short-listed applicants and select the preferred community partner;
- Set up a project group to manage the project through to lease completion together;
- Heads of terms offered, lease terms agreed and disposal granted.

In terms of the lease:

- Whilst a generic CAT lease has evolved, in practise every one is tweaked to fit the particular circumstances;
- 'Completed Valuing Worth' written into the Lease; and,

26 Karen Cheney, District Head – Selly Oak & Hall Green District, Neighbourhood and Communities Division, BCC

- Heritage assets would not be treated differently except that the repair and alterations clauses will emphasise the need for special care in managing such a facility commensurate with its listed status and the appended obligations may well include reference to how the applicant will maintain the property in question.

‘Valuing Worth’ methodology:

- Developed by BCC as bespoke toolkit to measure the social value of third sector organisations and the impact of asset transfer;
- Developed with third sector partners, was piloted in 2010/11 and is now used in all CATs;
- Social Value Tool – values activities of the third sector organisation which previously were either not valued or undervalued;
- Offsets economic rent;
- Is a qualitative process.

By 2015, BCC had completed 13 CAT’s and 9 were in process. Council officers have highlighted Bells Farm, Norton Hall and Highcroft as good examples of historic buildings transferred through this process, as well as Castle Vale swimming pool.

We would also advise any third sector organisation considering taking a legal interest in the asset that completing the asset transfer process is time-consuming and costs money. We would also advise them:

- To ensure the organisation is fit for purpose to follow through the process of negotiating with the owner, acquisition, future management and regeneration, building its skills base and capacity as necessary;
- To undertake a full assessment of all the risks to the organisation and the asset to ensure that they are fully understood, assigned ownership, mitigated or averted and resolved for each stage of the project;
- To understand the skills required in both developing and managing the asset and how they are to be acquired and applied;
- To have a realistic financial strategy in place for the capital development that is based on a suitable ‘cocktail’ of funding sources appropriate to the project timescales involved
- To ensure that the project is viable in the longer term, by being realistic about the potential to generate income, future operational and repair costs, and allowing for changing circumstances
- To seek independent legal advice

Fuller advice on the transfer of local authority heritage assets is provided by Historic England at:

<https://historicengland.org.uk/advice/caring-for-heritage/take-ownership/>

<https://historicengland.org.uk/images-books/publications/pillars-of-the-community/>

11.2 Alternatives to community asset transfer

Discussions with the Head of Asset Management and Assistant Director of Sport, Events and Parks at BCC indicate that if a community asset transfer is not possible:

- The building is most likely to be disposed of via a freehold sale or possibly a lease, informed by Council policies and political steer;
- BCC would engage with its planning and conservation teams to inform a ‘development brief’ for what future uses etc. would be acceptable. From BCC’s perspective, options that would not allow a return of swimming would also be considered;
- A tender process rather than an auction (the ‘standard’ approach) would be preferably employed in recognition of the heritage and community importance of the building. This could

include an 'expression of interest' phase to short-list suitably experienced interested parties i.e. those most able to indicate the potential to put forward compatible end uses that are sustainable in the long-term;

- In determining a decision, BCC would balance commercial perspectives with conservation interests;
- The tender process might take around 18 months to complete. However, the applicant would also need to factor in securing planning permission and listed building consent to gain the authority to implement their proposals.

Historic England have indicated that they would wish to be involved in informing the development brief if this disposal route was pursued.

Our investigations suggest that if Moseley Road Baths is put out to the market rather than transferred via a CAT:

- The greater the security of tenure offered the better, as this gives interested parties more reason to invest significant capital;
- The greater the 'freedom of movement' regarding future uses within the 'development framework' the more opportunity there is for interested parties to potentially develop a viable way forward;
- Advocacy by BCC would be helpful for whatever regeneration package is finally determined;
- Ideally, the provision of a capital contribution from BCC because of the scale of the 'conservation deficit', especially if the regeneration package clearly and significantly addressed identified community needs

11.3 Implications for Moseley Road Baths

At present it would not be prudent to legally transfer Moseley Road Baths to a third sector organisation unless very significant repairs had been undertaken and/or significant capital was legally committed from BCC or other bodies toward the buildings' regeneration and a viable business case for the building's regeneration and future operation was in place – the scale of the liability is simply too significant to make CAT a viable option.

Should BCC go down an open market disposal process, the tender process should be complemented by a 'development brief'. This should be informed by conservation and planning expertise (for example, BCC and Historic England) so that future regeneration of the building is as compatible as possible with the heritage significance of the asset.

11.4 Legal structure and governance

Bearing in mind the strategic outcomes (Section 4), the lessons learnt from other projects nationally (Section 5), the funding analysis (Section 9), funding opportunities for the proposed feasibility study (Section 10) and the preceding sub-section on asset transfer, the 'best fit' for a legal structure should the asset be transferred is probably a charitable company i.e. a charitable trust that is also a company limited by guarantee. The pros and cons for this structure are set out below:

Pros	Cons
<ul style="list-style-type: none"> • Has charitable status and articles of association • As an incorporated body, it can own and lease assets and creates a legal 'person' that can enter contracts • Can trade • Tax relief • Can state it's a charity for fund-raising purposes, and is able to apply for eligible grant aid • Surplus profits must be invested in the charity • Assets are locked for the benefit of the community • Only the charity is liable for its debts and the people behind it are in most circumstances fully protected by limited liability 	<ul style="list-style-type: none"> • Can't undertake any activity that doesn't have a charitable purpose • Two types of regulation (Charity Commission and Companies House) • No equity investment

Table 3 – The pros and cons of a charitable company

Fuller details on the pros and cons of various legal structures can be found in Appendix 10.

However, it should be noted that legal structure is best informed by the proposed future uses of the building and the functions the governing body will need to deliver (i.e. form follows function). Should a legal body be constituted in the meantime (for example, to help access grant support for further feasibility work or raise monies towards the buildings conservation), the structure chosen may need to be 'evolved' as appropriate, depending on the nature of the preferred final option.

12. Conclusions and next steps

12.1 Conclusions

Taking the options appraisal and associated research into consideration, our overall conclusions and recommendations are as follows:

The building and its condition

- The building is in a very poor condition, particularly the external fabric. The scope of this commission does not allow for providing cost estimates of the options for future use. However, from the previous work commissioned by BCC, the cost of fully regenerating Moseley Road Baths could be in the region of £25-30 million;
- Regeneration of the building will most likely be phased because of the scale of capital required. Full regeneration of Moseley Road Baths could take 10 years or more to complete;
- BCC should be strongly encouraged to introduce a proper cyclical maintenance regime for the building as soon as possible. This would help to minimise further deterioration. Where appropriate Historic England should be consulted on any repairs proposed because the building is Grade II* listed;
- In 2012, £200k of enabling/investigative work was recommended but has not been undertaken. This work should be completed so that there is full understanding of the cost of repairing and conserving the building. The potential additional capital cost is likely to be significant and will have a great influence on the proposed repairs and the intervention needed to rectify any defects;
- Making the building wind and water tight is a priority. This would prevent further deterioration in the structure, make the building more attractive to potential investors, and create a better foundation for the introduction of 'meanwhile' uses and other activity where appropriate.

Preferred options for the future use of Moseley Road Baths

- It is recommended that the preferred options for further exploration in the proposed feasibility study are Option 3 (where a range of meanwhile uses are introduced and there is a temporary cessation in swimming) and Option 4 (where one pool remains in operation and additional space incorporated. This could include unused or under-used library space;
- A range of regeneration and development initiatives are in play within the immediate vicinity of Moseley Road Baths including those at the former School of Art, the Old Print Works, and Clifton Road mosque. It is important that MRBAG maintains and builds good links and liaison with these initiatives to help inform the regeneration of Moseley Road Baths. There may also be opportunity in time to develop 'shared services' with some of these initiatives such as front of house staff, volunteer recruitment and management, marketing, events booking, car parking, etc;
- Moseley Road Baths is a unique building. Regeneration should aspire play to this really strong 'spirit of place', developing a destination that is different to anywhere else in Birmingham and that appeals not just to the local community but the whole City and beyond. This approach would also bring the considerable benefits of increasing the audience and the income generating potential of the asset;
- The case study research indicated that in some situations it is possible to develop an operating model where a strong volunteer component drives delivery of the swimming offer, in combination with a much smaller number of paid staff than under previous local authority management. Further discussion with others that have done this (for example Castle Vale),

together with research into how this type of operating model might work for Moseley Road Baths is a priority. This should include an assessment of the potential to recruit and support volunteers to deliver this model.

Energy options

- Once the preferred options for the future use of Moseley Road Baths have been properly explored through the proposed feasibility study, it will be much more straightforward to determine how best to heat and power the building. If swimming does continue (or there is only a temporary cessation) then small-scale CHP could have great potential, especially if the CHP provides for a network involving other nearby buildings. If not, then mains energy sources (gas and electricity) may be the most financially sustainable.

Funding opportunities and investment

- The scale of capital works needed is very significant, and is unlikely to be secured from external grant funding alone. A combination of funding and investment from the public sector (ideally the owner BCC), a commercial partner, and potentially a third sector partner, together with external grant aid, may be the most realistic way to secure the scale of investment required;
- In terms of external grant aid, the Heritage Lottery Fund offers the greatest potential to provide substantial funding for the regeneration required. If a commercial partner were secured, HLF's Heritage Enterprise may be the best route; otherwise a HLF Heritage Grant may be most appropriate. The scale of match-funding required for any significant funding bid should not be under-estimated. Securing match-funding from BCC whilst ever they own the baths should be an aspiration;
- Historic England (HE) may fund the enabling works needed. However, further discussion is needed to explore how the tenure requirements of HE grant programmes could be overcome;
- HE's Heritage Action Zone programme appears to offer an opportunity to access financial and other support for the regeneration of Moseley Road Baths, potentially in conjunction with other initiatives along the Moseley Road heritage corridor. Early discussion with HE on this opportunity is strongly advised;
- MRBAG should continue to build links and explore opportunities with national and regional leisure providers with a track record of major involvement in the regeneration of historic baths and lidos' such as Fusion Lifestyle and GLL;
- HS2 will help drive investment in Birmingham, especially the city centre, and the wider region. MRBAG should work to maximise the potential associated benefits for Moseley Road Baths and surrounding area.

Proposed feasibility study

- A comprehensive contents page for a detailed feasibility study of the preferred options is included in the Appendices. It is suggested that a budget of around £20,000 would be required to deliver this to a good standard. Key to this study will be in-depth market research for the proposed uses and assessment of financial viability;
- A HLF Start Up grant and AHF Project Viability Grant could substantially help towards funding the study (providing up to £15k), but further monies should be sought from Historic England and BCC to secure sufficient resources. To maximise the chances of success, the applicant should ideally be a constituted body.

Asset transfer and governance models

- At present it would not be prudent to legally transfer Moseley Road Baths to a third sector organisation unless very significant repairs had been undertaken and/or significant capital

was legally committed from BCC or other bodies toward the buildings' regeneration and a viable business case for the building's regeneration and future operation was in place;

- Should an asset transfer take place to a third sector organisation a lease of at least 25 years would maximise opportunities for securing external grant support, and the interest of a commercial partner where appropriate;
- Should BCC go down an open market disposal process, the tender process should be complemented by a 'development brief'. This should be informed by conservation and planning expertise so that future regeneration of the building is as compatible as possible with the heritage significance of the asset;
- Should the asset be transferred to a third sector organisation, the most suitable legal structure is probably a charitable company (a charitable trust that is also a company limited by guarantee). However, the legal structure is best informed by the proposed future uses of the building and the functions the governing body will need to deliver (i.e. form follows function). Should a legal body be constituted in the meantime, the structure chosen may need to be 'evolved' as appropriate, depending on the nature of the preferred final option;
- The creation of a legally constituted third sector organisation is recommended to champion the future of Moseley Road Baths and represents the various 'communities' of interest', but not to take on tenure. Delivery of this commission has drawn out a number of key individuals who could really add value to the proposed organisation as Board members or advisors;
- The new organisation could evolve from MRBAG or the Friends of Moseley Road Baths and could initially provide a vehicle to secure grant aid for the proposed feasibility study and other project development work. It is suggested that the remit of this organisation includes greater emphasis on the conservation and protection of the heritage of the building;
- *If* a viable business case could be developed for an operating model involving a reduced number of paid staff and a high proportion of skilled volunteers with a strong background in swimming provision, it *may* be possible to continue swimming once the new Sparkhill leisure facilities open as part of a transitional model whilst longer term regeneration proposals are developed. Analysis of the potential to reduce running costs, for example by re-negotiating energy contracts, and putting in place a new charitable organisation with its own salary structure should be undertaken as part of any business planning. Ideally, some level of continuing subsidy from BCC would be beneficial – for example, to cover the costs of building/plant maintenance. The advantages of continuing swimming include maintaining both the customer base and associated community interest in the interim. At the same time, this approach would avoid the costs of re-commissioning Pool 2 and associated services, and for BCC could be more cost effective than moth-balling the building. It would also demonstrate local authority commitment to giving MRBAG further time to fully explore the emerging options for a sustainable future for Moseley Road Bath. If continuity of swimming was shown to be viable via thorough business planning, the associated organisation could consider a 'licence to operate' model on a tenancy at will basis with BCC rather than asset transfer (for the reasons set out above). At the same time, the range of significant challenges facing the building and the reality of operating a swimming offer under such a model and the other circumstances should not be under-estimated.

12.2 Next Steps

In the short-term, the following key next steps are advised:

- To develop a robust relationship with BCC at a senior level to secure committed and pro-active buy-in to the future of Moseley Road Baths. Making this happen may require strong advocacy from key stakeholders such as Historic England;
- To work in partnership with Historic England to challenge BCC to put in place an appropriate

cyclical maintenance regime for the building;

- To create a constituted third sector organisation to champion Moseley Road Baths and secure grant aid for the feasibility study and lead other project development work;
- To undertake or commission more detailed research into the potential for developing an operating model for the current swimming offer that would involve a strong and skilled volunteer component. It may be possible to attract grant aid towards this work, but further research into this is needed;
- To seek funding and commission a detailed feasibility study to test the viability of the preferred options;
- Early discussion with Historic England on the potential to create a Heritage Action Zone for the Moseley Road heritage corridor;
- To maintain and build the high profile of Moseley Road Baths to the local community and key stakeholders, particularly decision makers like BCC

APPENDICES

Appendix 1 - Statement of Significance

The following is an excerpt from the Statement of Significance prepared by Rodney Melville and Partners in 2012.

3.0 ASSESSMENT OF SIGNIFICANCE

3.1 Introduction: Significance and Values

The National Planning Policy Framework (NPPF) defines significance as ‘the value of a heritage asset to this and future generations because of its heritage interest. That interest may be archaeological, architectural, artistic or historic. Understanding the values that contribute to that significance, and how they relate to the fabric of the place, is vital to understanding the best means of conservation of the heritage asset.

Architectural and artistic interest

These are interests in the design and general aesthetics of a place. They can arise from conscious design or fortuitously from the way the heritage asset has evolved. More specifically, architectural interest is an interest in the art or science of the design, construction, craftsmanship and decoration of buildings and structures of all types. Artistic interest is an interest in other human creative skills, like sculpture.

Historic interest

An interest in past lives and events (including pre-historic). Heritage assets can illustrate or be associated with them. Heritage assets with historic interest not only provide a material record of our nation’s history, but can also provide an emotional meaning for communities derived from their collective experience of a place and can symbolise wider values such as faith and cultural identity.

Natural heritage values are often associated with historic buildings and places. If so, they can be considered in a similar way, alongside cultural heritage values, integrated into the overall assessment of significance, and the management strategies that flow from it.

3.2 Grading

The following grading system has been adopted to enable the relative weight of the values contributing to the significance of the place and its setting to be compared:

A: Exceptional significance

Elements whose values are both unique to the place and relevant to our perception and understanding of architectural and social history in a national and international context. These are the qualities that, for buildings, warrant listing in Grade I and II*.

B: Considerable significance

Elements whose values contribute to the place’s status as a nationally important place. These are the qualities that justify statutory protection at national level.

C: Some significance

Elements whose values make a positive contribution to the way the place is understood and perceived, primarily in a local context.

D: *Little significance*

Elements whose values contribute to the way the place is perceived in a very limited but positive way.

N: *Neutral significance*

Elements which neither add to nor detract from the significance of the place.

INT: *Intrusive*

Elements of no historic interest or aesthetic or architectural merit that detract from the appearance of the place, or mask the understanding of significant elements.

3.3 Designation

The Balsall Heath Library and Public Baths, Moseley Road, Birmingham were added to the Secretary of State's list of buildings of special architectural or historic interest on 8 June 1982 at Grade II. In 2004 it was upgraded to Grade II*. Such structures fall within the top 8% of the nation's stock of historic buildings and can be defined as being particularly important and of more than special interest. Listed buildings account for about 2% of English building stock. In March 2010, there were approximately 374,000 list entries of which 92% were Grade II, 5.5% were Grade II*, and 2.5% were Grade I. The Moseley Road building is one of only five Grade II* listed public baths in England.

LIST DESCRIPTION

The list description for the Moseley Road Baths is as follows:

BALSALL HEATH LIBRARY AND PUBLIC BATHS, MOSELEY ROAD, B12
Date listed: 8 July 1982, amended 12 May 2004

Grade II*

The Free Library opened in 1895, designed by Jethro A. Cossins and Peacock. The Baths were added to the south and opened in 1907 by William Hale and Son, Architect, with Job Cox as Superintendant Engineer and W. & J. Webb as the builders. Red brick with terracotta dressings and slate roof. (*Section on Library excluded.*) The BATHS EXTERIOR follows the same idiom as the library in colour, but with more lavish terracotta decoration to the symmetrical facade, and more conventionally Flemish-Jacobean detail. Three bay centre with oriel below aediculed gable. Ogee heads to lights of mullioned windows. The doorways emphasised by octagonal flanking towers, with oculi and terracotta cupolas. The central doorway has its swept-scolled pediment surmounted by a large polychrome statuary presentation of the City Arms and on the door lintel is carved WOMEN'S BATHS. The doors at either side are similarly inscribed MEN'S BATHS/FIRST CLASS [right] and MEN'S BATHS/SECOND CLASS [left]. To the rear north side of the baths rises a tall cylindrical chimney stack with deep arcaded neck beneath the crown. BATHS INTERIOR: The slipper baths are to the road front of the building with the swimming pools behind. Entrance to the Ladies' baths is through the central door and lobby. There are 14 cubicles, the majority of which contain their original slipper bath, 2 lavatories and a cubicle for the attendant with fireplace. There is a pay desk with a segmentally bowed hardwood front and panels of stained glass. The first and second class baths lie to either side of the ladies' baths and are approached by corridors which both lead to a top-lit lobby with 2 segment-fronted cash desks to receive money for swimming or bathing. There are 10 First class baths and 13 [originally 18] second class baths. Both sets of men's baths have many of their original bathtubs and hardwood doors with original furniture to the cubicles. The ceilings have decorated basket-arched steel beams to the roofs above which are clerestories. Throughout the slipper baths there is an abundance of tessellated flooring with decorative borders, tiled walls and stained glass quarries to the windows with the original bell pulls and bell indicator boards surviving. The swimming pools are aligned N-S [1st class] and E-W [2nd class]. The first class pool has tiled changing cubicles lining the sides, above which are balconies with bowed iron fronts. The north end has an arcade at balcony level. There are decorated steel basket arches to the roof, below the clerestory and

the pool retains its original glazed brick bottom and sides. The second class bath is plainer but has tiled walls, decorated arches, clerestory and glazed bricks to the pool bottom. The boiler and pump rooms have round-arched windows and tiled walls. The first floor is approached by an open well staircase with mahogany hand rail and wrought iron balustrade, the staircase hall having tiled walls, stained glass panels to the windows and a panelled wood ceiling. The boardroom has a decorative truss to the ceiling and bay window. Adjacent to this is the boilerman's flat. The laundry room has lost its sinks but retains its drying racks and above this the header tank remains in the roof. A commanding group of public buildings in the street picture and epitomising the civic pride of the period with a lavish, complete interior. Source: J. Moth, *The City of Birmingham Baths Department 1851-1951*, 1951

3.4 Reasons

3.4.1 Reasons for Designation

The Secretary of State's list description is mostly descriptive and makes little mention of the specific reasons for designation. The final sentence, however, reads as follows:

A commanding group of public buildings in the street picture and epitomising the civic pride of the period with a lavish, complete interior.

Based on this, the following principal reasons can be explored:

3.4.2 Architectural and Artistic Interest

Rarity

Local context: the baths at Moseley Road survive as the most complete pre-World War I baths in Birmingham and are the only baths listed at Grade II* in the city.

National context: no other baths building in the United Kingdom retains its primary layout in such undisturbed form as at Moseley Road. An extract from the Conservation Plan (2007) highlights the quality and importance:

'In the context of the nation's best remaining Baths and Wash Houses, Moseley Road Baths, an example of above average build quality, stands out on account of its having retained so much of its Primary Form and Fabric... in no other Baths and Wash Houses in the country can such unadulterated survival of the primary arrangement be seen'.

In response to the Public Baths and Wash House Act, there were 600 swimming baths across the country by 1911, with over 10 being built in Birmingham alone. However, the degree of survival of this building type is low, particularly those surviving in anything like their original form, with the majority having been altered to accommodate new needs.

The Moseley Road Baths are of great significance nationally, as the only Grade II* baths that predate 1914 and remain in use. The recent temporary closure therefore not only puts the building at further risk of long term decline, but also reduces an element of its significance, as one of the few highly important baths in the country still in use.

Completeness

An important aspect of the rarity of Moseley Road Baths is the degree of survival of the original fabric and plan form. Alterations have been so few that the significance of the primary phase of building is still clearly legible. The most significant elements have been identified as:

- The survival of the entire complement of slipper baths. No other baths in the country has even a small collection of slipper baths; in some places, a single bath has been retained *in situ* as a museum piece. Parts of the Moseley Road examples remained in use until 2004;
- The surviving layout is remarkably intact and is characterised by the segregation of both gender and class. This is evident through the survival of the first- and second-class pools, separate entrances and ticket booths, and separate circulation routes. The survival of much original architectural detailing, decoration, fixtures and fittings – changing cubicles, tiles, floor surfaces, benches, slipper baths, mirrors, coloured glass and signage – is remarkable. And the use of architectural detailing and features to define the hierarchy of segregated areas is of great importance in understanding contemporary social attitudes.

Dr Ian Gordon & Simon Inglis in the recently published, authoritative work *Great Lengths* (2009) conclude that 'In terms of conservation, clearly Moseley Road is rich in assets. Its slipper baths, attendants' offices, its ticket office, drying racks, water tank and first class pool are all rare surviving features of a way of life that was once common to millions of British people.'

The relatively unaltered state of the building is the primary reason for the designation at Grade II*, which recognises it as more than special interest. The most significant individual elements have been identified (2007 Conservation Plan) as the ticket booth, the slipper baths, the first class pool and changing cubicles, the drying horses, the water tank, the filters and the original fixtures, fittings and signage. These will be discussed in further detail in the Gazetteer.

Some previous alterations, however, have detracted from the significance of the Baths, such as the addition of poolside extractor fans. Equally, the loss of original features has reduced the completeness of the Baths, for example removal of the cubicles in the second-class pool, the refenestration of the gable end windows and removal of the north side of the ticket office and its associated internal stair. But the rate of attrition has been far lower than at the majority of similar examples and therefore the Moseley Road Baths remain one of the most complete public baths interiors in the country.

Architect

The Moseley Road Baths are the most important example of the work of a local architect, William Hale, and the only example of his work to be listed as a building of special architectural or historic interest.

Hale was born in Oxford on 21 April 1835 and was articled to Henry Jones Underwood in 1849, transferring to the office of John Billing when Underwood died in 1852. He studied at the Royal Academy Schools and remained with Billing as junior and later chief clerk. He joined Edward Holmes as chief clerk in 1858 and remained there until he commenced practice on his own account in Birmingham in 1870. He became President of the Birmingham Architectural Association and died on 22 September 1910.

Another example of his work is the Moseley and Balsall Heath Institute (1876), adding group value to this collection of key public buildings in the vicinity. He was also the architect for the Albion Public House, Edmund Street (1880) and the Big Bull's Head, Digbeth (1885), all in Birmingham. Hale and Son were responsible for the restoration of the Old Grammar School in King's Norton as well as additions to that Parish's Church. They also designed several large engineering works and offices in central Birmingham, the Church of the Ascension, Stirchley. In January 1898 his office was at 83 Colmore Row.

There are no accounts of Hale or his work in any of the standard architectural histories or biographies of the Victorian and Edwardian period and the only references to him in the main

reference work *Birmingham's Victorian and Edwardian Architects* is as the father of the architect Alfred Hale (born 1863). Another son, Edward, was also an architect and it is probably he who was the 'son' referred to in the list description – 'William Hale and Son', Architect.

Hale therefore can only be seen as an architect of limited local interest.

Job Cox, the Superintendant Engineer of the Birmingham Baths' department, oversaw the engineering works.

Design

Described at the time as being of 'Free Gothic Renaissance character', the Flemish and Jacobean styles used offer insight into the aspirations of the city towards renaissance styles but the building is not innovative; overall, the design lacks imagination and fine detailing. The use of terracotta also links the Baths to other late Victorian civic buildings and is a good quality example of materials commonly used throughout the city, typifying Birmingham's adherence to the 'Civic Gospel'. The most impressive elements are the flanking, octagonal towers on square bases and the well-detailed, 110 feet high chimney.

The construction was executed to a high standard, and the craftsmanship adds to the architectural significance. The terracotta was supplied by Jabez Thompson & Co. of Northwich. The Conservation Plan notes that:

'Balsall Heath's Baths were built at a time when the nation's most elaborate baths and wash houses were constructed. Having two swimming pools and forty six slipper baths, the Moseley Road Baths were bigger than most. The design of the building's street front exterior was uncommonly elaborate – indeed it would be difficult to find a more architecturally expressive example in the country. Inside, the First Class Pool, with its spectator gallery and brick built changing cubicles, was also built to an uncommonly lavish standard'.

3.4.3 Historic Interest

Civic Pride

Associative value

The Baths have associative value as part of the collective identity of the communities interacting with them today. The historic interest of the Moseley Road Baths lies primarily in its value as a physical record of the annexation of Balsall Heath into Birmingham in 1891. The building remains an important testament to the promise of the City to provide facilities for the local community. The feeling of civic pride is displayed by decoration with the City's arms displayed prominently displayed on the front elevation, over the entrance to the women's slipper baths, and inside the building. The arms were sculpted by Benjamin Creswick, of the Birmingham School of Art, who had been a knife grinder in Sheffield, but became a member of the Sanctuary Guild, one of the foremost societies of the Arts and Crafts movement.

Illustrative value

The Moseley Road Baths have illustrative value as they aid interpretation and provide insight into past communities and activities. The value is increased by the fact that the Baths represent a rare example of a particular building type, with a very high level of survival, internally and externally. This provides an important tangible record of the design and use of this building type and offers a clear and direct insight into social history, urban development, health, cleanliness and attitudes towards class and gender.

3.4.4 Other Aspects of Significance

Group value

Unusually, the Moseley Road Baths and attached Library share a single listing (despite being built 11 years apart and by different architects) which might indicate their collective significance, both in terms of use and appearance. The combining of public baths and libraries in Britain began after the 1846 Act: examples are at Wednesbury in 1878, Green Lane, Small Heath (opened in 1902) and elsewhere at Dewsbury, Duke Street (Sheffield), York Road (Leeds) and East Hull. In all these cases, however, one or both of the original functions has ceased.

The group of municipal buildings on Moseley Road (the public baths, the free library and the former School of Art) represent important local examples of civic pride and Birmingham's adherence to the 'Civic Gospel'. They tell us much about the aspirations of Birmingham as a municipality at the turn of the 20th century, providing for the population's needs in terms of health, religion, education and art. The School of Art for example highlights the close ties between the arts and local crafts or industries in the area as many of the pupils went on to be employed in the adjacent Butcher's factory.

All three buildings are listed at Grade II* and are thus an important group of structures of exceptional interest. These examples of late Victorian and Edwardian architecture are central to the identity of the Balsall Heath area and add considerably to the urban texture of the city. This core group is also enhanced by the nearby School, the former Butcher's factory and the Chapel and the slightly further away Moseley and Balsall Heath Institute.

Communal value

Communal value is derived from the meaning of a place for those who draw part of their identity from it, or have emotional links to it. Social value is also drawn from this, as people put value on places they perceive as a source of identity, distinctiveness and social interaction. Within the urban landscape in Balsall Heath, the Baths are prominent, even for those who do not have a direct relationship with, or consciously ascribe formal historical values to the Baths. The public baths and library were built expressly for the local community, as part of the process of the expansion of the municipality of Birmingham; there remains a strong sense of public ownership and a positive collective memory.

The recent closure of the Baths has already been identified as damaging to the significance of the building as its continual use is part of its significance. Closure would also result in an adverse impact on communal value, as the sense of ownership will be lost. The re-opening of the Baths in its original or a sensitive new use will allow this significance to be preserved.

Setting

Setting is defined as the surroundings in which a place is experienced. The distinctive unified façade of the Baths and Library makes a strong positive contribution to the appeal of the surrounding streetscape. They are local landmarks that greatly enliven the streetscape and can be described as a 'commanding group of public buildings'. The buildings are the focus of, and, it could be argued, even define, the place. The Conservation Plan recognises that there are few baths in the country with a more striking streetscape presence than that on Moseley Road.

For those that do not use the Baths, their main form of contact is by visual impact of the external elevations within their urban environment. These elevations therefore are highly significant and

make a positive contribution to the character of the area.

Significance has been eroded by a degree of inappropriate development nearby. Repair and renewal of the outward facing aspects of the building would help to reinforce its heritage values and enhance its significance.

3.5 Conclusion

The Victoria Baths in Manchester and the Moseley Road Baths in Birmingham are widely recognised as the two best examples of public baths in the country, both listed at Grade II*. While the Victoria Baths cannot be matched for its lavish architecture, the Moseley Road example, constructed at half the cost, has been identified as being significant for its:

- completeness and rarity
- historic interest and document of attitudes towards class and gender in the early 20th century
- role in expressing civic pride
- continued original use (the Victoria Baths closed in 1993)
- positive value to the surrounding urban environment

The public baths have a strong historic and cultural significance at both local and national levels, relating to architectural interest, historic interest, group value, communal value and setting.

Any proposed new uses should seek to take into account the high level of survival relating to layout and detailing, which has been recognised as being of national importance. New uses should also take into account the strong sense of ownership and social value placed on the Baths by the surrounding communities that interact with the buildings, either directly or indirectly.

Retention of all primary fabric of high significance is essential and the re-instatement of important features – most especially the original ticket office arrangement – is most desirable. The most important concern, however, is that the building is mostly out of use, and deteriorating. The baths were included in the English Heritage *Heritage at Risk Register* in 2005 and it is the only building to have featured in the Victorian Society's *Top Ten List of Endangered Buildings* in three successive years from 2007 to 2009. The most important priorities therefore are to repair the building and bring it back into full use.

Appendix 2 - Collated summary of previous information

This appendix provides a summary of previous information relating to Moseley Road Baths, identifies key gaps in that information and what updating is required, as well as assessing the applicability of the information to future proposals.

Fabric Condition Survey, 2006 and subsequent review, 2012

A Fabric Condition survey was undertaken by Rodney Melville & Partners (conservation architects) in 2006. This identified that the building's fabric was in a serious and significant decline following a sustained low level of maintenance and repair

We have not been able to secure a copy of the original 2006 report, but it was reviewed by Rodney Melville & Partners in 2012 and this very comprehensive document includes an update on the 2006 report, describing the condition and recommended repair of every aspect of the building's fabric, including priority areas. We understand the survey was reviewed in preparation for a planned HLF submission.

The 2012 report represents a hugely valuable resource that will greatly inform short-term repair and conservation work as well as future detailed regeneration approaches for Moseley Road Baths.

Options Appraisal (final draft), Moseley Road Baths, 2007

The options appraisal was commissioned and overseen by BCC and included both Moseley Road Baths and the adjacent library. It included the specialist input of Wates Construction, Rodney Melville & Partners, WS Atkins (structural engineers), and John Austin and Partners (quantity surveyors). The report contains detailed information about admission numbers, staffing, income and expenditure; political, social and economic overviews of the area and comparisons to other nearby areas.

The study began by looking at ten options but using a set of objectives and criteria to assess each option against then narrowed this down to three. Each of these was considered in some depth and costed:

- Option 1 - mothballing the whole building and undertaking urgent repairs (£5.4m).

This option centred on mothballing the building, either by putting up temporary scaffolding and roof to make the building watertight, or to carry out minimum repairs to make watertight. It was recommended to include the library in this as well. This option provided no income generation. It was estimated this option would a life of five years, after which BCC would need to make another assessment

- Option 2 - restoring in full, bringing both pools in operation, and refurbishing the library (£21m).

This option provided for repairing and restoring both pools, improving access and providing additional changing facilities. In addition, the caretakers flat was to be converted into a space which could generate income (office, residential), and to create a café. This option would have required considerable ongoing subsidy from BCC.

- Option 3, restoring the building and using the Gala Pool for swimming, whilst using the second pool and remainder of the building for non-swimming activities, and refurbishing the library

(£23m).²⁷

This option involved the repair and restoration of the pool with the most significant heritage value (the gala pool). Pool 2 and the men's second class bath area were to areas that generate income, and the women's baths into a display/function room. For Pool 2 the proposal was to introduce a mezzanine, and rent the space to South Birmingham College, with a café in the men's second class bath area, and rented residential/office space in the caretaker's flat. This option had the potential to attract a partner to use the space, and for potential long-term sustainable income.

An appendix provides more detailed financial information on Options 2 and 3.

The report also proposed that the library could be repaired and its interior reconfigured by adding a mezzanine level, but as separate project. Linking the two buildings was discounted. Approximate costs for these proposals were £1.6 million.

The options appraisal is useful in providing a 'marker' for the costs in 2007 of options involving a continuation of swimming. However, it is now nearly 10 years old and as new preferred options for Moseley Road Baths are explored, detailed assessment of associated costs should be compiled by a suitably qualified quantity surveyor based on the current condition of the building and the detail of the current options.

Moseley Road Baths, Summary of Design Proposals, 2007

In 2007, Rodney Melville & Partners produced a summary of the costs for the three design options (as described in the 2007 options appraisal), including various sub-options:

Option	Headline description	Cost (ex VAT)
1A	Mothballing: Temporary scaffold enclosure of baths (not library)	£1.4m
1B	Mothballing: Urgent fabric repairs to building (but not library)	£5.4m
2A	Retain both pools and library – repair and refurbish	£20.7m
2B	As for Option 2B but delivered over three phases	£21.3m
3A	Retain pool 1 and the library, convert pool 2	£22.7m
3C	As for Option 3A but delivered over three phases	£23.3m

The Moseley Road Library and Baths Conservation Plan, 2007

This comprehensive Conservation Plan was produced by Rodney Melville & Partners, and includes an assessment of the buildings:

- Heritage merit
- Vulnerability
- Policies for its Conservation and Management

This document outlines the history and significances of the site, draws attention to the threats posed to these significances and provides' policy guidance to help ensure that they are preserved and enhanced.

It was prepared in parallel with the 2006 Fabric Condition Survey, and should be used in any heritage

impact assessment of future proposals for regeneration of both buildings.

Proposal for the Future of Moseley Road Baths, 2007

This was prepared by the Friends of Moseley Road Baths, and recommended:

- The restoration of both pools and the women's private bath facilities
- Conversion of the men's first class private bath into small community meeting rooms or office space
- Conversion of the men's second class baths into a children's gym.
- The opening of a café, possibly in first floor committee room, the establishment of a local history centre in the library, and turning some of the private baths into therapy rooms.

As well as stressing the need to conserve the important heritage of the building, the proposal highlighted that restoration of the baths can also address health issues which are known to be a problem for the area, for example childhood obesity, heart disease and diabetes. It also noted that women only swimming is popular in the area for cultural and religious reasons, and that the ability to have two pools at different temperatures is important, to meet the needs of various users.

The document also contains good information on the historical importance of the baths.

The views of the Friends have evolved over time, and future proposals should be informed by the current views of these and other stakeholders with an interest in Moseley Road Baths.

Draft 2008 Heritage Lottery Fund application for Moseley Road Baths

We have not been able to trace this application. However, it was never approved for submission because of the scale of the match-funding required from BCC.

Gaining a copy of this bid is not considered a priority because it is unlikely to be of relevance to current or future proposals for Moseley Road Baths.

Report on the potential for CHP/District energy scheme for Moseley Road, 2008

This report was prepared by Utilicom on behalf of Birmingham City Council to assess whether the option of installing CHP (combined heat and power) would be viable as part of the proposed regeneration to the Moseley Road area. CHP utilises waste heat produced by electricity generation, therefore increasing energy efficiency and lowering costs.

The report advised a 70kW unit could be installed at Moseley Road Baths (either in the existing boiler room or service yard) feeding electrical supply to the baths and library, with heat from the CHP supplying the baths, library and also a nearby health centre (just behind the baths).

If taken forward, it was estimated the reductions in carbon dioxide emissions could be 140 tons per annum.

The total annual heat consumption of baths, library & health centre was estimated at 2,380 MWh, and the proposed CHP unit could generate 710 MWh, with the remaining heat (1,670 MWh) supplied by central top up/back up boiler plant.

The total annual electricity consumption was estimated at 520 MWh, and the proposed CHP could generate 455 MWh (with 34 MWh exported), and the remaining electricity supplied by the grid – 99 MWh at times when the CHP output would be insufficient.

The proposals were not progressed.

The report also references the potential to link the buildings to the Broad Street and East Side CHP schemes which are already in place, approximately 2km away (discussions with BCC in 2016 discounted linking Moseley Road Baths to BCC's existing CHP scheme because the cost of pipework etc over such a distance is prohibitive).

No costs for installation or the running of CHP linking the three buildings is included in the report.

Future consideration of options for energy sourcing and associated technology should be based on a good understanding of current and planned energy use once preferred options have been more fully develop.

Potential for Energy and Water savings at Moseley Road Baths, 2010

In 2010, John Newson of Balsall Heath is Our Planet produced a paper on the potential for energy and water savings at Moseley Road Baths.²⁸

The report recommends installing a Combined Heat and Power plant to power the baths (referencing the Utilicom report from 2008). It also recommends using water from the existing bore-hole onsite, and discontinuing use of chlorine in the baths in favour of less harmful disinfectant which would benefit both health and the building.

No costs for the proposals are included.

Future consideration of options for energy sourcing and associated technology should be based on a good understanding of current and planned energy use once preferred options have been more fully develop.

The Balsall Heath Neighbourhood Development Plan, 2015-2031

The Balsall Heath Neighbourhood Development Plan has recently been adopted by Birmingham City Council and will be used to guide land use planning decisions in the area. Key to the report is the creation of a new town square area next to the baths, and the aim to conserve the heritage assets of the area.

<http://www.birmingham.gov.uk/balsallheathndp>

The Plan aims to generate internal and external investment, provide more jobs and businesses, new and improved housing, improved and accessible environment, and a reinforced and accessible social and physical infrastructure.

The Plan encourages the development of a town square area next to Moseley Road Baths and library, and the refurbishment and possible new use of the baths and library buildings. It encourages opportunities to be sought to find funding to improve the 'heritage corridor' (a recognised local priority), improve and lead the buildings to more beneficial usage.

Relevant aims of the plan:

- To promote a sustainable and healthy community in Balsall Heath

²⁸ Balsall Heath is our Planet is an alliance of organisations and individuals in Balsall Heath, whose aim is to cut the neighbourhood's carbon dioxide emissions

- To create a heart for the community in the form of a physical focus for community activities and social interaction
- To protect and enhance the range of commercial and social uses within the local centres of Moseley Road and Ladypool Road
- To promote the capacities of the area to provide suitable local jobs and training opportunities while contributing to the economic well-being of the city and wider area
- To conserve and effectively utilise the heritage assets of the area, especially the listed buildings in Moseley Road local centre

Funding for projects may be available through Section 106 Agreements and the Community Infrastructure Levy. The town square and conservation of heritage assets are the main priorities for use of this funding if available.

Whilst the building can be assured temporary protection as an 'asset of community value', the plan notes that local partners (likely community based) need to secure appropriate ownership for the baths/library for the longer term.

Other key suggestions from the plan are for:

- Two development sites near Joseph Chamberlain College for potential new housing and some commercial buildings;
- A railway station for Balsall Heath (close to Moseley Road Baths);
- The re-naturalisation of the River Rea.

The NDP will be used to guide planning decisions for Moseley Road Baths and environs by BCC and is it therefore important future regeneration options strongly align with the NDP where possible.

Draft 2012 Heritage Lottery Fund application for Moseley Road Baths

Work re-started on the HLF application in 2010, although only a partially completed draft has been sourced. This included a capital cost understood to be around £8.8m (excluding VAT), together with a proposed 'activity plan'. Again, this bid was never submitted because of the lack of available match funding required from BCC (£3 million).

The scope of the bid included:

- Making the building wind and water tight as well as putting in place a temporary roof and scaffold;
- Continuing use of pool 2 for swimming;
- Repairing the balcony in pool 1 (Gala pool), and boarding over of the pool to allow public access for 'dry' activities;
- Replacing the boilers and converting the second class slipper baths into women's changing rooms;
- Making other areas safe so they could be used for public tours e.g. laundry area.

It also aimed to engage people in the heritage of the site by ensuring public access, working in partnership with other nearby heritage buildings and employing a Community Heritage Officer to deliver activities and learning programmes.

Nearly 700 members of the community were consulted about the future of the baths, and suggestions for community engagement and activities helped inform an associated 'Activity Plan' which would have been part of the HLF application

If successful, it was felt the planned project would deliver 'phase 1' of the Baths regeneration – it would not have achieved full restoration and refurbishment of the baths, but ensure its long term preservation (for at least 25 years). If successful, 'phase 2' would look at further restoration and refurbishment.

The application still saw the baths being maintained and operated by Birmingham City Council initially, but longer term could be transferred to local organisation or group under the City Council's Community Asset Transfer programme.

The Activity Plan was produced by Birmingham Conservation Trust and identifies:

- Existing audiences at MRB;
- The needs and expectation of users and non-users;
- Future target audiences;
- Barriers to use and how to overcome these;
- The potential of the Baths for different uses such as heritage, learning, arts;
- Ways to improve user experience and increase visitor numbers.

It aims to build on work achieved by the 'Pool of Memories' project, encourage the local community to use the baths more, build strong local partnerships, develop opportunities for volunteers and skills development, develop the education / learning offer, and forge partnerships with local heritage attractions. It focuses on heritage related activity, learning and participation.

Nearly 700 members of the community were consulted about the baths, via stalls at public events, open days at the baths and behind the scenes tours, face to face interviews, focus groups, and user surveys, carried out by Birmingham Conservation Trust in 2012. Other information is provided by the FMRB, taken at various public events between 2007 and 2012.

Some potential partners are also mentioned:

- Other nearby buildings of significance: School of Art (Grade II*), Old Print Works (Grade II), Old Bus Depot (Grade II), Library (Grade II*).
- Various creative arts professionals (oral histories, film makers, dance groups, literary groups).
- The National Trust 'Back to Backs' property in Birmingham
- Balsall Heath Local History Society

There's quite a bit of information on the barriers to people using baths, which include:

- Its location on a busy main road with a bus shelter obscuring the main entrance
- The general neglect of building makes it uninviting;
- Steps up to entrance (is there an alternative?);
- Unawareness of the baths or of them being open;
- Concern closure for works will drive people away permanently to other venues.

Detailed recommendations are included for overcoming these barriers.

Target audiences to work with are identified as:

- current users;
- local community (incl. non-users);
- schools; learning/heritage enthusiasts;
- visual and performance arts;

- young people;
- volunteers.

Following consultation the plan outlines suggested aims and activities (both short and long term) based on the following:

- Interpretation
- Volunteering
- Audience development
- Learning
- Participation
- Recruiting a fixed-term Project Manager, and Heritage Officer to deliver the Activity Plan

An operational business plan is referenced in the draft bid but we have been unable to gain a copy of this from BCC.

It is understood that the 'Moseley Road Baths – Feasibility Cost Summary' from December 2012 and produced by Acivico represents the capital costs associated with the project. However, no revenue costs have been sourced from BCC.

As the Activity Plan was only prepared in 2012, many of its findings will probably still be relevant. Should a HLF bid be prepared in the next few years, it should be used be referred to, but it is likely that any new application will require further engagement and consultation with the local and wider community to demonstrate current interest in the proposals for Moseley Road Baths.

Appendix 3 - Chamberlain 21 Strategic Framework/Forward Together

Pilot project

“Forward Together / Chamberlain 21”

Unlocking community assets and talents in the south of the city

Proposal

To combine the time, talents and enthusiasm of local people with the City Council’s assets to look at new ways of delivering projects and services and to support existing and create new economic, social and cultural activity.

Context

The city is full of talented people and volunteers interested in improving or helping to manage the areas in which they live. They have time, enthusiasm, skills, knowledge and commitment and as such are a huge asset to the city. In south Birmingham this has found expression in a number of ways, including (but by no means exclusively):

- the first neighbourhood plan in the city being brought forward in Balsall Heath,
- the Moseley Supplementary Planning Document SPD being led and prepared by a local group,
- campaigning groups to save Moseley Road Baths, safeguard Highbury Hall, explore community use/management of Holders Lane playing fields, redevelop the former Ritz Ballroom etc
- A CDT in Moseley
- Active local groups such as the Balsall Heath Forum, Moseley Regeneration group, We are B28
- Kings Heath Business Improvement District
- Various community initiatives and volunteering projects: Heartbeat, Kings Heath Village Square, The Print Works, Balsall Heath is Our Planet, Streetplay, Mums and Families Hall Green etc.
- Flourishing creative, arts and cultural sectors led by community groups and individuals.

Some of the City Council’s many land and building assets in the area are under-used. They can often be seen as liabilities, being hard to manage, costly to maintain and their use and development constrained by red tape and bureaucracy. Opportunities are being missed to unlock their value, such as promoting better cafes in our parks, greater community use of playing fields, or using our assets for community development and training.

Examples of pioneering projects or innovative research from elsewhere in the UK or around the world point to potential future directions we could take. Useful examples include:

- 1) **Plymouth**, which has become **the capital of social enterprise** with over 150 groups working across a huge range of sectors including; education, health, arts, environment, food, finance, housing, business support, sport, social care and many more. These businesses

employ over 7,000 people and bring in an income of over £500m. Social and environmental benefits are now key criteria that must be considered alongside finance in any procurement process and Plymouth use this to help maximise local expenditure.

- 2) In the USA, the **Cleveland Evergreen Cooperative Initiative** which works to create living wage jobs in six low income neighbourhoods by creating businesses owned by their employees, recruits local people and then trains them. It is a means to community wealth building.
- 3) **The Liveable Cities initiative** which is a five year programme researching how to develop methods of designing and changing cities to promote sustainability and wellbeing, both at the city and individual level. Lancaster University with whom we have working links are leading on this in the UK.
- 4) **Locality Planning** – an alternative strategy which proposes that public services should be “local by default”, that they should help people help themselves, that they should focus on underlying purpose rather than outcome and that they should manage value not cost.
- 5) **Innovation Districts** being developed in the USA and Europe – a concept where economic, physical and networking assets are maximised to: build collaborative leadership, set out visions for growth, pursue talent and technology, enhance access to capital and promote inclusive growth.
- 6) **Asset Based Community Development (ABCD)** - a concept that builds on the human assets that are already found in the community and mobilises individuals, groups and institutions to come together to build on these not concentrate on their needs.
- 7) **“Locality”** – a national network of ambitious and enterprising community-led organisations working together to help neighbourhoods thrive. Their report “Local by Default” sets out an alternative strategy to the traditional delivery of local services in which collaboration with the 3rd and community sectors reaps joint benefits.
- 8) The Joseph Rowntree Foundation’s work around **“Inclusive Growth”** and shaping local economies as an alternative to more traditional agglomeration economics.

Although not directly comparable lessons could also be learnt from the **One Public Estate** pilot schemes around the country – a government initiative which brings public sector bodies together to develop a joined up approach to managing their land and property.

The pilot would also be an opportunity to practically explore how the Council’s proposals for **“Open for Learning”** (currently being consulted upon) could be implemented. Open for Learning is a proposal to join-up Council services and services delivered by other organisations and groups so that we can make services easier for citizens to access. The initiative could see community library, adult education, youth services and early years services delivered from different locations and access points, through different partnerships and with potentially more imaginative use of some council buildings.

Given the recent Kerslake review of the council and its recommendations on governance, organisational capabilities, community engagement and the need to have focus on the inner city and suburbs as well as the city centre; the scope and aspiration of this initiative is most timely.

Background

Given the changing face of local service delivery in the light of austerity, budget cuts and legislative changes; local politicians and officers have, over the last twelve months, been exploring whether an asset based approach to some service delivery may be possible. Building on an existing drive to better utilise the green spaces in Moseley and Kings Heath an officer/member working group was established, which led to a full day community event being held at Highbury Hall in February 2015, attended by over 70 local groups and residents. Wide-ranging discussions about both

the concept and the potential issues and opportunities led to a commitment from all present that they were keen to participate in a pilot project. It was agreed this should explore short, medium and long term ways of combining local social capital and community enthusiasm with BCC assets and officer experience to deliver local benefits. Inherent in the concept is that of the City Council becoming more of a facilitator helping to co-ordinate local action - a move from civic to civil. A working title of Chamberlain 21 was agreed by the meeting and a series of follow-up actions identified with commitment to meet again.

In September a group of politicians, officers, local community leaders and residents discussed similar issues covering a wider area including Balsall Heath, Sparkbrook and Hall Green. Similar aspirations were discussed but with the addition of the need to capitalise on the investment spilling into the area from major investments in the city core such as HS2 and the Enterprise Zone. There was also a unanimous view that some form of pilot initiative should be endorsed to help develop these ideas and progress to implementation. A draft paper outlining how this may be achieved was produced and circulated amongst participants.

On 18th January this year the above mentioned paper was presented to the Hall Green District Committee where, following discussion the paper was endorsed and it was unanimously agreed that Hall Green District should seek to become a pilot area for exploring unlocking community assets and talents.

On 30th January the paper was presented to the Hall Green District Convention attended by a wide range of community groups and residents and following extensive round table discussions there was widespread enthusiasm and support for the concept. In particular a number of local enterprise and Community Interest Companies were keen to become involved.

As a result of the widespread support across the whole District, the following pilot project is proposed.

The Concept.

The aim is to use an asset based model to develop responsible stewardship and ownership, increase capacity building and engagement, promote wellbeing and assist in the devolution of local service delivery. Asset based development is built around a place's existing strengths and resources such as its people, buildings, green spaces, social capital and skills. The proposed model would build on 5 key themes:

Environmental: Including parks, open spaces, allotments, rivers, trees and play areas etc

Wellbeing: including the use of buildings and spaces to promote opportunities for health and wellbeing, social groups and networks, community initiatives, social capital, community empowerment etc.

Economic: encouraging social enterprise, local training initiatives, growth of creative industries and small businesses, links to growth area such as HS2 and Life Sciences etc – with a specific emphasis on retaining local value from local assets.

Social capacity and community: building on undoubted strengths of existing local communities and groups, yet developing new ways of participation and inclusion, particularly amongst harder to reach group; and

Transport networks and infrastructure: improving local transport networks, increasing cycling, walking and the use of public transport, helping promote green travel districts etc.

Sustainability should be a driving influence and embedded into all projects, building upon existing policies and programmes such as the Green Commission and Smart City Road Map.

The project should actively explore appropriate land and building assets becoming available for community use/management/ownership where a suitable business case has been made. Com-

munity groups and leaders should be empowered and take the lead but with BCC officers working alongside as enablers and technical advisors. There should be a commitment to a cross council, cross organisations approach with the full range of local government powers and services being available to assist with any funding and/or loan opportunities maximised for viable proposals.

The concept may best be described as a series of actions and initiatives that form multi-layers of activity, each contributing to the vision and key themes. A key aspect of the approach is that it does not need to find expression in a single plan. Similarly, although based on Hall Green District, initiatives should not be constrained by the concept of administrative boundaries and links to surrounding “capital” such as the Hospitals and Universities, employment hubs, the city centre, river corridors etc should be encouraged.

Outcome

Working in partnership with local stakeholders should lead to better and more imaginative decision making by: providing opportunities to identify issues and problems; in formulating and evaluating alternatives and ensuring decisions on the use of assets in the delivery of local services are made in the most open and transparent manner. With local involvement and engagement, local communities should feel enabled and empowered, a sense of ownership and responsibility and improved wellbeing.

It is believed a number of ideas, opportunities and practices will come forward ranging from community asset transfers, community management, involvement and volunteering, training initiatives and opportunities, new ideas for BCC delivery and longer term aims and projects. It is hoped that in this way financial and efficiency savings can be made whilst empowering local people. The concept is wholly in line with the Kerslake review’s recommendations regarding *communities and partnership* and in line with the triple devolution concept.

If the pilot is successful, the model will be directly transferable to other geographical areas of the city.

Making It Happen

It is recommended that a steering group of members, officers and community volunteers is initially established to guide the pilot’s roll out and establish links with existing local initiatives such as “Neighbourly Neighbours” and “Healthy Villages”. It should also work towards putting in place the mechanisms to enable the lead to rapidly transfer to the local community with the Council playing a supporting role. Apart from officer time, the project is cost neutral, but could lead to significant long term financial savings being made.

To give visual focus to the concept, it is believed some form of flexible and enabling framework is necessary, to be used both to record what is being achieved and as a tool to steer further active participation and decision making. It could, for example, take the form of continually updated folder with background facts and statistics about the area’s assets and make-up, leading to sections describing issues, needs, opportunities, actions, projects, campaigns and an overall vision and recommendations for the area. It would also keep a record of all decisions taken in or affecting the area. It could highlight community groups, services and facilities and list a “who’s who” of campaigners and community champions leading on local initiatives. It would also make clear what other adopted plans exist (eg Moseley SPD, Kings Heath Local Action Plan etc) and how this initiative relates to and complements them. The folder would primarily be electronic, thus capable of easy updating but with scope for a few hard folder copies kept in key locations such as libraries and community centres.

Initial Funding

At the beginning of the year the Department for Communities and Local Government invited expressions of interest for funding from the *Neighbourhood Planning and Local Planning Service*

Redesign & Capacity Building Fund. The Council, in partnership with the Chamberlain Forum, Moseley CDT and Balsall Heath Forum submitted a successful bid and on 4th February were notified that we had secured £40,000 to be expended by 30th June. The funding has been specifically given to:

- Explore practical mechanisms for engaging with communities interested in undertaking neighbourhood/community planning exercises/community asset management, including the production of a multi lingual on line toolkit, and
- Consider the feasibility of producing a continually updated electronic folder, to be owned and managed by community partners.

This funding will therefore be used to put in place some early foundations for the overall pilot project.

Recommendation and Future Focus

That a Cabinet report, based upon this paper, is produced. It will seek authority to undertake a pilot project in South Birmingham exploring an asset based service planning model, encouraging active citizenship and participation and new ways of service delivery and decision making.

Using examples from the One Public Estate programme, links to other public sector bodies should be forged to extend the impact of this initiative. This could include scoping whether multi use/ occupancy of buildings and facilities in the area are possible, particularly where this could lead to further savings. In the longer term the underuse of private sector assets could be considered and how they may help contribute towards the vision.

Appendix 4 - Stakeholder workshop – background information

4.1 List of attendees

Attendees at Stakeholder workshop
23 June 2016

Naseem Akhtar	Birmingham City Council
Javed Arain	Moseley Muslim Community Association
Doug Auld	Volunteer Architect, National Trust
Mark Balkham	Rodney Melville Partners
Simon Buteux	Birmingham Conservation Trust*
Katriona Byrne	Historic England*
Karen Cheney	District Head - Selly Oak and Hall Green
Matt Doran	Head of External Partnerships Team, National Trust
Rosie Fraser	Operations Director, The Prince's Regeneration Trust
Hannah Greenwood	Old Print Works
Ian Greenwood	Old Print Works
Mark Gunton	Friends of Moseley Road Baths*
Viv Harrison	Friends of Moseley Road Baths*
Alex Hatt	Assistant Projects Advisor, The Prince's Regeneration Trust
Joe Holyoak	Balsall Heath Forum*
Catherine Kemp	Heritage Lottery Fund (W Mids)
Mike Kirkman	Director of Sport, Aston University
Karen Leach	Localise West Midlands*
Ellie Lyons	Assistant Project Manager, National Trust
Tim Mills	Fusion
Lucy Reid	Assistant Director of Operations, National Trust*
Ted Ryan	RnR Organisation*
Nick Sellwood	Project Manager, National Trust
Neil Vyse	Planning & Regeneration, Birmingham City Council
Dave Wagg	Project & Client Manager, Strategic Sport
Paul Wankiewicz	Lead Building Surveyor, National Trust
Patrick Willcocks	Old Print Works
Gill Wright	Victoria Baths Trust

* member of Moseley Road Baths Action Group

4.2 Agenda

MOSELEY ROAD BATHS, BIRMINGHAM **Stakeholder Workshop**

23rd June 2016, 09:30 – 13:30
Moseley Road Baths, Moseley Road, Birmingham, B12 9AN

09:30	Tour of Moseley Road Baths <i>Mark Gunton, Friends of Moseley Road Baths</i>
10:30	Welcome and Introductions <i>Nick Sellwood, Project Manager, External Partnerships Team, National Trust (NT)</i>

10:35	Aims & Objectives of the Stakeholder Workshop <i>Rosie Fraser, Operations Director, The Prince's Regeneration Trust (PRT)</i>
10:40	The View from MRBAG: Current & Future Needs <i>Karen Leach, Moseley Road Baths Action Group (MRBAG)</i>
10:55	The Significance of the Building: Its Conservation & Planning Issues and setting within the wider area <i>Katriona Byrne, Inspector of Historic Buildings, Historic England (HE)</i> <i>Neil Vyse, Planning & Regeneration, Birmingham City Council</i>
11:10	SWOT Analysis of potential options for future uses <i>Group Leaders: Nick Sellwood, Rosie Fraser, TBC, MRBAG</i>
11:50	SWOT Feedback <i>Group Leaders</i>
12:05	Tea & Coffee Break
12:20	Group Workshop: Grouping options and defining outcomes <i>Group Leaders</i>
13:15	Group Feedback <i>Group Leaders</i>
13:25	Wrap Up <i>Nick Sellwood</i>
13:30	Close

4.3 Full SWOT analysis of the regeneration context of Moseley Road Baths

A SWOT analysis was carried out at the stakeholder workshop, assessing the strengths, weaknesses, opportunities and threats that face the proposed regeneration of Moseley Road Baths.

Attendees were split into four groups and provided with a map of the local area with local amenities and potential competitors marked on it, and asked to comment on this and use their local knowledge to add to it.

The key strengths that were highlighted were:

- The strong community support for the baths.
- The location of the baths on a busy bus route and main artery into the city centre.
- The historic importance and features of the building, including that Heritage England deem it as the most important historic public baths still in use for swimming.
- That offering single sex swimming sessions is very important for the local area.

The main weaknesses identified were:

- The critical condition of the building and the associated costs to repair and restore it.
- The lack of designated parking for the baths.
- The Grade II* listing could limit what could be done in the baths.

- The amount of other buildings in the area in a similar state.
- The location of the baths not being right in the city centre and not having much footfall.

The biggest opportunities for the baths are:

- The potential to link up all the heritage assets in the area under one umbrella
- The potential uplift for the area that HS2 could bring
- Possible land that could be made available from the Council behind the building and section 106 contributions.
- The popularity of nearby neighbourhoods for people to live in
- The potential for links to the library and health centre.
- The potential for a train station in the area.

The main threats to the baths are identified as:

- Time – the building is in a critical condition and inappropriate repairs have added to this.
- There are several other nearby heritage sites applying for funding – what can the baths offer that is different to these?
- The development of the nearby Joseph Chamberlain site.
- The boundary ward divisions are changing which will result in different Councillors representing the baths

Attendees were split into four groups to undertake the SWOT analysis. The information is the verbatim comments, with each colour representing a different group:

Strengths	Weaknesses
<p>Solid and strong community and support for Baths</p> <p>Listed Grade II* - grant opportunities and most important used baths building in the UK</p> <p>Option for multi-use approach</p> <p>High density population</p> <p>Local schools for school swimming classes</p> <p>Capacity for single sex swimming</p> <p>Historic core / attractive building</p> <p>50 bus route - arterial - popular</p> <p>USP really clear</p> <p>Access on both sides of building</p> <p>Public bus route</p> <p>Heavily trafficked route, main arterial route</p> <p>Catchment is wide because of this - climbing wall is evidence of that</p> <p>Surrounding area: Edgbaston cricket / park</p> <p>Potentially a destination - critical mass - highest per head</p> <p>New builds on the area (Barrett) - need this influx of more people</p> <p>Vibrant active local community, including active and experienced local organisations</p> <p>The building quality and size</p> <p>Status in NDP as civic hub</p> <p>No 1 baths in UK - HE - Heritage quality of building</p> <p>Unique character of area - to promote as a 'quarter'</p> <p>Youth population and driver for area</p> <p>Potential, gentrified through HS2</p> <p>Schools swimming demand</p> <p>New political direction - focus on neighbourhoods / localism (new cabinet paper), not just city centre</p>	<p>Ongoing revenue costs v high</p> <p>Need gym to cross-subsidise swimming</p> <p>Parking availability</p> <p>High capital costs (potential)</p> <p>Current condition of building</p> <p>Need ongoing basic maintenance just to stay open</p> <p>Grade 2* limits some re-use options</p> <p>Capital costs</p> <p>No joined up plan - risk of competing HLF bids / purposes</p> <p>Parking</p> <p>Lack of footfall / high st - no civic centre</p> <p>Car parking limited, but possible land sale from BCC</p> <p>Heavily trafficked arterial route - can put people off</p> <p>Calthorpe has pool - open bookable by public</p> <p>Conditions of building - very close to being beyond repair</p> <p>Some housing deals falling through</p> <p>Mass of derelict buildings drags area down</p> <p>Unknown development</p> <p>State of the building</p> <p>Scale of cost of full conservation and repair - have to break into phases</p> <p>Lack of high profile TV opportunity (Victoria Baths)</p> <p>CIL % rate is relatively low - to help attract developers</p> <p>Over-supply of gym provision</p> <p>Upmarket massage / alternative therapies</p> <p>Provide overspill for uses in OPW and Former School of Art. One part of building has wet use, one dry use.</p>

Opportunities	Threats
<p>No community centres in area (run by Council)</p> <p>Overall shortage of swimming facilities in Birmingham</p> <p>Solid and strong community and support for Baths</p> <p>Potential for volunteers</p> <p>Health and well-being focus</p> <p>Keep pool and use other for cross-subsidy purposes</p> <p>Events and wedding space?</p> <p>Try and run some events</p> <p>Speak to Victoria Baths, Manchester</p> <p>Hub approach i.e. library, sport, health and wellbeing, childcare</p> <p>Residential enabling development</p> <p>S106 contribution from new development site(s)</p> <p>Renewables to reduce costs - CHP</p> <p>New audiences to B13/14 - 'best place to live' (audiences need defining)</p> <p>Unique space</p> <p>Links with health centre</p> <p>Library</p> <p>Joseph Chamberlain gym facilities less open to public now</p> <p>Regeneration of heritage hub - momentum is building - MRB role in this. Dance centre / climbing centre</p> <p>BCC land for sale possibly</p> <p>Library part of solution to MRB re front of house - a different type of space</p> <p>Possible train station site</p> <p>Public square and pocket park</p> <p>6 schools in neighbourhood plan area</p> <p>St Pauls - lots of community hire - overspill and biggest employer in Balsall Heath</p> <p>Single sex swimming lessons are oversubscribed</p> <p>Health focus on obesity and type 2 diabetes means there will be a growing demand for prescription health interventions - health centre next door.</p> <p>Complimentary uses / collaboration with other local assets eg MSA, OPW</p> <p>Potential Digbeth overheating</p> <p>HS2 increasing housing etc here</p> <p>JC College / student demand</p> <p>Community infrastructure levy funds (but high competition). And may need to be directly relevant</p> <p>Standard life to site...rules have changes</p> <p>NP has some say over this</p> <p>Programme of urgent works costed up to take options further</p> <p>HE money is opportunity</p> <p>Leisure Trusts - as an opportunity - Sparkhill Pool</p> <p>BCC land in and around area - could this be put into a community pot</p>	<p>New swimming pool, sauna, gym café - Sparkhill pool and fitness centre</p> <p>Poor heath stats</p> <p>Other wedding venues opening up</p> <p>Inappropriate repairs to building</p> <p>Time</p> <p>Academies drop swimming from curriculum</p> <p>Sparkhill / uni pools</p> <p>Friends Institute</p> <p>Current boundary revision - split BH into new BH and Sparkbrook ward - different Councillors representing it</p> <p>Acadamisation of schools - swimming not required if academy</p> <p>Urgent works needed - schedule of urgent works needed</p> <p>Pigeons are health risk</p> <p>Housing Association changes - is it postponing development or resulting in more £ correcting it.</p> <p>Possibility of duplication other local efforts eg MSA / OPW and/or competition</p> <p>Retail development on old JC site?</p> <p>BCC cuts and selling off assets</p> <p>Massive lack of maintenance - getting worse all the time</p> <p>New gym at Clifton Mosque redevelopment</p>
<p>Models for cross-ownership working on heritage assets - THI (Town Heritage Initiative)</p> <p>City new focus on community trusts</p> <p>Pooling assets into one development trust</p> <p>'Quick win' maintenance jobs - clear gutters</p> <p>Introducing routine maintenance</p>	

Appendix 4.4 Scoring matrix results for each Option

Options Comparison

In order to compare options, we have developed an assessment matrix based on the criteria derived from the project brief and in response to the issues encountered during the work undertaken. Each criteria is given a score between 0 and 5, with the exception of the second sub-category, "Financial and Sustainability Considerations", which has been double weighted, as without a strong showing for these criteria it is felt that it is unlikely that any project would be successful, despite its performance across the other criteria.

ID	Criteria	Option 1	Option 2a	Option 2b	Option 3	Option 4
Building and Heritage						
1	Likelihood of consents	3	2	2	2	3
2	Delivers uses that complement the heritage significance	3	3	3	2	4
Subtotals		6	5	5	4	7
Financial and Sustainability Considerations						
3	Budget costs	1	1	1	1	1
4	Financial viability (in operation)	1	3	3	3	3
5	Ability to attract grant funding and other investment for capital works	2	3	3	3	3
Subtotals (double weighted)		8	14	14	14	14
Local Community and People Benefits						
6	Level of public access	5	3	3	4	4
7	Scope for community involvement	3	4	3	5	3
8	Health and Wellbeing Activities	5	3	4	0	5
9	Fit with MRBAG Principles	5	2	2	1	2
10	Direct employment opportunities	3	4	4	4	4
11	Wider economic/ regeneration benefits	2	2	2	4	4
Subtotals		23	18	18	18	22
Other Considerations						
12	Council Support	1	3	2	4	2
13	Deliverability	2	2	2	2	2
Total Score		40	42	41	42	47
Average Score		3.08	3.23	3.15	3.23	3.62

Key: 0 = fails to meet criteria; 1 = poor; 3 = good; 5 = excellent

Description of criteria and scores

Below is a description of the criteria used to assess and score the options, together with some further clarifications regarding the specific marks.

1. **“Likelihood of consents”** reflects the ease with which planning and listed buildings consents are likely to be obtained for the proposed options
2. **“Delivers uses that complement the heritage significance”** marks reflect the impact the options will have on the significant historic features and integrity of the building fabric.
3. **“Budget costs”** marks are based on the capital costs provided, with higher marks given to option with lower capital cost.
4. **“Financial viability”** marks are based on the level of surplus that the options are likely to generate.
5. **“Ability to attract grant funding and other investment for capital works”** marks are based on options likelihood to attract grant funding from public sources and other investment.
6. **“Level of public access”** marks reflect the number of people that may be able to access the building and the site.
7. **“Scope for community involvement”** marks reflect the degree to which the options will encourage and facilitate local community activities and engagement.
8. **“Health and Wellbeing Activities”** reflect the current use of the building and the desire to see these retained as part of the refurbishment, including swimming.
9. **“Fit with MRBAG Principles”** assesses how well the option fits with the Principles described by MRBAG in their Terms of Reference.
10. **“Direct employment opportunities”** marks reflect the number of new jobs / people in employment under the different options.
11. **“Wider economic/regeneration benefits”** criterion relates to the impact the options will have on the local area including the Moseley Road Heritage Corridor and the City, in terms of bringing increased spending and indirect business opportunities, and regeneration of the immediate area of Moseley Road as a whole.
12. **“Council Support”** assesses how likely the option is to receive support from Birmingham City Council.
13. **“Deliverability”** criterion is related to the complexity of / the time it will take to complete capital works and set up the required governance for each option.

Appendix 4.5 Verbatim SWOT analysis of Options 1, 2 and 3

A) Option 1 - Both pools in operation

Strengths

- Not dependent on a carpark – emphasis on the bus route
- Well-being significance has the purest potential

- Optimal solution from significance point of view

Weaknesses

- Can't start up financially with two pools, but it could be a plan for the future
- The gym will have less impact without the slipper baths
- Not feasible to have two pools – won't generate enough income

Opportunities

- Staff offices (2nd floor) – could be a residential or lettable space/apartment

Threats

- Not enough dry space to complement wet space

Questions

- Why not work with existing cubicles in pool area?
- How do we make the gym a unique leisure offer?
- Is there a market for this proposal?
- 2nd floor – are the staff offices around fire exits?

Other options

- Leave the opportunity open for Pool 1 to retain swimming

B) Option 2a & b – One pool remains in operation

Strengths

- 2a – restoring Pool 1 would cost more money and Pool 2 is still in use
- 2a – Pool 1 has more wow factor and could attract more exciting events and higher income
- 2b – swimming is retained
- 2b – well-being emphasis
- 2b – Pool 1 needs maximum public access

Weaknesses

- 2a – 35 people max. per lifeguard in Pool 2
- 2a – lettable space isn't complementary to the wellness aspect of swimming
- 2a – destroying slipper baths and subdivisions is drastic intervention
- 2b – complete loss of slipper baths
- 2b – reception café is too small, touch shop
- 2b – would rather have Pool 1 in use

Opportunities

- 2a & b – the library is critical to the whole plan
- 2a – programme lane swimming, classes and not much pay as you go
- 2a – more potential for activities in Pool 2, but can be returned to swimming
- 2b – utilise performance boxes
- 2b – utilise the library and its entrance
- 2b – have an engineering contest at the University to find a way to have a pool in operation, but then convert it frequently into a performance space for revenue

Threats

- 2b – too many gyms in the area, high competition
- 2b – implications on plant by moving it all near the secondary entrance
- 2b – concerns about the high intervention in the gym and lettable space with discreet entrance

- 2b – public access to cast iron water tank

Questions

- Lettable Office Space (2nd floor) – is this easier for putting in secondary access?
- 2a – why not use existing cubicles?
- 2a – how do we retain the spirit of the place without the loss of integrity?
- 2a – what do we mean by lettable space? What demand? Who takes the risk?
- 2a – what do we mean by minimal intervention mezzanine?
 - Who would want it? What's it for?
- 2b – is accommodation still a possibility?
- 2b – is the wet change needed if the cubicles in Pool 2 are retained?
- 2b – is the swimming popular because of the building or is it handy?
- 2b – what events would work?
- 2b – how do we acquire land from BCC for carpark?

Other options

- 2nd floor – boutique holiday cottage
- 2a – break the lettable hall space with discreet entrance to reduce intervention
- 2a – lettable hall space with discreet entrance could be a health suite
- 2b slipper baths – Japanese capsule hotel; YHA
- 2b slipper baths – Micro retail
- 2b slipper baths – in door market with separations
- Keep the three entrances
- 2b – gym could be a sauna/spa instead with the slipper baths retained
- 2b – the wet change could be a studio for things like yoga
- 2b – the second entrance needs to have significantly more car parking space
- 2b – the library could be a gym or restaurant
- 2b – create a reception/entrance for the lettable space in Pool 1

C) Option 3 - Meanwhile uses are introduced and there is a temporary cessation in swimming

Strengths

- Could be 2X the lettable space
- Not many innovative spaces/places in the city

Weaknesses

- No plan to make swim possible for future use
- “Community space” is too vague; there needs to be a bold USP that identifies with the city; other local buildings could do “community” better
- Needs a clearer driving force
- The carpark is too small

Opportunities

- Could add a plant above the carpark to incorporate swimming

Threats

- 2 event spaces is too risky due to too much competition
- Not enough circulation space
- All pubs are shutting locally

Questions

- How long can swimming be in use during the impending change?
- Could the idea of the restaurant/bar have less impact than other proposals?
- If the entire plant is taken away, then how can swimming be reintroduced?
- Where do people spill out to get to and from bar/restaurant?

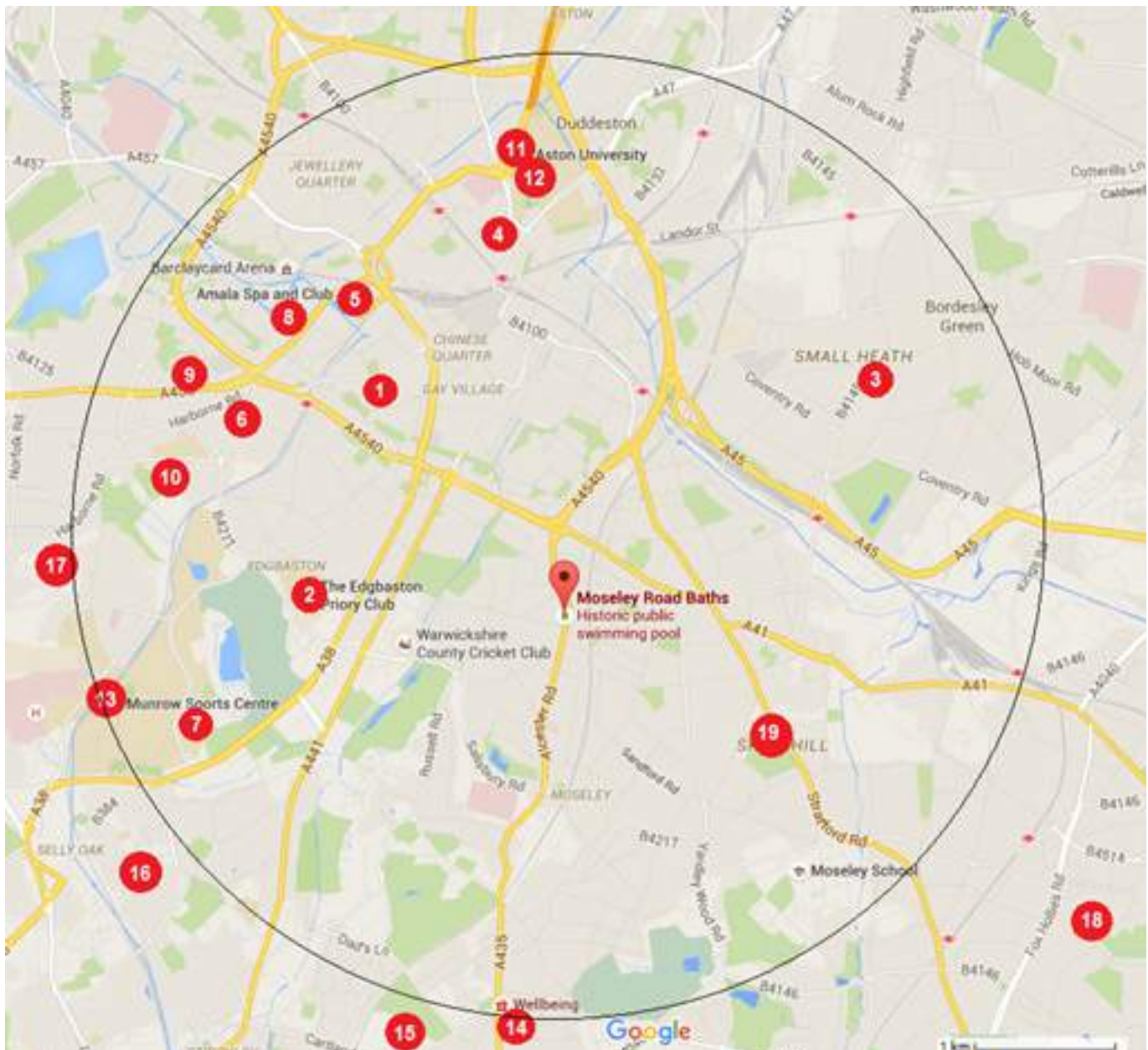
Appendix 5 - Preliminary market research

Moseley Road Baths – market research into nearby area

1 Summary

The document provides an overview of the local competition and gaps in the market for various potential different uses for Moseley Road Baths.

2 Swimming baths

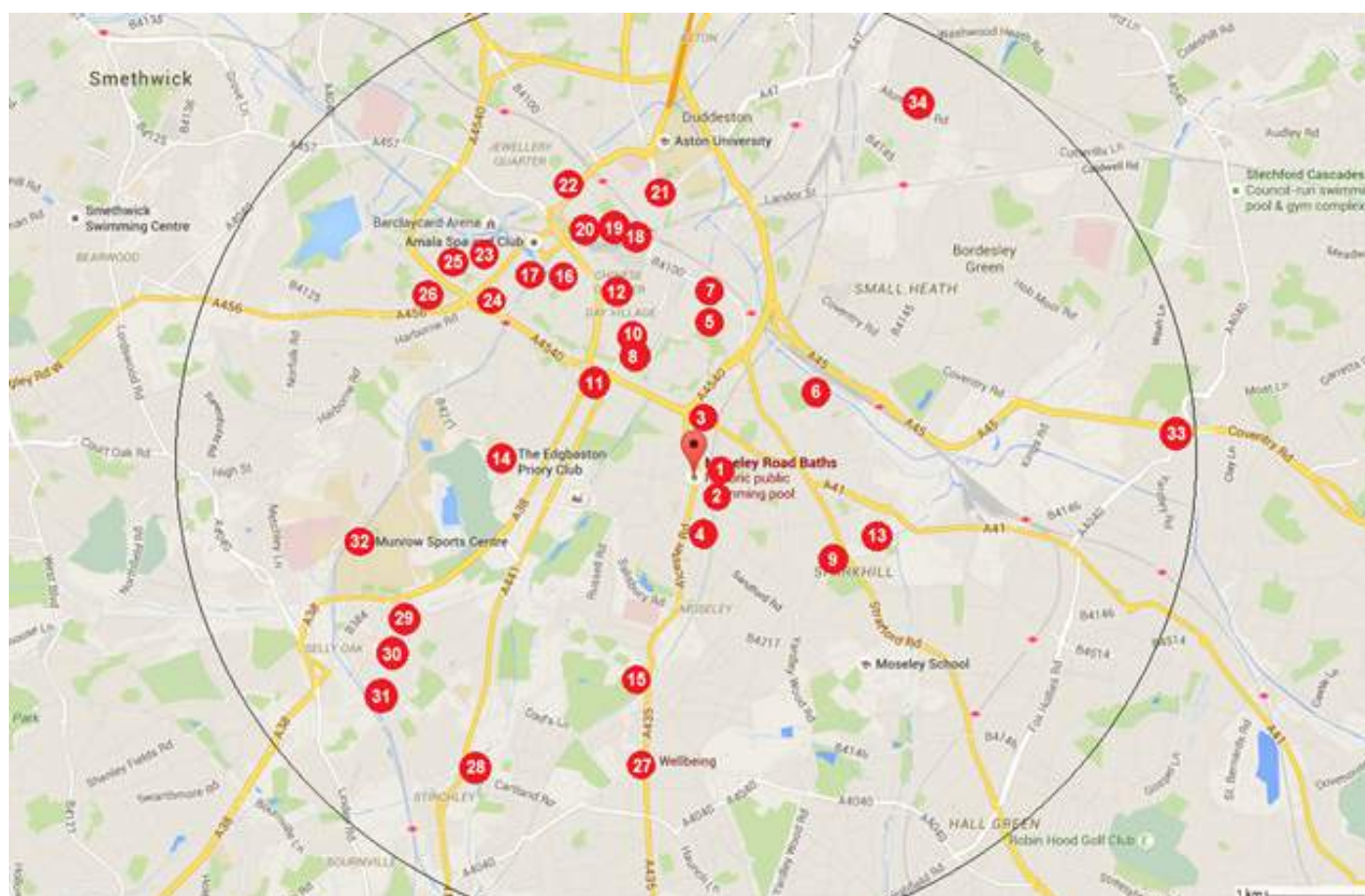


Located within 2 miles of Moseley Road Baths

1. St. Thomas Church Of England Va Primary School - 1.14 Miles
2. Edgbaston Priory Club - 1.15 Miles
3. Small Heath Leisure Centre - 1.6 Miles – Birmingham City Council run
4. Bannatynes Health Club (Birmingham) - 1.63 Miles
5. Hyatt Regency Birmingham - 1.65 Miles
6. Marriott Leisure Club (Birmingham) - 1.7 Miles

7. King Edward's School & King Edward VI High School For Girls - 1.7 Miles
8. Bannatynes Health Club (Brindley Place) - 1.8 Miles
9. Birmingham Central Fitness & Wellbeing Centre -1.85 Miles
10. Edgbaston High School For Girls - 1.88 Miles
11. Synergise At Calthorpe - 1.9 Miles
12. University Of Aston (The Sir Doug Ellis Woodcock Sports Centre) - 1.93 Miles
13. The University Of Birmingham - Munrow Sports Centre - 1.94 Miles
14. Sports Direct Fitness (Kings Heath) - 1.95 Miles
15. King Edward VI Camp Hill School For Girls - 2.05 Miles
16. Tiverton Pool & Fitness Centre - 2.28 Miles – Birmingham City Council run
17. The Blue Coat School - 2.31 Miles
18. Fox Hollies Leisure Centre - 2.78 Miles – Birmingham City Council run
19. Sparkhill Leisure Centre – due to open in 2017

3 Gyms / fitness centres



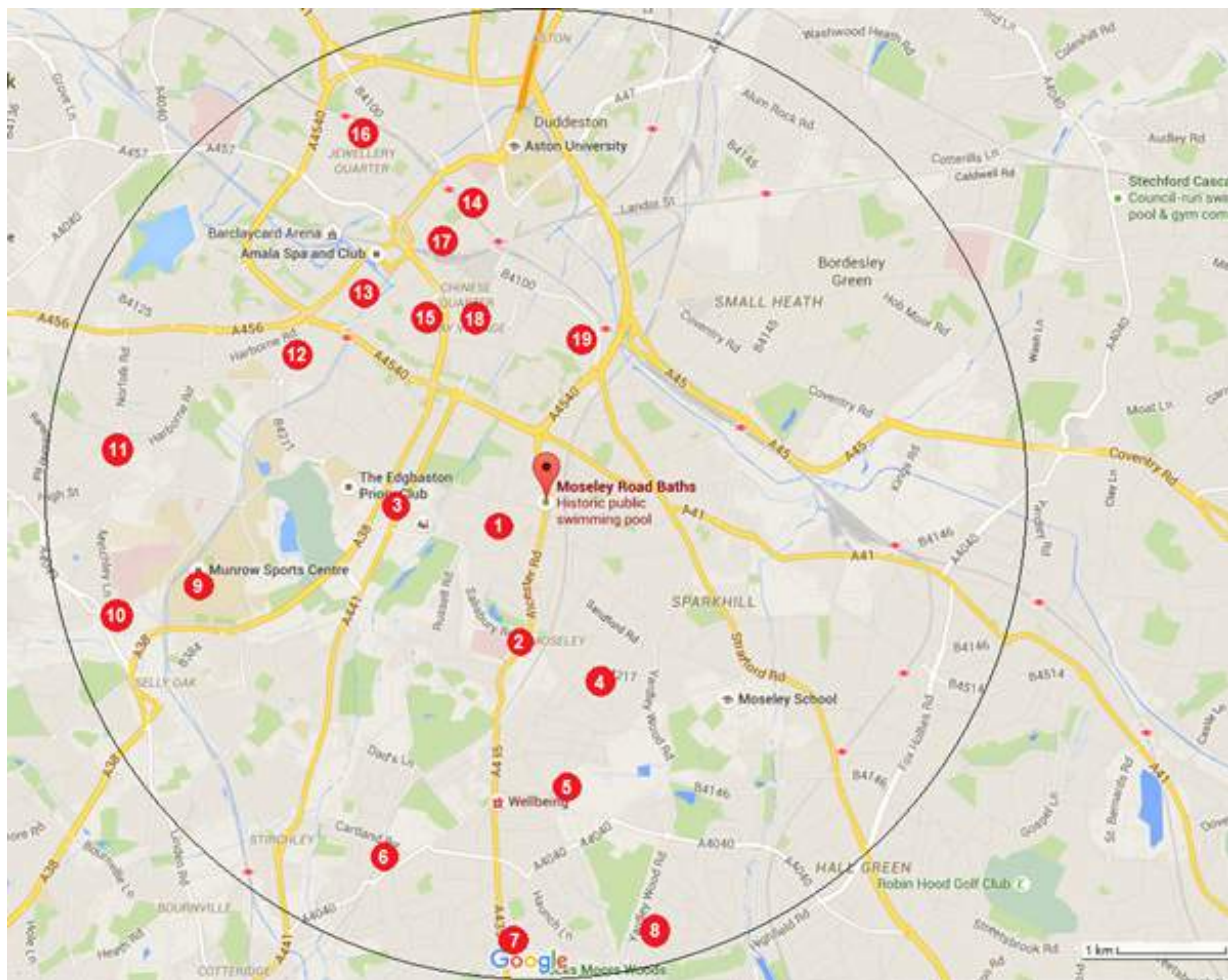
Located within 3 miles of Moseley Road Baths

1. Flex For Ladies
2. The Gym 247
3. Chamberlain Health & Fitness Centre*
4. Creation Climbing Centre / skate park
5. Flex Fitness
6. Premium Fitness Birmingham
7. The Ring Fitness Boxing MMA Academy
8. Aero-kick
9. Court Road Health & Fitness Centre
10. Team-Des Fitness
11. Momentum Leisure Club*

12. K-Star Thai Boxing Academy
13. Bodytone
14. The Edgbaston Priory Club*
15. easyGym Birmingham Kings Heath*
16. Ultimate Fitness
17. The Club & Spa
18. The Gym*
19. easyGym Birmingham*
20. Temple Gym
21. Bannatyne Health Club*
22. Fighting Fit City Gym
23. Bannatyne's Health Club & Spa
24. Vibro Suite*
25. PureGym Birmingham*
26. Nuffield Health Birmingham
27. Sportsdirect Fitness*
28. Fitness First*
29. Shapeshifters Studio*
30. Tiverton Pool & Fitness Centre
31. Second City CrossFit*
32. Munrow Sports Centre*
33. Anytime Fitness*
34. The Rock Gym*

Those with a * next to them are larger / well known branded facilities.

4 Massage / acupuncture / alternative therapies

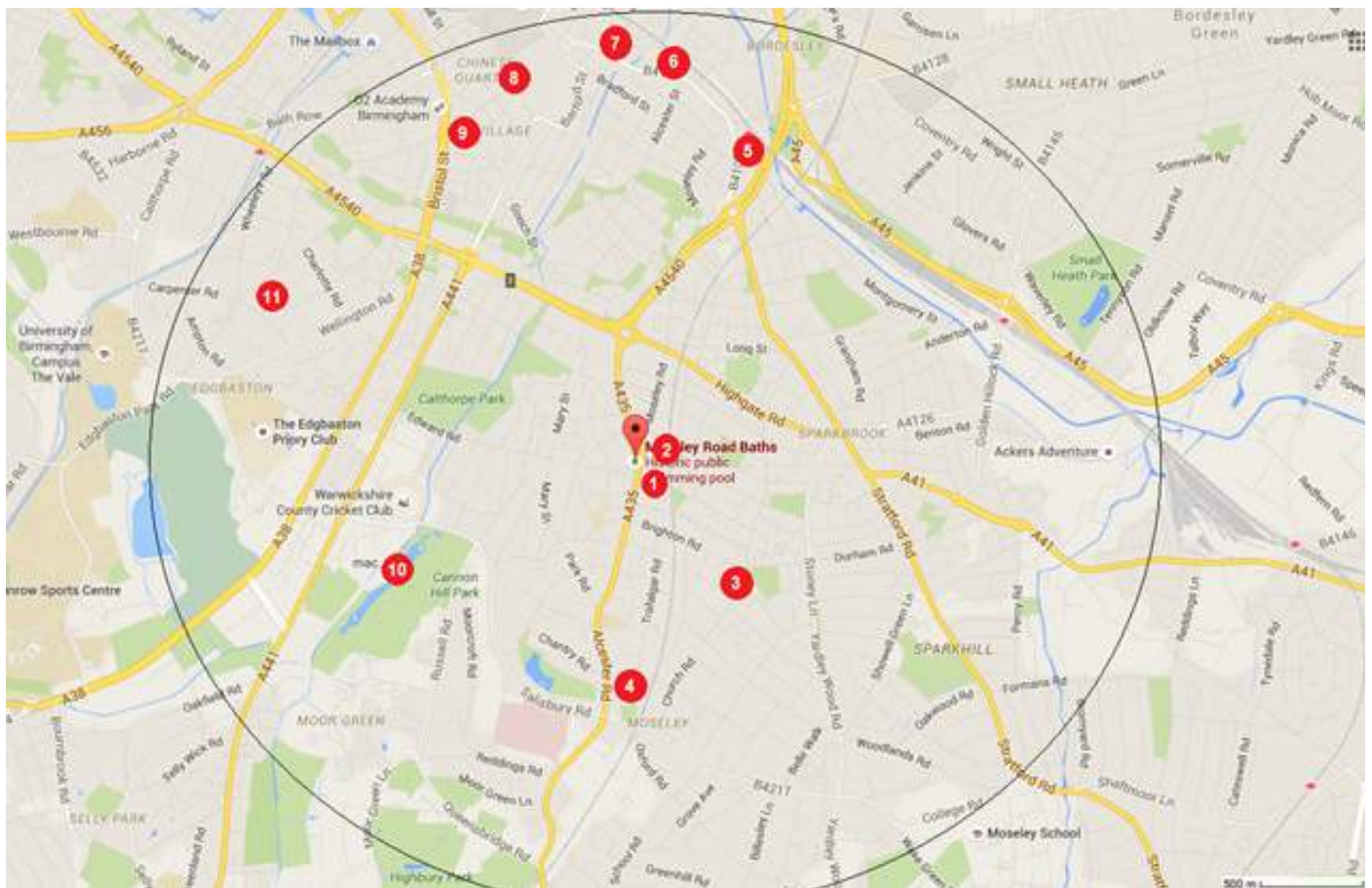


Located within 3 miles of Moseley Road Baths

1. Ace Sports Massage
2. Back to Zero – massage, acupuncture, balancing
3. Inspiration – Hair, beauty treatments and massage
4. The Birmingham Acupuncture and Chiropractic Centre
5. The Well Natural Health Centre – massage, acupuncture, wide range of treatments and therapies
6. Well Naturally – massage, holisitics and hypnotherapy
7. The Guildhall Practice – sports massage
8. Meridian School of Massage
9. University of Birmingham – sports massage
10. Harbourne complementary health clinic – massage, therapies, yoga
11. Renaissance Natural Therapy Centre
12. Highfield Wellness and Beauty – massage and beauty treatments
13. Sabai Thai massage
14. At One Day Spa – massage, beauty treatments, therapies
15. The Club and Spa - massage, beauty treatments
16. Sport and Remedial massage
17. Sports Injury and Sports massage
18. Someway natural healing centre – acupuncture, herbal treatments
19. Birmingham Thai massage

5 Cafes

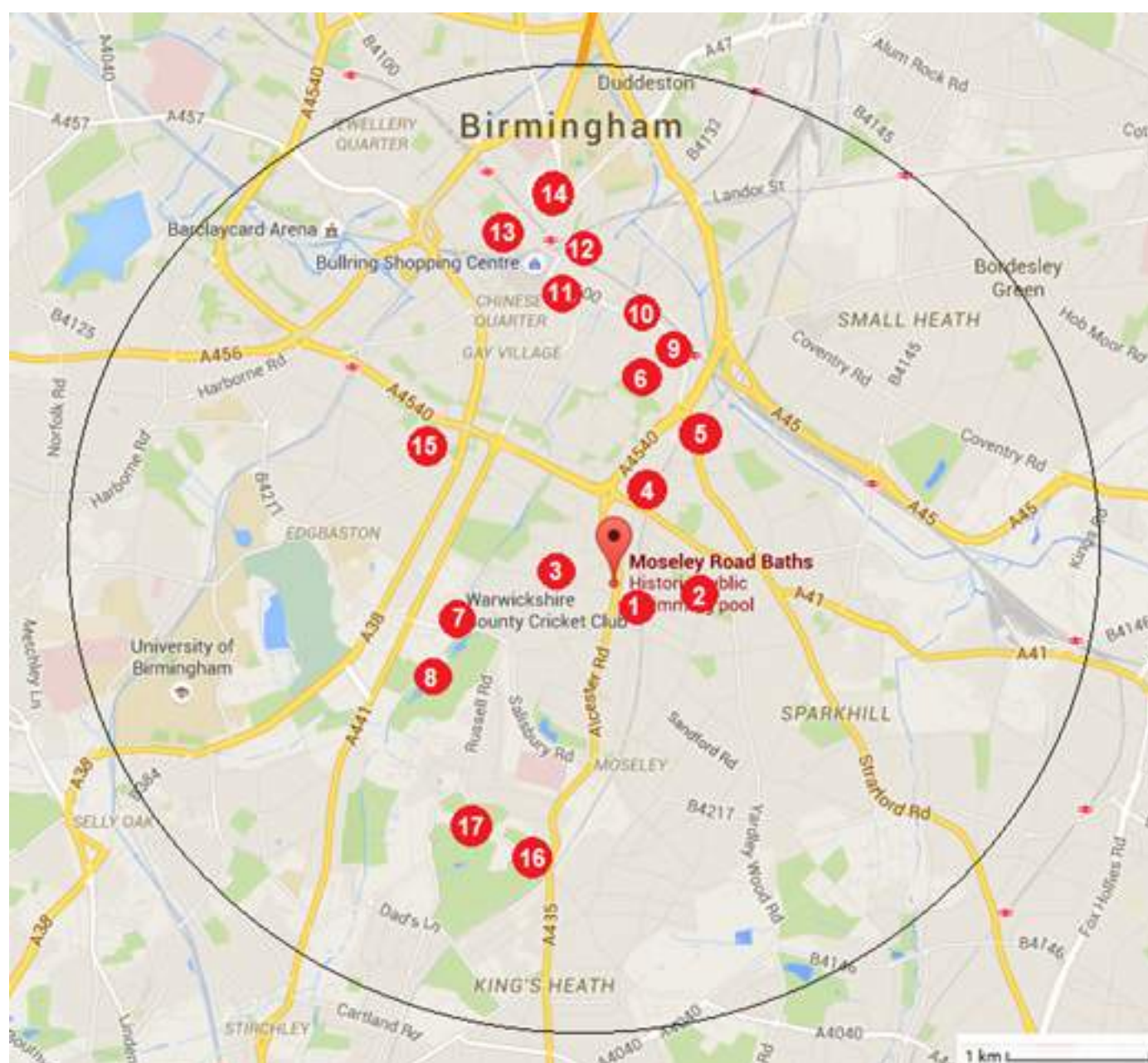
Located within 1.5 miles of Moseley Road Baths



2. Hookahs
3. Heavenly Desserts
4. Cafephilia
5. Mylahore Cafe
6. Yumm
7. Chris's Café
8. Café Chino
9. Quarter House Coffee Roasters
10. Mac arts centre café
11. Artwork Café

6 Events / meeting space

Located within 2 miles of Moseley Road Baths



1. Old Print Works – space for exhibitions and small meetings
2. St Pauls Venture – holds up to 70 – 90 people
3. Balsall Heath Church Centre – venue hire
4. The Saffron Centre – various rooms available for up to 500 people

5. The Muath Trust – various rooms available for up to 450 people
6. Paragon Hotel – various rooms available for up to 500 people
7. Warwickshire County Cricket Club – various rooms available for up to 600 people
8. Mac arts centre – various rooms available for up to 200 people
9. The Sapphire Conference Centre
10. The Custard Factory / Fazeley Events – various rooms available for up to 225 people
11. BVSC – various rooms available for up to 170 people
12. Birmingham Friends of the Earth – 100 people
13. The Studio – various rooms available for up to 220 people
14. The Priory Rooms - various rooms available for up to 200 people
15. Edgbaston community centre – various rooms available for 30 – 150 people
16. Uffculme Centre – various rooms available for up to 100 people
17. Highbury Hall – various rooms available for up to 100 people

7 Wedding venues

There are a huge number of venues around the city centre which hold weddings (including many of the larger meeting spaces listed above), here are some of the historic or more quirky venues nearby:

Highbury Hall

- Grade II listed Victorian manor house.
- holds up to 150 guests,
- prices from £2000+ for 40 guests.
- 2 miles away.

Fazeley Studios

- Converted Victorian chapel and warehouses.
- holds up to 200 guests
- prices from £3000+.
- 2 miles away.

The Bond Company

- Converted Victorian buildings on a dockside.
- holds up to 150 guests
- 2 miles away

Austin Court

- Renovated Georgian waterside buildings.
- holds up to 150 guests
- prices from £2500+.
- 3 miles away.

Victoria Baths in Manchester is the only other historic pool offering weddings. It costs around £3000 for a ceremony and reception at the baths.

8 Property market

Residential - rental

- In the immediate area there are mostly 1 – 2 bed apartments to rent, from between £450 – 550pcm. These are in very high demand, and several local estate agents have waiting lists for these types of rental property. Several estate agents suggested that converted flats in older/ character buildings will often go for slightly more (potentially up to £650pcm).
- Slightly further away from the main Moseley / Alcester Road (within 1km of the baths) there are more 3-4 bed terraced houses to rent from between £700 – 1000pcm.

Residential – sale

- New builds in the nearby area (although not that common) can go for around £120,000 for a 1 bed apartment, to around £280,000 for a 4-bed semi-detached.

Office - rental

- There are several office spaces for rent within around 1km of the baths, prices vary widely depending on the type of property.
- Converted houses into offices go for approximately for one room (fitting 4 – 5 people) for around £400 – 500pcm, 3 – 4 rooms for around £1600pcm (rates from approx. £2.18 sq.ft pcm).
- But some larger / well-furnished purpose built offices can go for between £8 - £18/sq.ft.pa.

There are several places offering flexible office space nearby including:

- The Old Print Works (opposite Moseley Road Baths) offers space for start-ups, you can rent a shared space from around £12.50 an hour.
- The Loft Workspace (just around the corner from MRB) is a flexible office space which caters mostly for start-ups, charities and community groups – it offers single desk space from £4 - £10 a day, or small offices to rent from £340 - £430pcm (£28 per sq metre pcm)
- The Moseley Exchange (1 mile away) offers co-working space from £29 (up to 16hrs) - £97 (unlimited) pcm.

There are several retail units for rent in the area from between £800 - £1800pcm.

Appendix 6 - External grant funding opportunities

Funding source	Outcomes promoted	Grants available and match funding needed	Tenure required	Who can apply	Other comments
Heritage Lottery Fund <i>Heritage Grants</i>	<ul style="list-style-type: none"> · Fund projects that make a lasting difference for heritage, people and communities. · HLF have 14 related 'outcomes', and expect projects with a grant request less than £2million to achieve one outcome for heritage, one for people, and one for communities. Where the grant request is more £2million, the project would need to achieve more than one outcome for each of the three 'themes' 	<ul style="list-style-type: none"> · Over £100k. Grants less than £2million determined regionally; those over £2million considered by HLF Board of Trustees · Two stage process (Development phase and Delivery phase) · If 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. 	<ul style="list-style-type: none"> · For projects that involve carrying out capital work to buildings, if the organisation does not own the freehold, it will need a lease with at least 20 years left to run after the expected date of the project's completion. · HLF do not accept leases with break clauses or leases with forfeiture on insolvency clauses · The organisation must be able to sell on, sublet and mortgage the lease, but if a grant is awarded the organisation must have HLF's permission to do any of these 	<ul style="list-style-type: none"> · Available for not-for-profit organisations and partnerships led by not-for-profit organisations 	<ul style="list-style-type: none"> · HLF has areas where they receive fewer applications. HLF priority areas for Birmingham Wards do not include Sparkbrook at present.
Heritage Lottery Fund <i>Heritage Enterprise</i>	<ul style="list-style-type: none"> · The Heritage Enterprise programme is for projects that seek to achieve economic growth by investing in heritage. It is primarily for enterprising community organisations to help them rescue neglected historic buildings and sites and return them to a viable productive use. Heritage Enterprise is designed to bridge the funding gap that prevents a historic asset in need of repair from being returned to a beneficial and commercial use. The case for grant funding will depend on there being a conservation deficit. 	<ul style="list-style-type: none"> · £100k to £5million · Two Stage application (you can apply for a limited amount of grant funding to support capital expenditure during the Development phase (normally for urgent repairs). This should normally add up to no more than 10% of the second round grant request. · If you are applying for a grant of less than £1million, you must contribute at least 5% of the conservation deficit. · If you are applying for a grant of £1million or more, you must contribute at least 10% of the conservation deficit. · If you are applying for a development grant to help you develop your second-round application, you must also contribute 10% of the costs of your grant development phase · If you are applying for a development grant to help you develop your second-round application, you must also contribute 5% of the costs of your grant development phase 	<ul style="list-style-type: none"> · For projects that involve carrying out capital work to buildings, if the organisation does not own the freehold, it will need a lease with at least 10 years left to run after the expected date of the project's completion. · HLF do not accept leases with break clauses or leases with forfeiture on insolvency clauses · The organisation must be able to sell on, sublet and mortgage the lease, but if a grant is awarded the organisation must have HLF's permission to do any of these. 	<ul style="list-style-type: none"> · A key aim of the Heritage Enterprise programme is 'the integration of commercial and community interests within heritage-led regeneration projects'. Partnership applications are welcome; Private sector for-profit organisations are encouraged to participate but are required to be minority partners in a partnership that is led by a not-for-profit group. 	<ul style="list-style-type: none"> · Priority given to projects that are located within areas of the UK experiencing economic disadvantage. · HLF will also give priority to projects that focus on heritage assets which are a) considered to be 'at risk' (e.g. identified on an 'at risk register'); b) formally designated (e.g. listed or locally listed building, scheduled monument, or in a conservation area)

Funding source	Outcomes promoted	Grants available and match funding needed	Tenure required	Who can apply	Other comments
Sport England <i>Improvement Fund</i>	<ul style="list-style-type: none"> It is not an open application programme – SE will work with partners to develop projects which will then be presented to the SE committee for consideration. Currently there is a priority on swimming projects that deliver improved customer service and increased participation Requires a minimum of 25% cash partnership funding towards the total project cost. This can come from applicant and/ or third parties 	<ul style="list-style-type: none"> £150 - £500k for sustainable projects with a clear local need 25% cash partnership funding required as match funding 	<ul style="list-style-type: none"> No guidance provided 	<ul style="list-style-type: none"> Fully constituted club, association or trust - an organisation, generally within the voluntary sector, with its own constitution or memorandum and articles of association; local authority; community interest company; private sector company or business; industrial provident society 	Discussions with the Strategic Lead, Facilities and Planning: Local Delivery for Sport England in the West Midlands strongly suggested that SE funding for MRB was unlikely because the site does not form part of BCC's strategic leisure provision going forward
BIG Lottery <i>Reaching Communities Buildings</i>	<ul style="list-style-type: none"> Projects should focus on the needs of the beneficiaries and how the service and activities will be delivered from the building will address these needs, not the need for the building itself or the improvements to the building. Projects should involve the people who it will benefit in the planning and running of the project and it should achieve one of the following outcomes: <ul style="list-style-type: none"> a) People have better chance in life (access to training and development to improve life skills) b) Stronger communities with more active citizens working together to tackle problems c) Improved rural and urban environments which communities are better able to access & enjoy d) Healthier and more active people and communities 	<ul style="list-style-type: none"> Grants for land and buildings projects costing more than £100,000 Rolling deadline Three stage application (you may get development funding after stage 2) It can also provide revenue to get the building running and provide activities This fund can pay for all of project costs. However, they do encourage that you to get some of your funding from other sources if you can, as it can show a wider range of support for your project and may help to make your project more secure for the future. There are no restrictions on total project costs but in most cases Big Lottery Fund expect to be the majority funder or to be making a significant contribution towards the building work 	<ul style="list-style-type: none"> No guidance provided 	<ul style="list-style-type: none"> An unincorporated association, incorporated association, trust or company set up and registered as a charity An unincorporated association set up as a voluntary and community group A community interest company A not for profit company limited by guarantee A community benefit society A town council 	<ul style="list-style-type: none"> Feasibility funding for building projects may be available through BIG's Award for All (up to £10,000) You cannot use a Reaching Communities buildings grant as partnership or match funding for grants from other funding Big Lottery fund programmes. BIG Reaching Communities Buildings are targeting it at buildings or sites based in the most deprived 'Lower Super Output Areas' in England. Moseley Road Baths does fall within a lowest super output area and is therefore eligible
Local Enterprise Partnership <i>Greater Birmingham & Solihull</i>	<ul style="list-style-type: none"> Local Enterprise Partnerships are led by businesses and local authorities across natural economic areas. They provide the vision, knowledge and strategic leadership required to drive sustainable private sector growth and job creation in their areas 	<ul style="list-style-type: none"> The primary LEP grant that could support the project is the European Structural & Investment Funds (which includes a suite of funding pots including the ERDF and ESF). There are currently no call for bids related to this fund 			<ul style="list-style-type: none"> The 2016 EU Referendum could impact on the future availability of this funding source

Funding source	Outcomes promoted	Grants available and match funding needed	Tenure required	Who can apply	Other comments
Historic England <i>Repair Grant for 'At Risk' buildings</i>	<ul style="list-style-type: none"> · Focused on buildings on the Heritage at Risk register, and generally Grade I and II* (except in London) · Can pay for critical, urgent works · Could potentially pay for 'enabling works' at MR Baths - so that overall repair costs are properly understood 	<ul style="list-style-type: none"> · Maximum for one site is likely to £500k (exceptional). Generally, £200k max normal (West Midlands HE regional grant budget is £1.5m 2016/17 for example). However, costs can be spread over several years · Two stage process generally (project development phase and delivery phase) · HE cannot accept HLF as match funding BUT HLF can accept HE as match funding · HE only provide grant where there is a shortfall in the funding needed/ where there is evidence of financial need. There are no guidance on standard % requirements of match funding 	<ul style="list-style-type: none"> · The owner or a leaseholder with 21 year or longer full-repairing lease can apply (legal interest required) · If you do not own the property at present but plan to take it on, HE can consider an application if you can demonstrate that you have an agreement to acquire the property in question either outright or by a full repairing lease of at least 21 years · HE much prefer to grant an organisation that has a long-term interest in the building (don't like to grant prior to transfer in asset transfer situations) 	<ul style="list-style-type: none"> · No restrictions as such except government departments. Open to local authorities, private individuals, charitable organisations, and other third sector organisations as long as they have the relevant legal tenure 	<ul style="list-style-type: none"> · There's usually a post-completion condition that public access is allowed in some form, and a commitment to maintenance of the repairs
HS2 <i>Community and Environment Fund</i>	<ul style="list-style-type: none"> · Divided into CEF 'Local' and CEF 'Strategic' · Projects applying under CEF 'Strategic' strand will provide a legacy by supporting projects which benefit multiple communities along the Phase One route. These grants may fund projects that cross a number of local authority areas. · Both capital and revenue grants will be available. Initiatives the CEF may support might include: <ul style="list-style-type: none"> a) enhancement or replacement of sports and recreational facilities b) provision of enhanced or new community facilities c) refurbishment/re-use of historic buildings and monuments. d) improved pedestrian, equestrian, or cycle access e) landscape and nature conservation enhancement projects which increase biodiversity f) improved access and enhancements to public open space; 	<ul style="list-style-type: none"> · CEF 'Local' funds smaller projects (up to a maximum of £75,000 per project) · CEF 'Strategic' - from £75,000 up to a maximum of £1 million per project 	<ul style="list-style-type: none"> · Until the fund is launched (supposed to be Jan 2017) there is no detailed guidance available 	<ul style="list-style-type: none"> · Community-based voluntary organisations · Charitable and not-for-profit bodies, · Social enterprises · Schools · Local authorities 	<ul style="list-style-type: none"> · Calls likely to open by early 2017 and money is likely to be needed to be spent by the end of HS2 Phase one · MR Baths may be too far from the main route to be eligible

Funding source	Outcomes promoted	Grants available and match funding needed	Tenure required	Who can apply	Other comments
Esmée Fairburn Foundation	<ul style="list-style-type: none"> Grants available for the Arts, Children and Young People, Environment, & Social Change - primarily in the form of organisation core or project costs (revenue). However, they will only support capital costs through their Social Investments It has two key principles; <ul style="list-style-type: none"> Social return – the investment helps to generate social impact and positive outcomes for people or communities Financial return – the organisation receiving the investment (a loan for example) will be able to generate sufficient income from its activities to cover its costs and repay the funding over time. 	<ul style="list-style-type: none"> Rarely grants less than £5k. Grants over £500k are rare and usually based on an existing partnership with the Foundation. Average is £100k. There are no minimum match requirements but a contribution is expected 	No guidance available	<ul style="list-style-type: none"> Charities and not for profit organisations with the aim of creating social impact Unlikely to fund CIC's limited by shares 	<ul style="list-style-type: none"> There's usually a post-completion condition that public access is allowed in some form, and a commitment to maintenance of the repairs
Wolfson Foundation	<ul style="list-style-type: none"> Grants available for Capital projects only, but will only be awarded to charities or organisations with charitable status (or equivalent). Grants available for capital projects only and may be eligible where: <ol style="list-style-type: none"> They include restoration or conservation work to the historic fabric of buildings that are listed either Grade I or II* The building is accessible to the public for the majority of the year The project should produce the following outcomes: <ol style="list-style-type: none"> Conservation of buildings in need of repair Interpretation Increased visitor number Better public engagement Improved financial sustainability 	<ul style="list-style-type: none"> Grant size varies – they simply want to know how much the project will cost in Stage 1. Two stage application. There are no minimum match requirements but a contribution is expected 	<ul style="list-style-type: none"> The applicant does not have to own the asset. The Foundation will consider organisations that have a secure, long-term lease on a building. Generally, there should be at least 15 years to run on the lease at the time and application is made (assuming the project is for major refurbishment work) 	<ul style="list-style-type: none"> Only be awarded to charities or organisations with charitable status (or equivalent). 	Grant awarded to Balsall Heath Library in 2016

Appendix 7 - Proposed contents of a detailed feasibility study

It is recommended that the feasibility study for Moseley Road Baths should cover the following:

1. Executive summary

2. Background

- Background to the project and the vision for the building
- Local authority and community priorities for the area

3. The context

- Location, history, description and current ownership of the building
- Analysis of the social and economic context
- The building's setting within Moseley Road and the wider area
- How the project fits in with local, regional and national planning objectives, and local development plans
- Access to the site

4. Opportunities for regeneration

- Analysis of the strengths within the existing community around Moseley Road Baths, consideration of community aspirations, and identification of potential opportunities within the area

5. The significance of the building

- The heritage merit
- The historical and social importance of the building
- Evidence should be provided of the building's importance to the local community and its role as a focal point in the area around the Baths

6. Why the building is at risk

- Detailed assessment of the building's condition and repair needs

7. The approach to the conservation of the building

- How the building's importance will be protected and enhanced through conversion to the proposed new uses

8. Comparison of Options

- Description of each option
- Strengths, Weaknesses, Opportunities and Threats analysis of each option
- Preferred options to be explored further

9. Market analysis

- Assessment of the market demand for the potential uses, backed up by evidence of need

- Analysis of who will use the building and how often, including consideration of whether there is other provision locally which may suffer as a result
- Initial user/audience analysis with estimates of numbers
- Description of other local facilities/comparator analysis
- Estimate of income and expenditure

10. Repairs and alterations required

- Design assessment of the proposed alterations required for the mixed-uses, including planning and listed building considerations
- Assessment of repairs and alterations (including any extension/demolition) needed to the building
- Consideration of physical access to the building by future users

11. Financial analysis and viability

- Capital costs
- Value of the building once repaired for re-use
- Any deficit to be bridged or working capital required
- Outline cash flow projections
- The cost of any loans and the nature of security required as well as their repayment terms
- Cost estimates of repairs and alterations, fees, finance costs, insurance, VAT etc and the delivery vehicle's own project management costs, making allowance for inflation and contingencies
- Description of how the project meets the requirements of the potential funders. Each funding source should be fully described showing how the project meets its criteria and, most importantly, the likelihood of success of any application, including evidence of the results of any preliminary discussions held with the funding bodies, identification of potential donors and sponsors

12. Long term management and financial implications

- An analysis of how the project is likely to be financially viable in the long term
- The future management of the building once the capital works have been completed
- How will the fabric of the building be maintained in perpetuity, and how will the costs of doing so be covered e.g. through a sinking fund

13. Benefits of the scheme

- Description of the benefits of the scheme, including enhancement of public access; educational and interpretation; conservation; economic factors such as the number of jobs to be created etc.

14. Transfer of building ownership or long lease arrangements

- Details of the transfer of ownership or lease agreement with Birmingham City Council

15. Project risk analysis

- Identify risks to the project, the likelihood of them happening, how they will affect the project, and what can be done to prevent them

16. Consultation recommendations

- Recommendations for consultation with the community, stakeholders and potential funders

17. Conclusion and recommendations

This should cover:

- The preferred use
- The cost
- The principle sources of funding and the likelihood of their funding the project
- The likely final deficit
- How this will be met
- How the building will be sustainable in the long term
- How it will be managed

18. Implementation strategy

Detailed description of the next steps:

- Who is responsible for which actions in the long term
- Project timetable
- The cost of the work involved
- How it will be funded

19. Appendices

- Copies of each professional's report
- Supporting information (e.g. statutory list description, location plans, photographs)
- Relevant correspondence and notes of meetings
- Evidence of community consultation
- Letters of support

Appendix 8 - Potential funding opportunities for a detailed feasibility study

Funding source	Outcomes/benefits promoted	Grants available and match funding needed	Tenure required	Who can apply	Other comments
Heritage Lottery Fund <i>Start up Grants</i>	<ul style="list-style-type: none"> Start-up grants can support a very broad range of things you might need to do to get started as a new group or get a new heritage project of the ground. It can pay for activities that: <ul style="list-style-type: none"> a) make a difference to people, heritage and communities in the UK; b) have not yet started; and c) will last no more than one year. <p>The types of activity that are funded focus on:</p> <ul style="list-style-type: none"> i) Transfer of heritage to community ownership; ii) Setting up a new heritage group; iii) Building capacity and skills of a new friends group <p>Examples under i) above include: commission a specialist to perform an options appraisal, to identify how the site might be used, and the sources of funding these uses might attract.</p> <p>We believe this could include a feasibility study, including market research</p>	<ul style="list-style-type: none"> One stage application process and 8 week assesment by HLF Grants between £3,000-10,000 HLF do not require a cash contribution. However, match this grant against others will make it more attractive to the funder. It is also assumed that their will be some level of volunteer time contributed to the project (non-cash, and in-kind contributions), and the more of this there is, the more attractive a bid to HLF 	<ul style="list-style-type: none"> If you are not the legal owner or leaseholder of the heritage asset that is the focus of your application, you will need the owner's written permission to apply 	<ul style="list-style-type: none"> Available for not-for-profit organisations and partnerships led by not-for-profit organisations, including charities and trusts; community, voluntary or friends of group If the applicant is not a constituted group, HLF will consider applications from bodies acting on behalf of the non-constituted group such as the local authority, or another community, voluntary of friends group that has a constitution 	<ul style="list-style-type: none"> Start up Grants will be superseded by a new HLF programme called Resilient Heritage from late July 2016. We understand it will fund similar types of projects, but we advise MRBAG take a look at the application guidance documents once these are made available Start up Grants are sometimes used prior to making an application for Heritage Enterprise.
BIG Lottery <i>Awards for All</i>	<p>Key outcomes for Awards for All are:</p> <ul style="list-style-type: none"> People have better chances in life – with better access to training and development to improve life skills. Stronger communities – with more active citizens working together to tackle issues within the community Improved rural and urban environments – which communities are able to better access and enjoy. Healthier and more active people and communities <p>Fund activities that benefit the community, including:</p> <ul style="list-style-type: none"> carrying out special repairs or conservation work setting up a pilot project or starting up a new group <p>It appears to be a very flexible grant, so it could potentially provides monies towards a feasibility study, especially if this will protect or enhance community benefit</p>	<ul style="list-style-type: none"> Up to £10,000 No minimum match required but contribution expected In general they tend to fund local community projects (play equipment etc.), however may be able to be used for feasibility prior to Reaching Communities. One stage online application and decision made within 10 weeks 	No specific guidance available	<p>A constituted voluntary and community group including:</p> <ul style="list-style-type: none"> - registered and unregistered charities - co-operatives - friendly societies - industrial and provident societies - not-for-profit companies - not-for-profit unincorporated associations <p>Big Lottery will not consider an application made by one organisation on behalf of another</p>	<p>BIG Lottery will favour projects that:</p> <ul style="list-style-type: none"> show strong evidence of need seek to involve as wide a range of people as possible meet more of their outcomes are from organisations that Awards for All has not funded before are from organisations with a smaller annual income are for smaller projects

Funding source	Outcomes/benefits promoted	Grants available and match funding needed	Tenure required	Who can apply	Other comments
Architectural Heritage Fund <i>Project Viability Grant</i>	<p>AHF grants are designed to help deliver its overall strategic objectives and outcomes for heritage and communities:</p> <ul style="list-style-type: none"> a) To support people, communities and organisations to take ownership, to repair and to adapt historic buildings and places for new sustainable uses; b) To attract more investment for the conservation and sustainable re-use of the UK's architectural heritage c) To inspire the start up and growth of new community enterprises that utilise historic buildings and places for public benefit d) To demonstrate the value of a well-managed historic built environment by championing and showcasing the impact of the projects we have supported <p>Priorities protected and 'at risk' buildings, and those within disadvantaged areas.</p> <p>Project Viability Grants (PVG) The primary purpose of this is to work out whether a proposed use for a building will be economically viable. As the current options appraisal has already looked at potential uses (a standard part of PVG's), it is anticipated the bulk of the grant could be used for the more detailed feasibility work needed for Moseley Road Baths</p>	<ul style="list-style-type: none"> • Up to £5,000 • Generally expect applicants to cover at least 50% of the cost of the work (i.e. to provide £5,000 match) • One stage 1 process and decision made within 6 weeks 	<ul style="list-style-type: none"> • AHF accept applications from organisations that do not own the asset, but expect a 'letter of comfort' from the owner • All applications must concern projects that have recently involved or will result in a change of ownership and/or a change of use 	<p>MUST be a formally constituted and incorporated charity or social enterprise whose members have limited liability. This includes:</p> <ul style="list-style-type: none"> a) Charitable Incorporated Organisations (CIOs) b) Charitable Companies Limited by Guarantee c) Not-for-private-profit Companies Limited by Guarantee d) Community Interest Companies (CICs) Limited by Guarantee e) Community Benefit Societies <p>Also welcome applications from organisations working in partnership, including joint applications from voluntary sector groups with commercial partners</p> <p>Unincorporated bodies, local authorities and other public sector bodies cannot apply</p>	<ul style="list-style-type: none"> • For projects where the proposed end use has been shown to be broadly viable and the applicant has decided to take the project forward, it is then possible to apply for a AHF 'Project Development Grant' from AHF, with a maximum of £25,000 available. Again, 50% match is expected
Historic England <i>Regional Capacity Building Programme</i>	<p>Targeted at building the capacity of the local community to understand, manage and engage in heritage, and can provide monies towards:</p> <ul style="list-style-type: none"> • Insurance cost of a Trust responsible for a heritage asset • Workshops, for example in sayheritage skills training • Legal costs <p>Advice from the West Midlands HE team suggest that if a strong case were made, it may be possible to secure monies towards a feasibility study</p>	<ul style="list-style-type: none"> • Generally between £2,000 to £10,000 	<ul style="list-style-type: none"> • The owner or a leaseholder with 21 year or longer full-repairing lease can apply (legal interest required) in e=general but if a constituted group was formed in relation to Moseley Road Baths, HE may consider an application 	<ul style="list-style-type: none"> • Need to be a constituted group to apply 	<ul style="list-style-type: none"> • Application information is very limited on-line. Advise further discussion with West Midlands HE team • Sometimes used to match fund HLF Start up Grants

Appendix 9 - Birmingham City Council protocol for Community Asset Transfers

The following Protocol is taken from BCC's March 2011 Cabinet

Report, which can be found with the full report at:

<http://communityassettransfer.com/cabinet-report-march-2011/>

1. A proposed operating procedure has been developed to take Community Asset Transfer (CAT) forward to ensure consistency, fairness and transparency across all service areas. The flow chart at Annexe A [refer to above weblink] indicates the stages to be met when considering the process for an Asset Transfer. They include:
 - i) reference to Birmingham City Council (BCC) strategies, neighbourhood requirements, national indicators etc
 - ii) looking at the proposal to see whether it is sustainable and realistic; what the capital and revenue requirements are and what assistance the organisation needs to take on an asset
 - iii) to consider the most appropriate lease terms.
 - iv) 'sponsorship' of a project by a particular Directorate / service area,
 - v) what documents will need to be completed and at what stage by both parties
 - vi) looking from the outset at the 'value' of the project so that valuing their worth may be monitored over the term and used to guide rent rebates.
 - vii) how allocation fits with work processes out by the Surplus Properties Working Group
 - viii) reporting to Cabinet Members or Cabinet Committee (Property)
 - ix) the appeals process
2. Organisations will complete an "Initial Expression of Interest form" that will be received centrally. It will pass to the relevant sponsoring Directorate / Service area who will consider the benefits of proceeding, in consultation with stakeholders and based on current priorities and the information that has been provided. It is expected that this phase will be completed within approximately two months. If it is decided not to proceed then BCC will be free to dispose of the property. If it is positively received then a business case/report will be written and recommendations made to Cabinet Members to offer terms.
3. The present method of rebating rent is referred to in the report at points 4.1 and 4.2. In relation to CAT disposals it is proposed to rescind the minute that refers to grant for rent (number 5250 of the Finance and Management Committee of 16 June 1986) and apply a more qualitative method of assessing rent rebates, which values the benefits provided to the community. This method has been written by the City Council and is called 'Valuing Worth'. The Valuing Worth Toolkit is at Annexe B (i) and (ii) and may be amended dependent on service requirements. It will be completed by the organisation and BCC. This will provide a consistent analysis to guide BCC's decision about what level of rebate to offer the organisation. The level of rebate will ultimately be a negotiation between BCC and the organisation taking account of the valuing worth exercise.
4. In addition to the toolkit an 'Impact Map' will be completed by BCC and the organisation to ascertain the likely outcomes of their project that can be regularly reviewed. This is at Annexe B (iii).

5. Whilst it is anticipated that 'light touch' annual reviews will be carried out, rents will be reviewed every five years and the 'worth' re-valued at the same time to determine the rebate for the next period. Organisations that are performing well can potentially receive 100% rent relief. On the other hand organisations that are delivering lesser benefits would receive a smaller rebate. BCC and the organisation may at each review mutually agree different benefits and methodology for the valuing worth re-appraisal, reflecting changing needs and circumstances.
6. When Heads of Terms are offered they will contain more detail than at present. At an early stage lawyers and clients will meet together to agree points 'up front' thus saving time and money on fees – both internally for the City Council but also for third sector organisations. A lease has been prepared that has some flexibility built in to suit individual circumstances but the user clause will be carefully drafted to mirror the organisation's objects and likely performance in terms of projected outcomes.
7. The Heads of Terms will include rent, repair covenants, assignment provisions, term and use of the premises. Prospective tenants will need to understand their responsibilities under the lease and that asset transfer is not time and cost neutral.
8. Most leases will be for no longer than 25 years and some may even be for a far shorter duration. The length of the term will be agreed on the merits of the business case.
9. Where tenants seek a longer lease term each case will be considered on its merits taking into account the wider benefits to the city, businesses and residents and budget implications in respect to International Finance Reporting Standards (IFRS). For the Government's Big Society proposals as outlined in the Localism Bill to work BCC may need to be flexible in its dealings particularly given the likelihood of there being a 'community right to buy'.
10. The question of resource allocation is referred to within Appendix 2.
11. Going forward it is intended that organisations currently in occupation of property and in receipt of grant for rent (see main report, paragraphs 4.2 and 4.3) will gradually, as quickly as staff resources allow, migrate to the rent being rebated based on valuing their 'worth'. It is intended that this will be achieved through a Deed of Variation to the original lease.

Many tenants have the right to break their lease should grant for rent cease but offering them an alternative method of rebating rent should ensure that many will continue in occupation. Nevertheless BCC should be prepared for some organisations not wishing to continue in occupation and the consequences thereof.

Appendix 10 - Pros and cons of potential legal structures

Name	Description	Pros	Cons
Charity Status	<ul style="list-style-type: none"> The Charities Act 2006 provides a list of specific purposes which are charitable. 'charity' means an institution which is established for charitable purposes only. 	<ul style="list-style-type: none"> Public recognition and trust - Charities are widely recognised as existing for social good. This can assist with fundraising. A lock on assets - organisations with charitable status are prevented from using their assets for any purpose other than to pursue their charitable objects. Tax relief - no corporation tax primary purpose trading; 80% mandatory and 20% discretionary relief from business rates (rate relief); Gift aid on cash donations from individuals; Stamp duty land tax relief on acquisitions of freehold property or entering into leases. Funding - certain sources of grant funding are only open to organisations with charitable status. 	<ul style="list-style-type: none"> Restrictions - Charities may face restrictions on the type of work that can be carried out or funded by them. Charitable status also means that the organisation must comply with administrative regulatory requirements including those relating to the preparation of annual accounts and returns. The Charity Commission's information on registration provides further information on the restrictions and requirements. Unpaid board - Individuals on the board of a charity (often called trustees) must be unpaid unless the constitution of that charity or the Charity Commission permits payment. No equity investment - charities cannot raise equity investment. VAT - restrictions in terms of what input VAT can be reclaimed.
Charitable Limited Company	<ul style="list-style-type: none"> Can be either a charitable company limited by shares or guarantee A charity and a company 	<ul style="list-style-type: none"> Has charitable status and articles of association As an incorporated body, it can own and lease assets and creates a legal 'person' that can enter contracts Can trade Tax relief Can state it's a charity for fund-raising purposes, and is able to apply for eligible grant aid Surplus profits must be invested in the charity Assets are locked for the benefit of the community Only the charity is liable for its debts and the people behind it are in most circumstances fully protected by limited liability 	<ul style="list-style-type: none"> Can't undertake any activity that doesn't have a charitable purpose Two types of regulation (Charity Commission and Companies House) No equity investment

Name	Description	Pros	Cons
Company Limited by Shares	<ul style="list-style-type: none"> A company limited by shares (CLS) divides its share capital into shares of fixed amounts and can then issue them to shareholders. The shareholders then become the owners of the company. A CLS can be financed by grants, loans (secured and unsecured) and by equity. 	<ul style="list-style-type: none"> Dividends are paid from generated surpluses and are not therefore a cost of the business, unlike interest on a loan. Shareholders are only rewarded if there are profits available for distribution, and in the lean years they get nothing. Share capital has a positive impact on a company's balance sheet, as it is classified as an asset. This is in marked contrast to a loan, which is treated as a liability. Share ownership can bring a sense of involvement, and this has been used to good effect by companies that encourage share ownership among staff, or by social enterprises issuing shares to 'social investors'. Shares are potentially transferable, thereby allowing an investor to realise his or her investment. 	<ul style="list-style-type: none"> If withdrawable shares, need to manage or predict when this might happen. Money not into the endowment. Not compatible with charitable status.
Company Limited by Guarantee	<ul style="list-style-type: none"> In a company limited by guarantee (CLG) there is no share capital and no shareholders. 	<ul style="list-style-type: none"> The members give a guarantee to cover a company's liability. However, the guarantee is nominal, normally being limited to £1. Sometimes the word 'members' is used for individuals who do not have any constitutional rights but simply have a contractual right to receive certain benefits from an organisation. These benefits might include access to a stately home or a newsletter. 	<ul style="list-style-type: none"> CLGs may receive grants and take out loans, but equity finance is not available to them. The members of a CLG become its owners and have broadly the same powers as shareholders in a company limited by shares (CLS). It is important that organisations maintain a clear understanding of the different types of membership.

Name	Description	Pros	Cons
Community Interest Company (CIC)	<ul style="list-style-type: none"> In existence since the relevant legislation was passed in 2005, Community Interest Companies (CIC) are a type of social enterprise designed specifically to operate for the benefit of the community, rather than just the company owners, managers and/or employees. CICs are established as a limited company, and must pass the Community Interest Test. 	<ul style="list-style-type: none"> A CIC is controlled by the individuals appointed to its board and those who become members/shareholders. Specific governance structures are determined by individual CICs. A community for CIC purposes can embrace the community or whole population of a defined area, or a specific sector or group within that population. The different legal forms that a CIC can take, and the ability in some cases to pay limited dividends, gives a flexibility to tailor the model to suit particular contexts and needs. The asset lock provision, the statutory nature of the CIC model, and the oversight of the CIC Regulator, gives confidence to funders and stakeholders. However, in some cases a CIC will make a limited return to its investors (as defined by the dividend cap). The model is transparent and accountable. Once incorporated, CICs continue to provide benefits to the community until they are dissolved or converted into a charity, ensuring continuity of purpose. Registering as a CIC demonstrates an organisation's long term commitment to social outcomes. A CIC can be a public company limited by shares, a private company limited by shares or a company limited by guarantee; it has the same benefits and obligations as other companies, including the requirement to register at Companies House and comply with company law. 	<ul style="list-style-type: none"> Note that a charity cannot be a CIC, but may apply to register a CIC as a subsidiary company. Despite the significant number of CICs that have been established to date, many funders continue to favour charities, with the CIC brand not achieving widespread recognition outside of the social enterprise sector. CICs do not enjoy the tax concessions that come with charitable status, including relief on business rates and exemption from capital gains tax, inheritance tax and corporation tax on 'surplus' income. It is appropriate for the trading subsidiaries of charities. There is a dividend cap. The Community Interest Test requires the CIC applicant to complete a Community Interest Statement; the CIC must also draw up a constitution that complies with legislative requirements.

Name	Description	Pros	Cons
Charitable Incorporated Organisation	<ul style="list-style-type: none"> • Many aspects of the CIO are similar to those of a company limited by guarantee, but the CIO can only be used by an organisation which is charitable. • A CIO, like a company, has a two tier structure of trustees and members. • Like companies, the trustees and members can be the same people –called a ‘foundation CIO’. • A CIO that has members other than its trustees is referred to as an ‘association CIO’. 	<ul style="list-style-type: none"> • Allows the following: employing paid staff; delivering charitable services under contractual agreements; entering into commercial contracts in its own name; owning freehold or leasehold land or other property. • CIO is intended to have all the advantages of incorporation, namely limited liability and the ability to hold assets in its own name, without the burdens of dual registration and requirements to comply with two sets of law, as the CIO is regulated solely by the Charity Commission. • Can only apply its assets to carry out its charitable purposes. • Must operate in a way which is in the best interests of the charity. 	<ul style="list-style-type: none"> • Need to register your CIO with the commission for it to legally come into existence and keep a register of its members and trustees. • Also need to send the accounts and annual return to the Charity Commission each year, regardless of its income. • CIO legislation makes no provision for the maintenance of a register of charges, which may make it more difficult for a CIO to borrow, as a lender will not be able to obtain the protection of registering a charge at Companies House. • The rules which apply to CIOs, while having the advantage of being tailored specifically for charities, are as yet untested, and there may be some gaps and grey areas. • Anyone establishing a new charity should certainly consider whether a CIO might be an appropriate vehicle. Smaller charities are likely to find the limited liability, coupled with less red tape, a real advantage. New charities which plan to hold significant assets, or borrow funds, may still prefer a company form. • The legislation is not all in one place, making it more difficult to make sure the structure is set up and run in accordance with the law.

Name	Description	Pros	Cons
Community Land Trust (CLT)	<ul style="list-style-type: none"> Community Land Trusts (CLTs, also known as Community Trusts) are non-profit, community- owned organisations that acquire land and other assets in order to further the economic, social and environmental interests of local communities. CLTs are usually constituted as Industrial and Provident Societies or Companies limited by Guarantee. 	<ul style="list-style-type: none"> CLTs can acquire land and buildings on open market, using grants and other funding, and via assets that are transferred from a public authority at below market or no cost. A CLT can also offer community share issue – these have been used extensively in Scotland for community buy-outs of land, housing, woodland, mountains, islands and other facilities. In addition, CLTs can acquire assets through planning gain and philanthropic/charitable gifts. CLTs are locally controlled, and are democratically accountable to their members. They are set up to serve a specific, defined community, with a group of trustees tasked with ensuring this community benefits from the arrangement. They have charitable status, and are required to draw up a formal constitution. 	<ul style="list-style-type: none"> The CLT model is a relatively new one, and in line with other ‘innovative’ approaches can be viewed with suspicion. In general, CLTs focus on meeting local housing need and providing wider benefits to the community. They can provide affordable housing through equity share arrangements.
Community Benefit Society	<ul style="list-style-type: none"> An Industrial and Provident Society (IPS) community benefit society is set up to benefit the community, whether that community are members or not. 	<ul style="list-style-type: none"> The legislation requires that a community benefit society must have some special reason for seeking registration as a society and not as a company. 	<ul style="list-style-type: none"> The legislation requires that a community benefit society must have some special reason for seeking registration as a society and not as a company.
Unincorporated Charity with Trust as governing documents	<ul style="list-style-type: none"> A Trust where the charity doesn’t need a corporate structure or a wider membership. 	<ul style="list-style-type: none"> Works if it will not have any kind of member. Is able to register with the Charity Commission. 	<ul style="list-style-type: none"> Trustees directly liable. Only really suitable if the charity is not going to employ a significant number of staff or if it will make grants but not do any other type of work. If a Trust model is chosen it must specify a sum of money, land or some other assets that your charity will start with. Otherwise you won’t be able to register it with the commission.

Name	Description	Pros	Cons
Unincorporated association with constitution	<ul style="list-style-type: none"> A charity that wants wider membership but doesn't need a corporate structure. 	<ul style="list-style-type: none"> Works if the charity will also have members Is able to register with the Charity Commission Good if doesn't need corporate structure 	<ul style="list-style-type: none"> Trustees directly liable Works for charity with relatively small assets.

Appendix 11 - List of key organisations and other stakeholders engaged

In addition to members of MRBAG, the project team have engaged with a wide range of people and organisations during this commission including:

Name	Role	Organisation
Philip McGrahan	Head of Programme and Project Delivery	Acivico
Mike Kirkman	Director of Sport Security and Nursery	Aston University
Philip Andrews	Head of Asset Management, Property Services	Birmingham CC
Ross Brazier	Conservation Officer	Birmingham CC
Karen Cheney	Head of Hall Green District	Birmingham CC
Karen Creavin	Head of Birmingham Wellbeing Service	Birmingham CC
Symon Easton	Head of Cultural Development, Culture and Heritage	Birmingham CC
Dave Flora	Manager of Moseley Road Baths, Sports Parks and Events	Birmingham CC
Steve Hollingworth	Assistant Director Sports Parks and Events	Birmingham CC
Fazal Khan	Finance Manager, PLACE Directorate	Birmingham CC
Erica Martin	Targeted Services Manager, Birmingham Wellbeing Service	Birmingham CC
Liz Parkes	Community Libraries	Birmingham CC
Lesley Poulton	Head of Ladywood District	Birmingham CC
Richard Rees	Strategic Energy Officer	Birmingham CC
Lesley Steele	Business Centre Manager Projects, Property Services	Birmingham CC
Councillor Lisa Trickett	Cabinet Member for Clean Streets, Recycling & Environment	Birmingham CC
Neil Vyse	Principal Development Planner	Birmingham CC
Dave Wagg	Project and Client Manager, Strategic Sport, Sport Parks and Events	Birmingham CC
Tracy Basu	Chief Executive	Bramley Baths
Ruth Miller	Trustee	Castle Vale Community Partnership
Tim Mills	Director of Business	Fusion Lifestyle
Peter Morgan	Development Manager (West Midlands)	Heritage Lottery Fund
Catherine Kemp	Development Officer (West Midlands)	Heritage Lottery Fund
Peter Arnold	Business Manager, West Midlands	Historic England
Cristina Gardiner	Heritage at Risk Officer	Historic England
Sarah Lewis	Principal Advisor, Heritage at Risk	Historic England

James McNulty	General Manager	Ironmonger Baths
Jane Alexander	Principal consultant to Former Moseley School of Art	J Alexander Consulting
Zenn Athar	Trustee	Lenton Centre
Paul Smith	Chair	Love Withington Baths
Hannah Greenwood	Trustee	Old Print Works
Patrick Wilcox	Trustee	Old Print Works
Javid Arain		Moseley Muslim Community Association
Natalia Strothard	Manager	Pelican Centre
Mark Balkham	Architect	Rodney Melville & Partners
Deryck Chester	Director	Saltdean Lido CIC
Ian Silvera	Facilities and Planning Relationship Manager, West Midlands	Sport England
Gill Wright	Project Development Manager	Victoria Baths Trust
John Darlington	Executive Director	World Monuments Fund

Appendix 12 - Case studies from the UK

Name/Property	Withington Baths, Manchester
Location	Withington Baths is located in south Manchester, 4 miles south of the city centre.
Ownership/Management	The baths are owned by Manchester City Council (MCC), and in 2015 management was handed over to the Love Withington Baths Group (LWB).
Brief history	<p>Withington Baths opened in November 1911, designed by architect Henry Price. The baths originally had two pools, first and second class, and in 1914 it became the first baths to allow mixed male and female bathing.</p> <p>Despite plans, a scheme to create a third pool never materialised and by the 1990s, pool one was drained and boarded over to create a new gym.</p>
Designations	No
Recent history and regeneration process to date	<p>In January 2013 Manchester City Council (MCC) announced the immediate closure of Withington Baths. Nearby Chorlton Baths was also to close, and a new facility half-way between the two to be built. The pool was making a £275k a year loss.</p> <p>The local community organised non-political, family-friendly protests and held a march through the streets, signing a petition to save the baths and gathered 8000 signatures in two weeks.</p> <p>MCC made a u-turn, announcing that Withington Baths would stay open, until Hough End, their £10m sports centre on Princess Parkway, opened in April 2015. The Love Withington Baths group were formed, and battled for two years to save the pool.</p> <p>Their business plan for the pool was based around:</p> <ul style="list-style-type: none"> • keeping open the heritage pool • revitalising the gym and classes studios (once the original Bath Houses) • bringing new life, ideas & cash-flow to the centre: a cafe, an enterprise hub, dance, food & drink events, crafts, clubs, pool parties and weddings. <ul style="list-style-type: none"> • They received a Locality Award for £9.5k to facilitate a Building Information Modelling survey and an allowance of £5k by Southway Housing for an architectural feasibility study by Buttress Architects. • They also received a start-up grant from HLF of £9.7k in January 2015 to help develop the baths into a community hub. • They also received a £50k loan from KeyFund which they are paying back over two years. <p>Initially MCC weren't supportive of LWB, but this has turned around, and they are now very supportive of the group. This is partly due to seeing how much people wanted to keep the pool open, but then later because MCC kept asking for certain things from the group (such as not running at a loss), all of which they've managed to successfully deliver.</p> <p>They believe that the lack of initial support actually strengthened their business plan as they had to make it watertight.</p> <p>Their business plan to run the baths was approved by the Council and the building was leased to them for two years. The baths reopened in July 2015.</p>
Future plans/next phases of regeneration proposed	<p>The building is in a reasonable condition, but the two roofs will need fixing in 3 or 4 years (£500k each). They are thinking about developing the space which was originally set aside for the third pool (never built) for something that generates revenue (potentially housing, but this is confidential).</p> <p>LWB are currently recruiting for several volunteers – volunteer co-ordinator, maintenance man, and finance co-ordinator</p>

Fund-raising	<p>Current ways they raise funds are:</p> <ul style="list-style-type: none"> • Sponsor a tile (£25) • Become a Friend (give £5) • On-line merchandise • Gift vouchers to spend at LWB <p>They are about to start crowdfunding for underfloor heating for the studio (no costs available).</p>
<p>Current business model</p> <p>Current activities and facilities provided</p>	<p>Current uses of Withington Baths include:</p> <ul style="list-style-type: none"> • Swimming, swimming lessons, pool parties (The swimming pool is 25 metres long, with 6 lanes) • gym • a studio which is used for sessions including Baby Massage, Street Dance, Physio-Led Pilates Mat Sessions, PiLoga, Ashtanga Yoga. They also provide physio sessions, and NHS referred patient sessions. Classes take place daily at the baths. There is space for events, functions and workshops. • a small garden is attached, which is used for kids events etc, and currently being developed into a sensory garden. <p>Membership costs:</p> <ul style="list-style-type: none"> • Adult – between £20 - £30 a month, discounts for students and concessions. • Day passes available for swimming (£3) and gym (£10). • Variety of payment options available (monthly, 6-month, 9-month or annual). <p>The Trust plan to keep the pool, fitness studio and gym open for the centre's 1,600 members - but also create space for office start-ups and a café.</p> <p>They also run local school swimming classes - this programme is full for next year - LWB don't believe MCC could deliver this without them.</p>
<p>Current business model</p> <p>Staff/Operational structure. No. of staff (FTE), and role of volunteering.</p>	<p>There are 6 volunteer trustees, and 13 paid staff of whom 10 are full time (not including classes). There are also some volunteers who have helped out in the pool and been put through life-guard training in return. Volunteers helped with repainting inside the building, and with building the sensory garden.</p>
<p>Current business model</p> <p>Running costs</p>	<p>It costs approx £40k a month to run the baths, and this year they think they will make a profit of £25k. (It was previously running at a £275k a year loss).</p>
<p>Current business model</p> <p>Marketing & comms</p>	<p>They have an active website and social media accounts. Highly visible banners around the building for anyone passing by to see. http://www.lovewithingtonbaths.com/index.html .</p> <p>They also take part in the annual Heritage Open Days.</p>
Asset transfer	<p>Following the approval of their business plan, LWB took on a 2 year full repairing and maintenance lease on the baths in June 2015.</p> <p>No TUPE was relevant because MCC planned to transfer the business over to Hough End, and take all its members with them.</p> <p>There is no continuing contribution from MCC, but they do get £25k a year from them to run the school swimming sessions.</p> <p>They are currently in discussion with MCC about a 25 year lease or community asset transfer of the baths, but this is still being decided.</p>
Governance structures	<p>Love Withington Baths are a Private Company Ltd by Guarantee, and a registered Charity.</p> <p>There are 6 volunteer trustees. There are currently no councillors on the board, but it's something they are thinking about for the future.</p>
Energy sources/ technology used to heat and power the building/facilities	<p>The pool is heated via gas from the standard grid. Costs are 30% lower though since they took on running the baths (they believe this is mainly due to better negotiating with utilities providers on rates).</p> <p>The pool water filters are very old and expensive to run and replace.</p>

Key lessons learnt	<p>The baths never closed - this was very important as people didn't have time to go elsewhere and there were no maintenance costs associated with refilling / restarting up the pool.</p> <p>It's very important to have the right people on the board of trustees. E.g. they have a lawyer on board - this has helped enormously with applications and TUPE issues, and made a big difference to the success of the group.</p> <p>You need to be realistic about the uses for the building, and what people will actually pay for and what will make money. For Withington, the gym and studio makes a lot of money, so do specialist and school swimming lessons.</p> <p>The baths were in a fairly good state when LWB took them over - no major works needed, unlike at MRB.</p>
References & key contacts	<p>Paul Smith, Chair of Love Withington Baths Group http://www.lovewithingtonbaths.com/index.html</p>

Name/Property	Bramley Baths, Leeds
Location	Bramley Baths is located 4.5 miles north-west of Leeds city centre.
Ownership/Management	Bramley Baths is owned by Leeds City Council, and managed by Bramley Baths & Community Ltd on a 25 year lease.
Brief history	<p>Bramley Baths is the only remaining Edwardian bath-house in Leeds. It first opened as a pool and public bath-house in 1904, and also contained Russian Steam Baths. Originally a steel foundry, the building's chimney can be seen from across Leeds.</p> <p>Budget cuts by Leeds City Council in 2011 (£90m to be cut from its sports budget) resulted in a reduction of opening hours (from 90 to 48 hours a week), and subsequently the threat of closure.</p>
Designations	Grade II listed
Recent history and regeneration process to date	<p>In June 2011, Leeds City Council (LCC) announced that organisations could apply to take over the lease of Bramley Baths through a community asset transfer scheme. The Friends of Bramley Baths submitted an expression of interest (EOI) with support from a local community organisation – BARCA Leeds – in August 2011. The EOI was successful and the Friends of Bramley Baths were then invited to make a full submission in January 2012. They formally took over the management of the leisure centre from LCC on 1 January 2013, as Bramley Baths and Community Ltd.</p> <p>The group consisted of volunteers with very useful skills and expertise, including an ex-MP and marketing, accounting and building maintenance roles.</p> <p>The importance of keeping the pool open was recognised and a campaign launched to prove that the customer base existed despite the limited daytime opening hours. Eight consultation events in total were arranged for local people, and a full market research appraisal completed, to establish what people wanted from the baths and what the pricing structure should be.</p> <p>New demand for school lessons was developed through promotion to local schools.</p> <p>The pool was refurbished in the 1990s and the group have not had to undertake any capital works as yet. Before the pool opened, over 100 qualified tradesmen and local residents volunteered to undertake a deep clean and redecorate where required.</p>
Future plans/next phases of regeneration proposed	Due to increased usage, there are building works needed to increase and improve changing facilities and some structural work too. They are currently looking at feasibility studies/condition surveys, and intending to see if HLF, Sport England or Power to Change can help with funding, or possibly a community shares scheme - but it's very early days so no plans have been firmed up at the moment.

<p>Current business model</p> <p>Current activities and facilities provided</p>	<p>The building is now open to the public seven days a week offering:</p> <ul style="list-style-type: none"> • swimming, • gym facilities, • dance and fitness sessions (Aqua, zumba, pre/post-natal exercise classes, street dance, hula hoop). • space for community events and meetings • outside space for boot-camp sessions and summer fairs • one-off events such as swim-along cinema, performances of aquatic dancing, underwater photo booths for families, and immersive visual-art installations. <p>900 people come weekly for swimming lessons, plus another 500 through school groups (13 schools use the pool).</p> <p>Initially open for the same limited number of hours as the council had offered, the building is now open seven days a week, for approximately 100 hours</p> <p>Single use of the pool is from between £2 – £4.40, and monthly memberships are available, from between £25.50 - £33.</p>
<p>Current business model</p> <p>Staff/Operational structure. No. of staff (FTE), and role of volunteering.</p>	<p>Bramley Baths provides employment for 25 people including a general manager, deputy manager, part-time lifeguards, swimming tutors and gym trainers.</p> <p>A lifeguard training programme for young people has been established to develop local job opportunities (three trainees are now working for the baths).</p> <p>Following transfer the volunteer Trustees oversee the running of the baths and have sub-committees on finance and human resources to help them do so. Volunteers also run the friends group which raises funds and helps at events.</p>
<p>Current business model</p> <p>Running costs</p>	<p>The Baths created a surplus in their first year of trading and are successfully paying off a loan secured from the Yorkshire Venture Philanthropy Programme. This was established by community foundations in Leeds, Calderdale and South Yorkshire and in partnership with Key Fund and the European Regional Development Fund to support new and established social enterprise projects. Through this programme the group has received a £50,000 loan and a £25,000 grant.</p> <p>They have received small grants from Community First to train young lifeguards and to purchase children's play equipment. An award of £4,550 was made by Engage Mutual to establish a community garden which is currently being developed by a group of volunteers.</p> <p>The baths are financially sustainable, making a £36k surplus last financial year. They receive no money from LCC.</p>
<p>Current business model</p> <p>Marketing & comms</p>	<p>The baths have an active website and social media accounts http://bramleybaths.com/.</p> <p>They've also done some videos about the baths which are on YouTube (produced by a local arts college).</p>
<p>Asset transfer</p>	<p>The building is owned by Leeds City Council, and managed by Bramley Baths & Community Ltd on a 25 year lease (The council agreed to increase the length of the proposed lease from 5 to 25 years to ensure funding and insurance could be obtained).</p> <p>LCC don't put in any annual revenue, and Bramley Baths & Community Ltd are responsible for all maintenance and running costs.</p> <p>Existing staff were redeployed elsewhere in the Council under TUPE. The baths couldn't afford to take the staff on under the same conditions and with the same pension obligations.</p>

Governance structures	<p>Bramley Baths and Community Ltd was established as a Community Benefit Society (Ben-com), a form of Industrial and Provident Society with an in-built 'asset lock' and the ability to raise community shares (not raised any shares yet).</p> <p>Support was provided by Co-operatives UK in the form of a £800 grant to set up and register the organisation.</p> <p>The baths are managed by Chief Executive Tracy Basu, reporting to a Board of 9 Trustees, made up of individuals from West Leeds, including a former MP for the area and a current Councillor.</p> <p>The Friends of Bramley Baths supports the baths through volunteering and fundraising. Bramley Baths is supported by three key partners: BARCA-Leeds, Bramley Elderly Action and Leeds West Academy.</p>
Energy sources/ technology used to heat and power the building/facilities	<p>The current boilers are quite outdated (large cost to replace these) and they use standard gas and electricity contracts (they have negotiated better rates than when LA run). They have plans to make the building more energy efficient in the future, and are currently looking at schemes to monitor usage. They're also considering working with students at the local universities to see if this is a project that may interest them.</p>
Key lessons learnt	<p>Historic pools, by the look and feel of the buildings, lend themselves to creative events. Bramley Baths have found that this has been a good way to think differently to generate income.</p> <p>The baths are located in a deprived area, so they've found by being autonomous from the council that they've been able to keep prices down, and been able to respond to the local community even better. They've been able to have their own branding and marketing, and run much more creative events than they think they would have otherwise.</p> <p>Whilst being able to operate autonomously from the council, the support of the council is vital, and they consider them as a partner. Having a Councillor on the board is also very important.</p> <p>Building up local partnerships and reputation has been key. Some notable ones have been the Leeds College of Art who have produced films in the baths, and the local sixth form college who have run a lifeguard course.</p> <p>It was really important not to close the pool at all when it was threatened with closure. Making sure they kept people swimming, and preventing school groups and lessons from going elsewhere was important to ensure future continuity of the building and swimming. Also there are many costs associated with emptying and refilling the pool which they wanted to avoid.</p>
References & key contacts	<p>Tracy Basu, Chief Executive http://bramleybaths.com/ https://friendsofbramleybaths.wordpress.com/</p>

Name/Property	Victoria Baths, Manchester
Location	Victoria Baths is located 1.5 miles south of Manchester city centre.
Ownership/Management	Victoria Baths is owned by Manchester City Council (MCC). It is managed on their behalf by the Victoria Baths Trust.

Brief history	<p>The Baths opened to the public in 1906 and cost £59,144 to build. The baths closed in 1993 as MCC Leisure budgets were squeezed, and there has been no swimming since then. The Friends of Victoria Baths and the Victoria Baths Trust (VBT) were set up the same year; the latter is also a company limited by guarantee. AHF acted as advisors at this stage</p> <p>The VBT's aim was to fully restore the building and bring the Turkish Baths and at least one of the swimming pools back into public use.</p> <p>During the 1990's, MCC went to the market to try to attract interest but to no avail.</p> <p>Victoria Baths contained three pools (including a gala pool), slipper baths, Turkish baths, a laundry and large flat. All pools are now empty but used for events (one is boarded over), and the slipper baths areas are used for meetings, a tea room and shop .</p>
Designations	Grade II* listed and on the Heritage at Risk Register.
Recent history and regeneration process to date	<p>English Heritage gave £200k for urgent works in 2002 (to patch roof, treat dry rot). Spend was over-seen by VBT; but had no paid staff at that point</p> <p>An HLF bid was submitted around this time, but not successful, although were encouraged to re-apply (needed to improve business plan). Had parallel New Opportunities Fund bid, but this also failed, although the heritage argument was accepted. Following the failure of the bids, VBT worked with HE, MCC and HLF and formed a partnership group, which proved really positive.</p> <p>In 2003 they won the public vote on the BBC's Restoration programme, which won them £3m from HLF. English Heritage put in £400k, BBC viewers added £3-400k and Manchester City Council later £100k.</p> <p>The money had to go to MCC as VBT had no meaningful tenure on the building, but the VB Trust oversee all the practical work on the building in conjunction with MCC.</p> <p>VB Trust said on the restoration programme that they were going to restore the Turkish Baths, but the money only covered fabric works to the building. Because this is what the public voted for they still want to do this first as part of the next phase.</p> <p>Around this time, VBT agreed a 'Management Agency' with MCC as they weren't happy with how the latter managed the building. This allowed VBT to 'act on behalf 'of MCC</p> <p>In the mid-noughties, another round of testing market interest took place. VBT had set quite a tight brief for this with the aim of bringing the Turkish baths into operation and re-starting swimming. There was interest but eventually the developers dropped out, blaming the recession). However, VBT felt MCC were never that keen on this proposal. At the same time, the developers clashed with the VBT as they wanted to build on land behind the baths (enabling development), and VBT felt they didn't really value the heritage of the site.</p>

Future plans/next phases of regeneration proposed	<p>3 key studies were commissioned by VBT after the developers dropped out, which have informed the business plan for phase 2 which is to be submitted shortly.</p> <ul style="list-style-type: none"> • Cost and phasing (£30m to restore to swimming) • Operation assessment (advised swimming in small pool would work better) • Fundraising - realise they won't get £30m, but Turkish baths and residential flat is possible, so starting with this as phase 2. <p>The business plan proposes the Trust take on a 27 year lease of the baths from MCC through a Community Asset Transfer, with potential lump sum for maintenance costs (£50k/annum at present) but yet to be firmed up.</p> <p>The plan is to reopen the Turkish Baths, and refurb Superintendents flat into apartments. They are about to appoint an operating partner for the Turkish Baths. VBT shortly interviewing two candidates (both national leisure trusts). Gill noted that these trusts don't seem to have been affected by recession and are hungry for business.</p> <p>Estimated costs:</p> <ul style="list-style-type: none"> • Renovation of the Turkish Baths and creation of a health suite with environmentally-sustainable heating at a total cost of £2.7 million • Conversion of the Superintendent's Flat, at a cost of £0.8 million, into residential accommodation. <p>The long term aim is to have swimming again in the pool, with the hope that this can be delivered by their proposed operating partner in time.</p> <p>The Trust did debate whether they should run the site if Turkish Baths etc were re-opened, but agreed to go down private operator route as this gave MCC more confidence (as demonstrated business confidence in proposed regeneration approach)</p>
Fund-raising	<p>Total cost of next phase of restoration is £3.5 million, which VBT are intending to raise from a variety of sources, including an application to the Heritage Lottery Enterprise Fund, financial gifts from Friends and Restoration Supporters, visitors to the building, support from businesses, Trusts and Foundations and gifts from major donors.</p> <p>There is also an appeal to replace the last stained glass window in the main pool - £13k. Asking for donations on the website</p> <p>Money is also raised through:</p> <ul style="list-style-type: none"> • Weekly tours • Donations • Subscriptions from Friends of and Supporters
Current business model Current activities and facilities provided	<p>Victoria Baths now operates as a busy, vibrant heritage and community venue. Over 25,000 visitors a year view the building and attend events including a range of art performances and exhibitions, food and drink conventions and educational activities</p> <p>The main income sources come from:</p> <ul style="list-style-type: none"> • Weddings (2017 already booked) - big drain on resource, need to be more competitive with pricing • Bar • TV income, filming, photography (fluctuates) • Big events - beer convention, gin festival • Open days, tours, subscriptions • Music, theatre (good acoustics for music) • Arts – Arts Council funding helped with this. Tended to be more re-active, with VBT responding to artists requests to work with them rather than other way around <p>There is no heating in the building, so focus for the above is April to October.</p> <p>Most of activity above didn't kick off until the works funded by the Restoration Fund were completed – building just wasn't fit for use</p> <p>Gill Wright feels 'destination swimming' is on the up, and places like VB will benefit from this in time.</p>

Current business model Staff/Operational structure. No. of staff (FTE), and role of volunteering.	<p>There are currently 5 part time and 2 full time staff employed with costs covered by the income generated from events, weddings etc.</p> <ul style="list-style-type: none"> • Gill was VBT's first paid employee back in 2003, and gradually built up a staff team and volunteers, focused on making the operational side cover its costs. However, this did mean there was little capacity to do the development work needed to take the building etc forward in any substantial way. • A new Operations Manager has been brought in so that Gill is now Project Development Manager so has been able to go back to focusing on pushing forward the restoration project, rather than running the day to day business. • No role at the moment for promotion / marketing - this is something they feel is missing. • Volunteers – have some 20-30 core regular volunteers. Don't pay travelling expenses etc.
Current business model Running costs	<p>Currently the VBT make the building self-sufficient, and cover operational costs. MCC pay maintenance costs for of £50k a year (for building fabric) - which was one of the commitments HLF expected from MCC when the Restoration Fund monies were awarded.</p>
Current business model Marketing & comms	<p>Marketing – have to work hard to attract heritage audience – in many ways the lack of swimming means the Baths are more like other historic visitor attractions than 'swimming baths'. However, they work less hard to attract people to events etc. Did branding exercise a few years ago. No dedicated marketing resource. Lots of promotion is word of mouth</p>
Asset transfer	<p>In order to deliver Restoration Phase 2, the Trust seeks to acquire a lease of Victoria Baths from Manchester City Council via Community Asset Transfer, after which it will directly manage the building as a whole. In addition the Trust is currently developing plans to enlist an operating partner for the renovation and management of the Turkish Baths and health suite.</p>
Governance structures	<p>The VBT and Friends group were separately constituted – but the Friends are de-constituted now (having been replaced by a form of membership with benefits).</p> <p>The VBT is a company limited by guarantee (Co Number 2841292), a registered charity (Charity Number 1026351). It has managed Victoria Baths on behalf of Manchester City Council since 2000, and currently has twelve Trustees and five members of staff. There are over a hundred active volunteers working with the Victoria Baths project.</p> <p>In last few years they've got a new board for the Trust which is working really well and has a more strategic take on things (informed by Visioning day, including skills analysis of Board). The new Trustees include an architect and others with financial/business experience – really key to developing the new business plan. There are no Councillors on the Board. MCC interest has waxed and waned, and haven't been on Board much of the time. VBT now have ear of Deputy Leader however.</p> <p>The Trust is a member of the Association of Building Preservation Trusts.</p>
Energy sources/ technology used to heat and power the building/facilities	<p>There is currently no heating in the building, so focus on operations is during April - October.</p>
Key lessons learnt	<p>It's been a long haul (23 years and counting!) but it's the love of the place that keeps the Trustees and volunteers going. Public access has been key to this because it helps keep the profile up, attract new volunteers, and remind Trustees etc how much people love the place</p> <p>Due to amount of restoration work needed, long phased approach has been best way to go</p> <p>As with MRB, swimming at the baths is still very important to VBT and is their long term aim. Have successfully made the building the run operationally as a historic attraction in the meantime.</p> <p>Got too focused on the operational side, managed now to start looking at restoration again</p> <p>Making it wind and watertight through the Restoration monies was key to unlocking the potential of the building and providing all the activities and events that now go on.</p>

References & key contacts	Gill Wright - Project Development Manager http://www.victoriabaths.org.uk/
Name/Property	Lido Bristol
Location	The lido is in Clifton, Bristol, 2 miles north-west of the city centre.
Ownership/Management	The baths were owned by the Clifton Victoria Swimming Baths Limited from 1880, and the Corporation of Bristol from 1897. They were sold to Sovereign Housing Association in 1998, before being bought by the Glass Boat Company (a successful Bristol restaurant group) in 2006.
Brief history	<p>A Victorian purpose-built swimming baths, it opened in 1850 and remained in this sole function until its closure in 1990. The main façade on Oakfield Place has an Egyptian theme, and the right hand corner of the main building incorporates a brewery-owned public house.</p> <p>The site is 881 square metres and incorporates a 250 square metre open-air pool, poolside changing cubicles, and a partly glazed gallery that was used as a gym in the past.</p> <p>The site is in a densely populated and affluent part of Clifton within walking distance of all the main University faculties, the BBC, many offices, a number of primary and secondary schools, several Hotels, and many shops.</p> <p>In the 1930s it became the first electrically heated pool in the UK. The lido closed circa 1990 after allegedly springing a leak</p> <p>On 8 April 1998 the pool was sold to Sovereign Housing Association who tried to get consent to develop the site into flats. Local people campaigned to save the Lido against development and in 1998 the Grade II* listing was awarded.</p>
Designations	Grade II* listed, and in a Conservation Area .
Recent history and regeneration process to date	<p>In 2006 the Glass Boat Company, a well-established restaurant group in Bristol run by local entrepreneur Arne Ringer, was granted Full Planning Permission for the restoration of the pool and associated buildings.</p> <p>The Lido reopened in December 2008, containing a spa, restaurant, bar, outdoor heated pool, sauna, hot tub and steam room. It is described by the owner as a 'restaurant with a swimming pool'</p> <p>It cost £2.5m to restore and refurb the lido (including £300k to buy). This was achieved with no grant funding, apart from a £20k grant from Carbon Trust for solar panels.</p>
Future plans/next phases of regeneration proposed	They are currently working on a similar model for Thames Lido – the restoration of the former Kings Meadow pool in Reading.

Current business model Current activities and facilities provided	<p>Lido Bristol is open 7 days a week from 7am - 10pm.</p> <ul style="list-style-type: none"> • Membership is £58 a month (was £45 when first opened), and they have around 1000 local members • From 1 - 4pm non-members can use the pool/sauna/hot tub/steam room for £20. (Noted that if it was cheaper and open to the public the whole time it wouldn't work e.g. too busy on hot days, too quiet on cold days). • They offer swim and eat packages - popular, affordable experiences. This also helps to manage numbers during the day. • They also offer massages - they've 6 rooms which are normally fully booked. • The pool 24m long (no lanes), and it's shallower than 1.4m so that you don't need a life-guard. <ul style="list-style-type: none"> • There are approx. 250 member visits a day for the pool and other uses, plus 300-400 non-members, and between 150 (week) - 300 (weekend) covers in the restaurant - so around 1000 people through the door a day. • They've deliberately kept the offer simple i.e. providing a focus on high quality provision of food, drink and a relatively small range of health services • The restaurant seats 90 people, and they can cater for events up to 150 people <ul style="list-style-type: none"> • They note that only a small proportion of visitors are there to swim.
Current business model Staff/Operational structure. No. of staff (FTE), and role of volunteering.	<p>The property is a private business. As such, there are no volunteers or community involvement in the running of the facility as such.</p> <p>The General Manager for the Lido has an experienced baths/swimming background.</p>
Current business model Running costs	<p>The owners were clear that food and drink is the key earner for them (60% of turnover from this). The pool just about covers it's costs, but is very expensive to run and heat.</p>
Current business model Marketing & comms	<p>The Lido has a very good website including some videos about the restoration of the pool http://www.lidobristol.com/.</p> <p>They are very active on social media.</p> <p>They are well known around Bristol, particularly because the owner also has a couple of other successful restaurants there.</p>
Energy sources/ technology used to heat and power the building/facilities	<p>Solar panels heat the water (over 250 solar tubes)</p> <ul style="list-style-type: none"> • The Carbon Trust gave them a £20k grant for this • Gas boilers heat the pool the rest of the time • It's difficult in winter sometimes to keep the water temp warm due to it being an open, outdoor, infinity pool. <p>Their business plan notes that space has been set-aside within the plant room area for a combined heat and electricity generating engine, run on gas.</p>
Key lessons learnt	<p>Their concept is based around running a restaurant, not a historic pool - looking at it this way makes it a viable business. The pool only breaks even, it's the other facilities that bring the money in.</p> <p>Arne suggested the need to inject something new in to the building / pool, and sacrifice something to be able to provide continuity and funding e.g. sacrifice some space for commercial use and this will pay for the pool - such as building houses with a poolside view.</p> <p>When they took it over they changed the name from Clifton Lido to Bristol Lido. Clifton associated with wealthy area, so changed to Bristol to make more inviting and inclusive.</p>
References & key contacts	<p>http://www.lidobristol.com/ http://www.bristolpost.co.uk/Clifton-Lido-Gerry-Brooke/story-11257338-detail/story.html> Presentation from Mark Thwaite & Arne Ringer at the Historic Pool of Britain meeting http://www.thameslido.com/aboutus</p>

Name/Property	Cleveland Pools, Bath

Location	Cleveland Pools are located in Bathwick, on the banks of River Avon, 1.4km east of the centre of Bath.
Ownership/Management	Cleveland Pools is owned by the Bath and North East Somerset Council (B&NES)
Brief history	<p>The Cleveland Pools are Grade II* listed comprising two small buildings, one cottage and two bathing areas. The site was built in 1815 as public pleasure baths on land owned by the Duke of Cleveland. Their layout, in the shape of a miniature Georgian crescent and role within the history of outdoor swimming, makes them unique both within the Bath World Heritage Site and on national level. The Cleveland Pools are now the oldest surviving open air swimming pool in Britain and the only surviving Georgian pools.</p> <p>The site contains two buildings, the upper pool shelter and the cottage with attached changing rooms. In addition, there is a western block attached to the crescent, built on top of what may have been the ladies pool. To the west of the crescent, in front of the upper pool, there is a shelter.</p> <p>The site occupies an area of approximately 0.3 hectares or 0.75 acres. The proximity of the site to the river means the Pools can be accessed by boat but are subject to occasional flooding .</p> <p>The Pools closed in 1984 when public funds were re-directed to the sports centre and they started to be used for trout farming.</p> <p>In 2004 the site was put on the open market, and the Cleveland Pools Trust was formed.</p>
Designations	Grade II* listed, on Heritage at Risk register
Recent history and regeneration process to date	<p>B&NES Council own the Pools, and were looking to sell the site before the Cleveland Pools Trust (The Trust) campaigned to save it. The Trust entered into negotiations with the council in 2004, signed the heads of terms and is now working towards securing funding for the complete restoration of the site.</p> <p>The main aim of the project is to preserve the historical and architectural heritage of the Cleveland Pools. The Trust's vision is to restore and open the swimming pool to be used for its original purpose whilst incorporating other uses that would make the site economically sound. A stage 1 HLF application has been successful.</p> <p>From the HLF Application: The Georgian pool will be restored for swimming, with naturally treated and, as a concession to 21st century sensibilities, warm water (using environmentally friendly heating methods). The upper, Victorian pool will be covered and the resulting flat space used for regular appropriate site activities such as exercise classes. It will also provide an opportunity to hold events which will give revenue support to the Trust. The project will ensure that the essential simplicity of form and function of pool, buildings, and landscaped site is retained. The Options Appraisal study and the Conservation Statement have demonstrated how the Pools could strike a balance between modern requirements and the architectural, historic and civic significance of the site, without detracting from visitors' experience of the heritage.</p> <p>Capital funding is proposed as:</p> <ul style="list-style-type: none"> • £206,000 from B&NES • £50,000 from Historic England • c. £3.2m from HLF (Heritage Grants) • c. £500,000 from private Trusts and Foundations (No more details on these available).
Future plans/next phases of regeneration proposed	The project cost is estimated to be £3.7m. The Heritage Lottery Fund Application will aim to cover about 80% of the cost however the other 20% is yet to be secured. The largest pieces of work will be the restoration of the pool, installation of a natural filtering system, refurbishment of the buildings, and the construction of a new removable structure where a new café will be located.

Fund-raising	<p>Securing funding from sources other than the HLF will provide credibility for the project and possibly increase their chances of finding substantial funding. Securing match funding for the delivery stage (capital project) will include:</p> <ul style="list-style-type: none"> • The development of a “Friends of Cleveland Pools” or “Patron of Cleveland Pools” scheme. • Identification of corporate partners and specific foundations to sponsor particular pieces of work according to their area of interest. • English Heritage has agreed in principle to provide an amount of match-funding • A contribution has been requested from the local authority who in March 2014 pledged £200,000 of their 2013-2014 budget for capital funding <p>Volunteers are now also working on a crowd funding project to reinstate the pontoon and give access to the Pools through the river Avon. This will be one of the first projects on the PRT hive.</p>
Current business model Current activities and facilities provided	<p>The Trust has been working towards the development of the project for almost 10 years, and at the beginning of April 2013, they were able to submit a First Round application to the HLF for a decision in July 2014. The application strongly addressed the HLF concerns previously flagged up which included: lack of visible Council support and lack of capacity of the Trust. The HLF application was awarded a first Round 1 pass with a development grant of £366,200 (72% of total eligible costs).</p> <p>Over the last few months the Trust has been working towards obtaining permission to start from the HLF. To get this they need written support from the Council re the cash flow.</p> <p>Trustees continue working to form new partnerships with local Universities, organisations and businesses.</p>
Current business model Staff/Operational structure. No. of staff (FTE), and role of volunteering.	<p>With PRT support, trustees have recruited Christopher Heath a Project Director, and a part time Admin Assistant is being recruited. Both will start as soon as the Trust has Permission to Start.</p>
Current business model Marketing & comms	<p>A taskforce has been set up to look at a series of events around the Bicentenary of the Pools (1815-2015) which will include open days and a series of events targeted at different audiences. The programme has been finalised.</p> <p>The Trust has also been successful in securing coverage (PR) at a local level (i.e. newspapers and magazines), however should consider looking at long term PR and communication strategies to ensure a steady and sustainable flow of their target audience (community based visitors). The strategy should highlight the upcoming bicentenary anniversary of Cleveland Pools.</p> <p>Project progress has been recorded, and the level of publicity for the project has heavily increased thanks to positive media coverage in local newspapers, national magazines as well as on social media following the news of funding for the restoration of the Pools. The incredible success of the project and of the media campaign was confirmed by the number of visits during the Heritage Open Days on the 12th, 14th and 15th September. The HoDs were attended by PRT ambassador Sharron Davies, various local councillors and local professional swimmers.</p>
Asset transfer	<p>The site is owned by B&NES council, who hope to put it up for a long term lease (c. 100 years, but still being agreed) in order to make it a sustainable site rather than a liability.</p> <p>The Trust is currently in the process of signing an interim lease as a short term solution. The lease will provide the Trust with further access to the site whilst the council remains responsible for site security and insurance.</p> <p>Ideally, the Trust will be able to sign a long term lease or purchase the site in order to carry out a full regeneration project.</p> <p>The Council will remain involved, and there has been discussion of a management partnership, but the trust is currently working this up in the Business Plan.</p>

Governance structures	<p>The Cleveland Pools Trust is a Charitable Trust and comprises seven Trustees.</p> <p>The Trustees bring significant experience, including individuals with senior backgrounds in the civil service; building conservation and heritage management experience. Many also have a range of governance roles in other charities and partnerships in the area.</p> <p>The trustees have developed and implemented an outcome led working group structure, each working group reporting into the trustees' meetings. In addition to the Fundraising Working Group, a Business Development Group, Buildings and Site Working Group, Marketing/PR Group and an Education/Skills Working Group are in operation. The working groups are led by designated trustees and involve trustees, specialist advisers and volunteers who offer their services on a pro bono basis.</p> <p>A process of governance development has been agreed by the current trustees. This involves the recruitment of new trustees in Spring/Summer 2014 with an emphasis on new trustees with business experience. This will trigger a new governance structure with a Trustee Board and an Executive Board, the latter co-ordinating operational activity while the Trustee Board has oversight of strategic and policy matters.</p> <p>The Trust is looking to offer Community Shares.</p> <p>The Cleveland Pools Steering Group which meets regularly is the partnership structure.</p>
Key lessons learnt	<p>Building relationships with the Council takes time, but their support is vital, and can make or break a project. In this instance, their financial support, which was hard fought for, was key to unlocking further funding. In order to facilitate their support, the Cleveland Pools Trust made concerted efforts to build their governance, and set out how they would run the pool in the future.</p> <p>Building the project volunteer base was vital, along with securing high profile ambassadors – in this case, Sharron Davies (Olympic & Commonwealth swimmer), who lives in Bath.</p> <p>Maintain good relationships with local newspapers, and have stories ready to go to press regularly to update on progress. Keep social media outlets up to date.</p> <p>Start consulting with neighbours early on regarding plans, particularly if there is going to be an increase in traffic to the area. Consider a transport management plan.</p> <p>Build into briefs technical requirements r.e. Green technologies and sustainability, to ensure the most pertinent design team / contractors are hired.</p> <p>Hold as many visits as possible for trustees to similar projects to gain insights and lessons learnt.</p>
References & key contacts	Alex Hatt - PRT

Name/Property	Govanhill Baths, Glasgow
Location	Govanhill Baths are located 2 miles south of Glasgow city centre.
Ownership/Management	Govanhill Baths is owned by Glasgow City Council, and leased to the Govanhill Baths Community Trust (GBCT) on a revolving basis. It is managed by GBCT, which consists of a Board of Trustees, and Steering Group, and a Trust Manager, of which the latter handles the day-to-day management of the building.

Brief history	<p>Govanhill Public Baths and Wash House in an Edwardian structure dating from 1912. Originally known as the Calder Street Baths, it was designed by the renowned City Architect Alexander Beith McDonald, and was completed in two phases, with the wash house opening to the public on 1st August 1916, followed by the baths on 1st March 1917.</p> <p>The Baths sit on a 0.26 hectare site in the heart of the Govanhill neighbourhood, and contain more than 5,500 sq. m of floor space. There are three top-lit pools, including a small Learner's Pool, the larger Ladies' Pool, and a larger again Main Pool with gallery. While all three pools are architecturally significant, the most important is the Main Pool, as its surviving detailing is the most complete.</p> <p>The Main Pool's highly distinctive character comprises of intricate tiling, a cast-iron railed gallery, changing cubicles and ferro-concrete arched ribs that support a glazed roof structure.</p> <p>The Baths also include a Steamie, constructed in a similar fashion to the main pool with concrete arches</p>
Designations	No
Recent history and regeneration process to date	<p>Govanhill Baths was closed by Glasgow City Council in March 2001, despite considerable opposition from the local community. The Council stated that the running costs were too high for the number of people that used the pool - although their figures were challenged by users. This opposition culminated in an occupation of the Baths by members of the Save Our Pool Action Group on the 21st March 2001, which lasted until the 7th August 2001.</p> <p>In 2004, the Council advertised the Baths for use by anyone with a particular interest. Save Our Pool immediately expresses an interest and applies to become a charitable trust to run the Baths as a not-for-profit organisation. GBCT is subsequently formed in January 2005, and puts together a business plan to run the Baths as a Health and Wellbeing Centre. Following a range of events run outside of the Baths, GBCT finally gain access on leasehold from the Council in September 2010.</p> <p>GBCT subsequently raised funding for Phase 1A of the restoration of the Baths, which saw the partial refurbishment of the front suite of the Baths, completed in 2012.</p> <p>The project is currently in Phase 1B. This phase will seek to re-open the Ladies' Pool, also known as the Small Pond, secure the building's envelope and refurbish the upper suite, reception area to the front of the building and clear out the steamie to enable it to be used for meanwhile uses. It will provide opportunities for experiencing the building's heritage through engaging in its original bathing function, as well as a range of engagement activities focused on the building's history that will leave the community's cultural fingerprint throughout the building.</p> <p>The total cost for phase 1b is £4.1m. The proposed capital funding mix is as follows :</p> <ul style="list-style-type: none"> • £1m from the Big Lottery Fund (Investing in Communities funding pot) • £1.3m from the Heritage Lottery Fund (Heritage Grants funding pot) • £500,000 from Historic Scotland • £500,000 from Glasgow City Council • c. £800,000 from private trusts and foundations including; Garfield Weston Foundation, Robertson Trust, Wolfson Foundation, Barcapel Foundation, Pilgrim Trust.
Future plans/next phases of regeneration proposed	<p>Future phases are:</p> <ul style="list-style-type: none"> • Phase 2, which will see the redevelopment of the Steamie as a community/event suite and market hall. Predicted costs for this phase are £500k. • Phase 3, which will re-open the main swimming pool together with some additional community facilities. Predicted costs for this phase is £1m.
Fund-raising	<p>Fundraising is done through a variety of means:</p> <ul style="list-style-type: none"> • Capital grants are submitted through the trust, and prepared either through the Trust Manager or submitted on behalf of GBCT by PRT, acting as project managers for the Development Phase. • The Trust also runs numerous fundraisers for smaller donations, and has a donate area on its website.

Current business model Current activities and facilities provided	<p>GBCT currently runs a wide range of community-based wellbeing activities and educational and training courses aimed primarily, but not exclusively, at people from the G41 and G42 postcodes in Govanhill, a largely deprived area of Glasgow. The Trust also incorporates two social enterprises: Rags to Riches, a leading Scottish Upcycling project; and the Emporium, the Trust's Charity Shop. In addition, and in collaboration with statutory and voluntary sector partners, GBCT offers a benefits and debt advice service called Govanhill Baths Advice Centre, and also provides various legal and welfare rights services to the local community.</p> <p>Currently none of the pools are used for swimming. However, the larger pool has been used for a range of meanwhile uses, including concerts and fly-fishing lessons. The Steamie is used as an events and theatre space, used by the Southside Fringe and Govanhill Theatre.</p> <p>The Baths has been visited 17,520 times since re-opening, and has held 325 events.</p>
Current business model Marketing & comms	<p>GBCT has its own website – www.govanhillbaths.com - and also has a Facebook and Twitter presence.</p>
Asset transfer	<p>Currently in negotiation with the Council, to be undertaken once second-round funding has been achieved from Big Lottery and the Heritage Lottery Fund.</p> <p>Council open to transfer of ownership (Freehold for GBCT) or long-term peppercorn rent (199 year lease). Council sit on the Steering Group and have committed £500,000 to Phase 1B. Also provided advice on Business Plan.</p>
Governance structures	<p>GBCT operates as a Company Limited by Guarantee, a Charitable Trust and a Preservation Trust. This allows it to both apply for grant funding and to run social enterprises – Rags to Riches and the Emporium.</p>
Key lessons learnt	<p>Don't give up! Despite the closure, the action group continued to hold events and activities nearby the Baths, to maintain their profile. Eventually their perseverance convinced the Council that they were serious with regards to their ideas for the Baths. It also kept the profile of the Baths raised when people were not swimming there.</p> <p>The Council needs to be fully on-board with the project. Support is a baseline necessity, but getting them more involved (a member of the Council's City Property Group sits on the Trust's Board is key to smooth the process, and also to secure their buy-in.</p> <p>Even if the Pools are drained, doesn't mean they can't be used! Meanwhile uses can happen within the Pools, and can even bring in income. At the least, they keep people walking into the building and sensing a connection.</p> <p>Phasing the project has been key in convincing funder buy-in, and has broken the project down into manageable chunks for GBCT. The first phase was crucial in bringing people back into the building and boosting interest. Should Moseley Road close as a pool, it would be preferable if the building can continue to be used, to avoid any period of closure and a loss of connection with the building.</p>
References & key contacts	<p>Alex Hatt - PRT</p>

Name/Property	Stirchley Baths, Birmingham
Location	Stirchley Baths are in Selly Oak, 4 miles south-west of Birmingham city centre
Ownership/Management	Stirchley Baths are owned and run by Birmingham City Council.

Brief history	<p>Stirchley Baths were built in 1910 - the land was made available by Cadbury's to the King Norton and Northfield Urban District Council and the building was financed by the Local Government Board.</p> <p>The baths contained one swimming pool with a spectators' gallery, private baths for men and women and a small steam room. In winter the swimming pool was floored over and the room was used as a hall.</p> <p>The baths closed in 1988 due to severe structural problems (collapse of roof and sky lights, considerable water damage, pigeon infestation), a lack of money to pay for these repairs and declining usage. They effectively lay derelict for 24 year</p>
Designations	<p>Grade II listed</p>
Recent history and regeneration process to date	<p>Stirchley Baths reopened in January 2016 as a community centre (no swimming), including a community hall, meeting rooms, cinema space, café and training rooms. Badminton and table tennis provision is also provided</p> <p>The £4.2m needed for the renovation and refurbishment of the baths came primarily from the sale of the former Stirchley Community Centre site (Tesco compulsory purchased the site and released capital receipt of £3m) and HLF funding (£1.2m). Virtually no BCC capital was drawn upon. It was the sale of the community centre that provided the platform for regenerating the baths - a replacement centre was needed</p> <p>Key historic features have remained including the original entrance kiosk, chimney flue, balconies and tiling. The regeneration has been done tastfully so it still feels like a baths building but with different uses</p> <p>Birmingham Conservation Trust worked with BCC on their stage 2 funding application to HLF. They prepared an activity plan for the building, running a series of events, workshops and community engagement activities (3 year programme)</p> <p>Community involvement was a key part of the bid. People knew it wouldn't open as a pool, but really wanted the building to still be used. It remains being called Stirchley Baths even though there's no swimming (there was a public consultation on this) - there are various peep holes so you can see into the old pool.</p>
Future plans/next phases of regeneration proposed	<p>There's no intention to bring swimming back to Stirchley Baths. It's realised that this option is too costly. At the same time it was never really on the agenda when the baths were being regenerated.</p>
Current business model Current activities and facilities provided	<p>The baths currently have:</p> <ul style="list-style-type: none"> • A community market held once a month. • Daily classes; yoga, mosaics, barn dance, karate, cardiac rehab, jazz dance, parent & toddler, zumba, tai-chi, women's support groups. • Arts projects on display • A large hall and cinema room - available for hire for weddings, parties, community groups and conferences. <p>There are lots of different uses for the building: a community offer, learning offer, heritage offer and commercial offer.</p> <p>They don't run any activities themselves, just facilitate others using the building.</p> <p>The cafe is run by Change Kitchen CIC. A co-working space is also being set up for hire for social enterprises/small start up businesses</p>
Current business model Staff/Operational structure. No. of staff (FTE), and role of volunteering.	<p>There are no staff that run the baths, but the District office moved into the building and now manage it. A part time heritage officer (funded from the HLF money) is in place, but purely looking at the heritage of the building.</p> <p>There are approximately 20 regular volunteer stewards and guides (run under the 'Making Waves' banner). They run a volunteer programme where you can earn rewards for the number of hours given.</p>

Current business model Running costs	<p>The building is the base for the District Head - Selly Oak District and Hall Green District of the Neighbourhood and Communities Division of BCC. This consists of two BCC Officers, who also provide the co-ordinating role for volunteers, events booking etc. There are no other dedicated paid staff.</p> <p>Too early to tell if it will cover it's costs. Like any new business, it may take 2-3 years to build its market, and develop full operational efficiency. Suggestion that it currently costs around £20-30k/annum revenue to run.</p>
Current business model Marketing & comms	<p>The branding and marketing of the site is not obviously BCC. Instead, a 'Stirchley Baths' brand has been developed and has helped reach a different/wider audience.</p> <p>There's a very active facebook and twitter presence, and a recently revamped website.</p>
Asset transfer	<p>Long term BCC want to transfer the baths under community asset transfer, but there's currently no viable group to take this on. They're looking at developing a Stirchley Supporters Group which could lead to this, but it's early days.</p>
Key lessons learnt	<p>The clear drive and determination of a key person - Karen Cheney, BCC - to make this happen.</p> <p>The fact that BCC capital was not required (the HLF bid was submitted the same year as the Moseley Road Baths one was pulled).</p> <p>The amount of community involvement ensured a successful HLF bid, as well as ensuring the future of the building is democratised, and not just owned by a minority</p> <p>Flexibility has been built into the various spaces created. A broader audience can now experience the building and its heritage than when its was simply a swimming pool.</p> <p>Be persistent! It will take more time and people than you think</p> <p>Be realistic about what you can achieve. E.g. they realised swimming wasn't an option so made it work for other uses. Need to think creatively to use the different shape spaces.</p> <p>The building is not obviously run by the council. They avoid using Council branding, have a separate website, and this gives a different feel to the place. They believe this is part of the reason for its success so far.</p> <p>Saving a heritage building is not enough, you can't just run it as a museum - you've got to get the people in and make money.</p>
References & key contacts	<p>Karen Cheney - District Head for Hall Green District which includes MRB and also Project lead for the refurb and running of Stirchley Baths</p> <p>http://stirchleybaths.org/</p> <p>https://www.hlf.org.uk/about-us/media-centre/press-releases/derelict-stirchley-baths-become-hub-community</p> <p>http://www.acivico.co.uk/design-and-construction/projects/stirchley-baths-0</p>

Name/Property	Ironmonger Row Baths, Islington
Location	Ironmonger Row Baths is located in Islington, north London
Ownership/Management	Ironmonger Row Baths are owned by the London Borough of Islington, and now run by Greenwich Leisure Limited (GLL).
Brief history	Built as a public baths and wash house in 1931 by Finsbury Borough Council, the baths were later updated in 1938 to add Turkish baths, full size swimming pool and children's pool, and contained 80 slipper baths.
Designations	Grade II listed

Recent history and regeneration process to date	<p>In 2010 the baths closed for two years whilst they underwent a £16.5 million restoration project funded by Islington Council (£12m) and the EC1 New Deal for Communities (£4.5m govt funding to develop deprived areas), and carried out by Wates construction.</p> <p>The main pool was refurbished, a second pool, gym and laundry added. The Turkish baths were updated and contain two saunas, two steam rooms, a plunge pool and other spa facilities.</p> <p>After putting together a successful business case Greenwich Leisure Limited won the contract to operate the baths, and came in 3 months before it opened in 2012.</p> <p>New squash courts were added in February 2016.</p>
Future plans/next phases of regeneration proposed	<p>Building is now in a good condition and there's no plans or current need for future work on it. The restoration and refurbishment won a RIBA award in 2013.</p>
Current business model Current activities and facilities provided	<p>The baths offer:</p> <ul style="list-style-type: none"> • Two swimming pools • Gym • 30 group exercise classes a week • Swimming lessons • Turkish baths & spa facilities <p>Memberships starts from £17 a month on a no contract basis.</p> <p>There are around 1100 children currently registered on their swimming programme.</p> <p>Background to GLL Greenwich Leisure Limited are a charitable social enterprise which operates under the brand Better (pools / gym) and Spa London (Turkish baths). They manage over 220 facilities across the country.</p> <p>GLL was formed in 1993 when Greenwich Council was looking for a new way to run its leisure facilities because of public spending cuts. Initially seven centres were transferred to them, but they have since expanded and now manage over 220 facilities. They aim to provide affordable access to community leisure and fitness facilities.</p> <p>They have also expanded beyond leisure facilities to other community facilities such as libraries and playgrounds. They operate over 50 public libraries around the UK. GLL works in partnership with a large number of local authorities and sporting bodies.</p> <p>They also offer a programme called Healthwise - helps those with health conditions where physical activity may help improve health - mostly from GP referrals.</p>
Current business model Staff/Operational structure. No. of staff (FTE), and role of volunteering.	<p>The baths currently have 21 staff, including general manager, operations manager, sales manager, 3 duty managers, 9 lifeguards, 4 front of house, and 2 spa staff. There are no volunteers.</p> <p>There is also a laundrette on site which is sub-contracted out and run by another firm.</p>
Current business model Marketing & comms	<p>Ironmonger Row's marketing/comms is done by the wider GLL group</p>
Asset transfer	<p>The local authority still own the baths, but GLL have a 15 year contract and pay a rent to operate them. GLL cover all maintenance on the building, except major works to the roof or structure.</p>
Energy sources/technology used to heat and power the building/facilities	<p>The baths use gas boilers to heat the pool, but do get some of their energy from Islington Council's nearby CHP centre - Bunhill. (no figures available).</p>

Key lessons learnt	<p>Ironmonger Baths received a huge amount of money for the restoration from local authority to help boost the area, and improve the health and wellbeing of local residents.</p> <p>Being taken over by a well established leisure operator has ensured it's been able to run successfully.</p>
References & key contacts	James McNulty - General Manager

Name/Property	The Lenton Centre, Nottingham
Location	The Lenton Centre is located 1 mile south west of Nottingham city centre.
Ownership/Management	The Lenton Centre was originally owned by Nottingham City Council, but bought by the Lenton Community Association in 2004.
Brief history	<p>The Lenton Cottage Baths were opened in 1931 and contained a washhouse, and male and female slipper baths. Following a donation, an 18m pool was later added in December 1966. The men's slipper baths were converted into a community centre (containing a meeting room and main hall) in 1983, and the Lenton Community Association was founded in 1979 to manage this (the Council still ran the pool).</p> <p>In 1997 the Lenton Community Association (LCA) raised funds to enlarge the meeting areas and improve access to the site. A National Lottery grant provided £28,750, with match funding from numerous charities, and £22,500 from Nottingham City Council.</p> <p>In 2004 Nottingham City Council announced it was to close the Lenton Centre (two previous attempts in 1994 and 1999 had failed due to local opposition) as it couldn't afford the running costs anymore. The Lenton Community Association bought the whole building from the Council for £10 .</p>
Designations	No
Recent history and regeneration process to date	The LCA reopened the gym nearly straight away, but the pool was not reopened until 2008. The mangers flat upstairs was converted to offices, which provides rental income.
Future plans/next phases of regeneration proposed	<p>The centre have a £2m plan to refurb the building, including improving the kitchen, adding more offices, revamping the pool and the sauna. The boiler systems particularly are quite old and need updating, and due to the building being split up back in the 1980s, they run off different systems (steam / combi / gas).</p> <p>The centre have lost a little momentum in moving forward with these plans, as operational running has ended up taking over, and they've not started looking into funding sources yet.</p>
Current business model Current activities and facilities provided	<p>Quackers swim school has an exclusive contract to run lessons daily from the pool. This means they don't have a huge amount of public swimming times, but it makes more income for them – the costs of running the pool are covered, and it contributes to the rest of the centre.</p> <p>They also receive income from the gym, hall and day centre rental (lots of community groups use the centre), and run street defence and aquarobics sessions.</p>
Current business model Staff/Operational structure. No. of staff (FTE), and role of volunteering.	The centre currently has 16 staff, and around 45 volunteers (noted that most of the staff do a lot of unpaid overtime). They recently took over the Dunkirk and Lenton Partnership Forum which now operates from the centre, and works with local people to improve the areas where they live. They're currently recruiting more volunteers – particularly with fundraising and marketing skills.
Current business model Running costs	Initially income came from grants, but over time this has been reducing as they make more money. The local authority are still providing £20-30k a year towards running costs.
Current business model Marketing & comms	<p>The Lenton Centre has an active Twitter account and website http://www.thelentoncentre.org.uk/index.php</p> <p>They promote themselves locally through community groups and local media.</p>

Energy sources/ technology used to heat and power the building/facilities	Outdated systems using a mixture of power sources (gas / steam / combi).
Key lessons learnt	Having Quackers swimming school run lessons from the pool has meant less locals can use the pool, but it's made it financially sustainable.
References & key contacts	Zenn Athar - Trustee http://www.thelentoncentre.org.uk/index.php

Name/Property	Portland Leisure Centre, Nottingham
Location	Portland Leisure Centre is 1.5miles south of Nottingham city centre
Ownership/Management	The Portland Centre is now being managed and operated by Notts County FC Football in the Community (FITC) in conjunction with The Lenton Centre – two Nottingham-based community sports charities, with vast experience of sports management, delivery and operation.
Brief history	<p>Portland Baths was built in 1914 as a public wash and bath house and is one of few remaining similar facilities in the country. It is a traditional swimming pool, which is 30m long with changing cubicles alongside the pool.</p> <p>In 2012 Nottingham Council announced it had to make £21m savings so looked at different ways of running the centre . Six bids were put forward, and FITC and the Lenton Centre were successful, taking on a 25 year lease in 2013.</p>
Designations	No
Future plans/next phases of regeneration proposed	<p>Current plans are in place to refurbish the centre, to include more community facilities including education, health, creative and meeting facilities. They will also host classrooms for FITC's full-time students, and health clinics.</p> <p>FITC has recently received £340k of National Lottery Funding from Sport England's Improvement Fund to become more environmentally sustainable.</p>
Fund-raising	FITC works with a large number of partners, and has received funding for it's projects (not just for the Portland Centre) from partners such as the Premier League, Sport England, the FA, Comic Relief and Children in Need. They also raise a lot of funding through their JustGiving page.
Current business model Current activities and facilities provided	The Centre has a wide range of facilities including sports hall, squash courts, gym, dance studio and a 30m swimming pool. It hosts five swimming clubs, a swim school, daytime school swimming as well as public swimming, and it is open 7 days a week. The Lenton Centre run the swimming pool, whilst FITC run the dry activities. Quackers swim school run lessons at Portland, but unlike at Lenton there are other providers who offer lessons too.
Current business model Marketing & comms	The Portland Centre have an active website and social media presence, and receive marketing support from FITC.
Energy sources/ technology used to heat and power the building/facilities	<p>National Lottery funding of £340k will provide:</p> <ul style="list-style-type: none"> • new insulation, efficient boilers, updating the roof, adding solar panels, improving the air conditioning and ventilation systems. Updates to windows and other fixtures will make the building more air-tight. • This hopes to cut energy bills by around 10 – 20%.
Key lessons learnt	Sport England involvement has allowed grants for new boilers and insulation - noted that this is something the Lenton Association has not been able to get funding for at Lenton Centre. FITC has opened more doors for funding.
References & key contacts	http://www.theportlandcentre.co.uk/ http://www.nottscountyfitc.org.uk/ Zenn Athar - Trustee at the Lenton Centre

Name/Property	The Pelican Centre
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Location	Tyldesley, near Wigan
Ownership/Management	Owned by The Pelican Group, originally Wigan Council.
Brief history	The Pelican Centre was built in 1923 as a cinema, and in 1963 converted into a swimming pool by the local council. From 1963 - April 2012 the pool was run by the local council, and by the Councils leisure provider Wigan Leisure and Culture Trust.
Designations	No
Recent history and regeneration process to date	<p>By 2011 monthly losses were in excess of £12k. The Pool had two Full time Managers, and two deputy managers, a full time receptionist and at least 6 lifeguards and a minimum of 4 teachers. 9 schools used the pool, the Learn to Swim Programme had under 150 people on it, and footfall was around 800 people a month.</p> <p>The pool was the oldest and most expensive for the Council to run, needed work doing on it, and it had the fewest visitors, so the Council threatened to close it.</p> <p>The Pelican Group formed to take on the pool, and legally constituted in 2011, and following submission of a successful business plan, negotiated handover of the pool to them. The pool only closed for one day before they reopened it.</p> <p>The building wasn't in a good state when they took it on, but the community helped to refurbish it. The group had received £39k in the first year from the LA, for repairs and maintenance (as this is what they spent annually on the pool), so they used this and a further £10k to do up the pool (estimated equivalent of £100k if Council had done the same - through using contacts and volunteers).</p> <p>There was a heritage store in another part of the building that the Council used, which once emptied was able to be used for community space. They use it to provide community services where the LA has made cuts. They got a £384k Invest to Save grant for this from the LA. The NHS fund sessions there. The group just hire the room out and others run the sessions.</p>
Future plans/next phases of regeneration proposed	The roof will need replacing soon, which they think will cost around £40k. They're currently looking into funding from Sport England, and events at the pool.
Fund-raising	<p>The group have received the following grants:</p> <ul style="list-style-type: none"> • £9,000 from Local Grants by their supportive Councillors - Inflatables • £3000 from the Local Housing Association (WALH) - Lessons • £5000 from one Sponsored Swim- Refurbishment • £10,000 Donation from the Swimming Club - Refurbishment • £50,000 Inspired Facilities Lottery Funding - Refurbishment • £5000 from donations from Local Companies, Rotary and Sponsors Wall - - Equipment / Pool Cover • £4200 Coalfield Regeneration Grant – Teaching Aids
Current business model Current activities and facilities provided	<p>The pool is a 25m by 10m 5 lane pool, from 1 – 3.1m deep. Footfall averages around 1500 / month, and the Learn to Swim Programme has 425+ people on it, and 20 Schools attend for over 24 Lessons.</p> <p>There is also a gym and daily fitness sessions offered.</p> <p>The Pool has a resident Swimming and Water Polo Club – Tyldesley Swimming and Water Polo Club (TSWPC).</p> <p>Barton Sub Aqua Club run snorkelling courses in the school holidays the proceeds are shared.</p>

Current business model Staff/Operational structure. No. of staff (FTE), and role of volunteering.	<p>The pool runs with a skeleton staff: 1 manager, 1 deputy Manager, 2 fulltime Teacher / Lifeguards, 2 Part time Teacher Lifeguards, 1 Apprentice Teacher Lifeguard, plus a small bank of teachers and lifeguards.</p> <p>The pool relies on a large number of volunteers to run:</p> <ul style="list-style-type: none"> • All the Board of Directors and Chairman are Volunteers. • 3 Time Volunteer Receptionists • 8 volunteer Swimming Club Coaches • 6 volunteer Water Polo Coaches • 12 volunteer Lifeguards who Cover all Swimming and Polo Sessions • 6 volunteer Canoe Instructors • 6 volunteer Snorkel and Sub Aqua Instructors <p>The volunteers provide over 3000 hours of work at / for the pool over the year save over £40,000 in wages and bring in excess of £48,000 of revenue.</p> <p>They often take volunteers on, and train them up with different skills, e.g. lifeguards - they can then go on to find paid employment elsewhere. The Job Centre at one time funded some training for volunteers. They've also used a lot of apprentices which has kept costs down.</p>
Current business model Running costs	<p>Last year they made a £7k profit, and this year they expect to make £15k. It's approx £20k a month to break even. The Council were making losses of £12k a month when they ran it.</p> <p>Salary costs have reduced from approx £215k pa under the LA, to £120k pa now. They make the most money from school swimming lessons.</p>
Asset transfer	<p>The Pelican Group have a 25 year full repair and maintenance lease on the pool. They receive no funding from the Council.</p> <p>They didn't have to TUPE staff over - they wouldn't have been able to afford the costs if they had. They avoided this by officially shutting the pool (only for one day).</p>
Governance structures	<p>The Pelican Group is a Company limited by Guarantee, and a Charity. The board consists of voluntary Directors and Chairman.</p>
Energy sources/ technology used to heat and power the building/facilities	<p>The boilers are around 10 years old. They have saved money from negotiating better energy rates, but also for example from using less water in cleaning the pool (no hose), and putting timers on the showers.</p>
Key lessons learnt	<p>By using a broker, and negotiating utility prices, they have managed to save £18k a year. Being a charity and paying lower VAT rates has also helped with this..</p> <p>As staff wages and utility bills were the biggest areas of expenditure, by negotiating better energy rates, and by using a lot of volunteers they've been able to save a lot of money.</p> <p>Community involvement has also been key - really dedicated locals and support from the community has ensured that it's been able to stay open.</p>
References & key contacts	<p>Natalia Stothard - Manager, The Pelican Centre</p>

Name/Property	Castle Vale Pool, Birmingham
Location	Castle Vale Pool in in North East Birmingham
Ownership/Management	Originally owned by Birmingham City Council, it's now run by the Castle Vale Community Partnership
Brief history	Built in the 1960s, the pool was threatened with closure for many years as it was expensive to run and poorly used. The pool is in an area of deprivation, and it need of lots of repairs.
Designations	No

Recent history and regeneration process to date	A Neighbourhood Partnership Board was set up in 2009 which looked at options for the pool and other neighbouring leisure facilities including a football stadium. A feasibility study was carried out in 2010 by Localise West Midlands funded by a £25k social investment grant. Following talk of being taken over by a private provider which didn't happen, the Castle Vale Community Partnership was set up in 2013, and negotiated asset transfer, taking over the pool in January 2015. The pool did not close at any time.
Future plans/next phases of regeneration proposed	<p>The pool has been left with a legacy of repairs and servicing which still needs to be done, including a leaking roof, and inefficient/old boiler.</p> <p>There's a large room overlooking the pool with enormous potential for non-water activities such as fitness classes and family parties.</p>
Current business model Current activities and facilities provided	<p>The pool is regularly used by swimming clubs and 19 primary schools, providing a steady income. They have managed to double the usage of the pool since taking it over.</p> <p>There's also a room above the pool for community use, but it's not used to its full potential.</p>
Current business model Staff/Operational structure. No. of staff (FTE), and role of volunteering.	They currently employ a Pool Development Manager and 3 lifeguards. Everyone else is a volunteer including administration, cleaning and repairs done. All of the board are volunteers too.
Current business model Running costs	<p>It costs approx. £10k a month to run, and they make approx. £10k, so breaking even at the moment, but it's touch and go really - they need another £30-40k a year.</p> <p>Costs are around a third what it was when it was LA run. E.g. running costs in around 2012 were £469k pa, with income of £100k pa.</p> <p>Once the LA handed over, the utility contracts were cancelled but contracts not renegotiated straight away, so for a couple of months were charged very high rates. This has left a £20k debt which they still have. They receive money from BCC for the school lessons, but payments are slow so cash flow is a problem.</p> <p>They've received a number of small grants throughout the year, from local groups / LA for around £30k total.</p> <p>Savings are really due to reducing staff numbers, and upping useage.</p>
Asset transfer	<p>Castle Pool is now managed by Castle Pool Community Partnership under a long term full repairing lease of 25 years.</p> <p>It took most of 2014 to negotiate the asset transfer, but the partnership feel it was too rushed, and BCC just needed to get rid of it.</p> <p>The LA provide no money towards the pool.</p> <p>There was no TUPE needed as the existing staff were employed through an external agency. They are now employed directly by the pool.</p>
Governance structures	The Partnership are a Charitable Incorporated Organisation, run by a board of volunteer Trustees.
Energy sources/technology used to heat and power the building/facilities	The pool runs on very old, inefficient boilers which need replacing.

Key lessons learnt	<p>Asset transfer felt rushed, and in hindsight they should have waited longer to handover, but they didn't want the pool to close. They also feel the running figures they were provided with weren't accurate so costs have been different to what was expected and planned for in the business plan.</p> <p>Employing less staff, and using lots of volunteers has meant they've been able to keep the pool running. Also having active trustees managing the pool has meant that they've been able to drum up more business.</p>
References & key contacts	Ruth Miller, Trustee

Name/Property	Haggerston Baths, Hackney
Location	Haggerston Baths is in Hackney, in north-east London
Ownership/Management	Haggerston Baths is owned by the London Borough of Hackney.
Brief history	<p>Haggerston Baths is Grade II listed Edwardian baths, opened in 1904. The building contained a single pool, 91 slipper baths, a 60 stall wash house, offices, caretakers apartment, and laundry.</p> <p>Subsequently the property was modernised with an extension added to the former laundry to the north-west. The baths were closed in 2000 and have since fallen into a state of disrepair.</p>
Designations	Grade II listed and in an archaeological priority zone.
Recent history and regeneration process to date	<p>In June 2015 the council put out a bid for expressions of interest for the baths – they stated they would 'consider proposals from developers, investors, occupiers and consortia to bring the buildings back into viable use. Subject to the necessary consents, these areas could be restored or developed independently, or in a combination of complimentary uses'.</p> <p>The council estimate a repair bill of £25m. The property is held Freehold by the Council – they anticipate granting a long leasehold (250 year) interest in the property, subject to a requirement to bring the building into repair.</p>
Future plans/next phases of regeneration proposed	<p>The council is currently looking at 10 bids received which include 3 proposals including a swimming pool; 2 in the pool hall, and 1 a swimming pool elsewhere in the building. The bids are a mix of some purely residential and some with a mix of uses including employment, bar, restaurant, gallery and general community use.</p> <p>There is a save Haggerston Baths campaign at http://www.savehaggerstonpool.org.uk/ Their current ideas include the pool, a GP surgery, creche, dance studio, gym, cafe and a space for community groups.</p>
Current business model Marketing & comms	Haggerston Baths have a website with some information on about the baths, but it's not been updated for at least a year.
References & key contacts	www.haggerstonbaths.co.uk www.savehaggerstonpool.org.uk

Name/Property	Saltdean Lido
Location	Saltdean Lido is located in Saltdean, 4.5 miles east along the coast from central Brighton.
Ownership/Management	Saltdean Lido is owned by Brighton and Hove Council.

Brief history	<p>Opened in 1938, it comprises an art-deco building and three pools. It closed in 1940 and was used by the fire service in the Second World War as a water tank and for training. The Lido's changing rooms were converted and used for church services. It reopened to the public in 1964.</p> <p>It houses the Saltdean library, some small scale commercial activity, and rents rooms to local clubs and associations.</p> <p>Brighton and Hove Council leased it to a local accountant, Dennis Audley in 1997, but it was handed back to them in 2012 after conditions of the lease were breached, and the building was falling into disrepair</p>
Designations	Grade II*, on Heritage At Risk Register.
Recent history and regeneration process to date	<p>A 'Save the Saltdean Lido' campaign was set up, which later formed a Community Interest Company (CIC).</p> <p>After a successful community-led campaign, at the end of 2013 Saltdean Lido CIC was named as the preferred leaseholder and started a major fundraising programme with a target of £10 million.</p> <ul style="list-style-type: none"> • In 2014 £490k was received from the Social Investment Bank to refurbish the outside grounds and pools. • £2.5million was also secured from The Coastal Communities Fund in 2014. • In 2015 Saltdean CIC were successful in receiving a grant from HLF's Heritage Enterprise fund for £576K in development funding with a view to granting £4.2million at a later stage to fund the refurbishment of the building . <p>Building works are now well underway. The new plant room was completed in 2015 and major works have commenced to the swimming pool – which is due to open in September 2016.</p> <p>They are also pulling together people's memories of the lido – a collection of photos, videos, and interviews.</p>
Future plans/next phases of regeneration proposed	<p>Whilst the pool will open later this year, more funding is needed for the main building – the second stage of the HLF funding will go towards this, plus an extra £2m is needed.</p> <p>They have also discovered that they need a new electricity sub-station to power the pools – existing funds can't be reallocated to cover this, so they are currently fundraising for this.</p>
Fund-raising	<p>Saltdean Lido CIC still has another £2million to raise to fund the project.</p> <p>It will soon be launching a Community Share Scheme.</p> <p>They are asking people to adopt a brick for £50+ to go towards funding the electricity sub-station.</p>
Current business model Current activities and facilities provided	<p>Saltdean CIC plan to renovate and revitalise the entire site, bringing both the building and pools back into use. It will transform the site into a 'modern leisure destination' with a heated outdoor pool, indoor and outdoor play areas, café, gym, community and function rooms, and a revived library.</p> <p>The pool measures 140 by 66 feet (43 m × 20 m) and can accommodate 500 bathers</p>
Current business model Marketing & comms	The lido are currently looking for a volunteer who can help with events and marketing. They have a well kept up to date website http://saltdeanlido.co.uk/ . They are also taking part in the Heritage Open Days in September.
Asset transfer	The freehold of Saltdean Lido is owned by Brighton and Hove Council. In 2010, local residents united to initiate a Community Asset Transfer and it was leased to Saltdean CIC in 2013
Governance structures	Saltdean CIC is made up of eight volunteer directors. They're currently recruiting for a voluntary fundraising director.

References & key contacts	Deryck Chester - Director http://saltdeanlido.co.uk/ http://www.saltdeanlidocampaign.org/about.htm https://www.hlf.org.uk/about-us/media-centre/press-releases/lottery-grant-rescue-england%E2%80%99s-highest-listed-lido
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