



BRIEF FOR THE PROVISION OF

ACTIVITY PLANNING CONSULTANCY SERVICES

For the Cleveland Pools Trust

August, 2015

Final

BRIEF FOR ACTIVITY PLANNING CONSULTANCY SERVICES

SITE LOCATION : CLEVELAND POOLS, BATH BA2 6QR

Cleveland Pools Trust wishes to appoint a consultant(s) to research, develop and produce a detailed 'Activity Plan' as required by the Heritage Lottery Fund (HLF) for submission of a Second Round Heritage Grant application for the Cleveland Pools Restoration Project.

DESCRIPTION

The Cleveland Pools are located in a secluded and steeply sloping site on the south bank of the River Avon at Bathwick, on the eastern edge of Bath. They are the country's oldest public swimming baths by a considerable margin and retain significant and substantial historic fabric from their earliest design in the Georgian period. In particular, the original sweep of the Pools' crescent of changing rooms and central cottage is reflected in the curve of the main pool itself. A second pool was added in the 1850s and further alterations were made until the Pools finally closed for public use in 1985.

ARCHITECTURAL AND HISTORIC INTEREST AND SIGNIFICANCE

The statutory list of buildings of architectural and historic interest describes them as follows: "The Cleveland Baths, dating from 1815, are believed to be the oldest surviving public outdoor swimming pools in England. Their layout, in the shape of a miniature Georgian crescent, and place within the (social) history of outdoor swimming, make them unique both within the Bath World Heritage Site and on a national level. They are of particular interest as an expression of the continuing importance of "bathing" at Bath and as one of only a small number of pre-Victorian recreational/sporting buildings to survive nationally. As such the Cleveland Baths deserve to be included on the List at Grade II*."

RECENT HISTORY AND DEVELOPMENT OF THE SCHEME

The property is owned by Bath and North East Somerset Council and, apart for a short period of use as a trout farm, has been derelict for some time. In 2004 the Council attempted to dispose of the site and this led to the formation of a community group which campaigned to save the site from development and, in turn, led to the setting up of the Cleveland Pools Trust. The Trust is a registered charity and a limited company.

A feasibility study by Ferguson Mann Architects (2006), grant aided by the Architectural Heritage Fund, identified a community based scheme that would provide historic natural swimming pools as well as a pleasant and interesting place to visit to appreciate the heritage and ecology. A further income stream would come from hiring the site for functions.

Working in partnership with bodies such as the Prince's Regeneration Trust and the local Council, the Cleveland Pools Trust secured the support of English Heritage to undertake an options appraisal.

In summer 2014, the Cleveland Pools Trust and its many thousands of supporters, were delighted by the news that the Heritage Lottery Fund (HLF) had awarded an initial development grant of circa £366,000, with a total of £4.1 million earmarked for the full restoration of the Cleveland Pools. In summer 2015 the Development phase has been initiated.

The project's governance is managed through a Project Board based on the PRINCE II management model. At Delivery phase/stage, the Project Board will include trustees and

major stakeholders representing both suppliers and end users to the project. These include Bath & North East Somerset council and at the appropriate time, the Prince's Regeneration Trust and English Heritage as advisers (these three bodies have participated in the Steering Group for several years). Advice from other specialist bodies will be called upon when appropriate.

The Project Board has appointed a Project Director, Christopher Heath, to run all aspects of the project on a day to day basis. Christopher has extensive experience of the development and delivery of Heritage Lottery Fund projects, gained within both local authority and charitable trust environments.

Following a rigorous tender process, the trust has also appointed a dedicated project manager – Jeremy Sneddon, and assistant Chris Fagg from the specialist project management company Provelio. Jeremy will support the Project Director by advising on and managing the procurement of the specialist design team and contractor(s) throughout the development and construction of the project.

THE OVERALL OBJECTIVES AND BENEFITS OF THE PROJECT

The Trust's intention is to sympathetically restore and develop the Pools as both a key heritage site and a year-round community asset. Its restoration will incorporate naturally treated warm water for open air swimming in the original 1815 pool. The site is currently owned by the local authority, which supports the project.

The vision for activities, learning and interpretation planning builds on the special cultural learning opportunities presented by the restoration project. Before their closure the Pools were used almost continuously for swimming until the 1980s and there are many thousands of Bathonians who have memories of swimming there but who do not necessarily understand the history and heritage significance of the site. People are now attending talks on that history in significant numbers. The younger generation in the city, through swimming and other on-site activity, will grasp that they are part of a living stream of history, using the same site and pool that has been used for two hundred years. Thus, we have ways of capturing the cultural imagination of the local population because the built environment still stands and demonstrates that conservation is critical.

Interpretation of the wider area and surrounding aspects will focus on the theme of water and health and well-being and should make reference to the therapeutic landscape.

The overall objectives of the Cleveland Pools Trust in conserving and developing the Pools are to:

- Repair, protect, renovate and enhance Cleveland Pools, site, structures and buildings.
- Adapt the cottage and adjoining rooms for beneficial use within conservation guidelines.
- Develop facilities that enable the site to be used and appreciated by the community and visitors and to be financially self-sufficient.
- Improve appreciation of and participation in the heritage, enhance connections with and use by the wider community.
- Sustain the long term amenity and maintenance of the site, structures and buildings through as ecologically sound means as practicable

The perceived benefits and strategic aims of the project are:

- To restore the buildings, structures and garden so that they will be available for the amenity, appreciation and education of the public;

- To widen the understanding of the heritage and ecological importance of the site and increase participation in educational, community and cultural activities, equipping the spaces and garden to meet these needs;
- Develop working partnerships with local organisations to create a resource for the community and visitors that is sustainable in the longer term;
- Enable Cleveland Pools to operate within legislation: Listed Building, Disabled Access, Health and Safety, Human Rights;
- Add to the unique jigsaw of heritage assets that sustain the prosperity of Bath and North East Somerset and enhance the importance of the World Heritage Site.

Identified needs and opportunities are as follows:

- To build on the demonstrable high level of public interest, engagement and desire for restoration of the Pools
- To restore a unique heritage site of particular value in Bath's World Heritage Site in relation to the Georgian period and the history of spas in Europe
- To respond to public demand for outdoor swimming in a safe, attractive and affordable environment
- To create a multi-faceted learning resource that incorporates the benefit of learning how to manage a heritage site that is actively used for health and well-being benefit
- To discover more information about the history of swimming, swimming costume design and teaching methods

THE CLEVELAND POOLS SITE

The site will be approached on foot, cycle and by public transport via Hampton Row and the steep narrow path between buildings. Alternative access will be by river using existing cruise boat operators and by individually hired punts and skiffs from the Bath Boating Station. A landing stage is planned to be constructed in Autumn 2015. Car parking in the vicinity is restricted to residents only except on Sundays. A Green Travel Plan has been prepared using sponsorship and a site accessibility assessment has been drawn up by Jane Toplis Associates. Paths will be regraded and resurfaced (but still steep 1:6 to 1:4), new steps and handrails will be provided. There will be a special battery powered shuttle buggy/minibus capable of carrying less ambulant and disabled people and the delivery of supplies.

The existing buildings will be used to accommodate essential facilities including changing rooms, space for interpretation, w.c.s, café and reception/ticketing.

A copy of the options appraisal as well as key reports can be viewed on the Cleveland Pools website at www.clevelandpools.org.uk

THE BUSINESS CASE

The Business Case 2014 sets out detailed analysis and information on projected visitor numbers, drawing on data in the Market Appraisal.

The summary of projected heritage visits per annum based on a detailed market analysis can be set out as follows:

	Visits	Split
Visits from catchment	9000	
Visits from groups	450	87%

Visits from visitor market 20% staying & 10% day visits	1,295	13%
Total Heritage visitors	10,745	

The summary of projected swimming visits can be set out as follows:

	Swim Visits	Split
Home Market 5% of catchment area	9785	
Average of two swims	19570	82%
Visitor Market	4,200	18%
Total Swimming visits	23700	

The market analysis demonstrates the levels of interest for heritage, swimming, learning and event hire. On balance the Business Case review concluded that these markets are healthy and that Cleveland Pools is seen to be operating in a mature, competitive and discerning market place. Pricing levels, quality and authenticity of experience become significantly more important in this respect.

The potential for commercial hires is high. However the balance of commercial to public access is sensitive and commercial hires for site activities or 'on demand' events such as children's birthday parties are seen as the necessary cross-subsidy to support the primary business, and to ensure sustainability.

Further information is provided at Appendix A.

THE BRIEF FOR THE APPOINTMENT OF AN ACTIVITY PLANNER

The Trustees now wish to employ a consultant(s) to build on aspects of this work and prepare an Activity Plan to be drawn up to a high standard in accordance with the requirements of the Heritage Lottery Fund. The work is to be undertaken in full consultation with the Trustees and their consultants, specifically their Project Director and the Interpretation planners. It is essential that the developed proposals for activities fit with the physical works to the built heritage and enhance the significance of the site. Details of what is required in an Activity Plan are included in Guidance published by the HLF:

<http://www.hlf.org.uk/activity-plan-guidance>

The successful consultant will be expected to be familiar with heritage and community engagement projects, and the development of costed Activity Plans for HLF Round 2 applications, including knowledge-sharing, volunteering programmes, interpretation incorporating digital interpretation, learning programmes and participatory projects and evaluation of activities.

Specifically, for this project, the Trustees require the consultant in writing the Plan:

- to review the Cleveland Pools Trust's commitment and engagement with its potential audiences to date and the ways in which it has involved the community in shaping the project;
- to detail how people in those potential audiences identify with the Pool and what it means to them;

- to describe the process for drawing up the Activity Plan and how people have been involved and their ideas taken on board.
- to assess the activities that the Trust has carried out in the past, how successful they have been and describe how the new activities in the Plan have been developed.

in relation to audiences:

- to review the work that has been done to date, as summarised in the 2014 Business Case, with regard to the current and potential audiences for the activities of the Cleveland Pools Trust. Carry out such further research and consultation as is necessary to fill any gaps in the Trust's knowledge and develop knowledge of those audiences.
- to review the potential markets / market segments for the project and consult on the demand and the needs of the key audiences;
- to describe and test any possible barriers to involving people and what has been done to remove or mitigate their effects.
- to support the Interpretation Designer (see separate brief) in the creation of a specific Interpretation Plan within the aegis of the Activity Plan with regard to the engagement of audiences in learning about heritage through their immediate experience on site, hard copy materials, digital resources and outreach activity. The Interpretation Plan will be in line with HLF Guidance to be found at:
<http://www.hlf.org.uk/interpretation-guidance>

to include planning that relates to enhancing audience enjoyment of the Pools experience. **in relation to activities:**

- to describe and evaluate the relevant activities carried out by the Trust to date, how they have been appreciated and the evidence on which this assessment is based.
- to specifically evaluate the Bicentenary events programme (CP200) against the objectives of the programme and use this in shaping new activities for the future;
- to recommend how the Community Engagement Strategy should be updated and incorporated into the Activity Plan with reference to Bath and the surrounding area including specific attention to the immediate residential area adjacent to the Pools site;
- to review the Pools' Heritage Education Programme and, working with the Pools' Trustees and volunteers, discuss and document how it could be developed further;
- similarly, to describe the value of the heritage to potential audiences along with the evidence base for this assessment;
- to assess the scope for joint working on activities with other heritage attractions in Bath.
- to review the investigations carried out to date on the workings of other lidos and similar attractions. Identify and carry out such further research as is necessary and detail how best practices found in similar organisations will be applied and developed at Cleveland Pools.

in relation to strategic decisions about involving people:

- in discussion with the Trustees, to draw up the project's aims for involving people through its proposed activities.
- with the Trustees, to review the project's strategic aims and objectives, describe how the activity proposals fit with those aims and objectives. To demonstrate the commitment of the Cleveland Pools Trust to implement the activity plan.
- to describe and prioritise which audiences the Pools Trust has decided to concentrate on working with and why.

- to outline how the Pools Trust will involve people in the development and management of the Pools.
- to outline which activities will be undertaken by the Trust and why it has decided to carry out those particular activities (drawing on evidence of need and demand gained from the consultation).
- working with the Trust, to describe how the proposed activities will meet the HLF's aims for learning about the heritage and for involving people in making decisions about the Pool's conservation and its running.
- with the Trustees to develop a structure chart for the running of the activities. Show how the Trust will involve volunteers, including recruiting and training them in specific volunteer roles and the staff it will employ (creating full volunteer role descriptions / job descriptions).
- to outline any perceived difficulties the Trust may find in engaging people in the proposed activities and what will be done to overcome them.
- to detail how the success of the project in involving people will be measured and how the Trust will evaluate the benefits of its activities strategically.
- in discussion with the Trustees, to explain how the benefits of the project will be maintained and how the project will continue to meet its activity related objectives in a sustainable way long term.
- to describe how the organisation of the project will change and how the Trustees see it continuing to develop.
- to indicate how the organisation will learn from undertaking the project and how it will share those lessons with other similar organisations.
- in discussion with the Trustees and Project Director, to prepare budget costings for the activities in the Activity Plan which will be full detailed in the required Action Plan format required by HLF.

In relation to Activities Action Plan and Appendices:

- prepare a comprehensive and realistic Activities Action Plan as per the HLF guidance template.
- include a summary and full findings of all research undertaken during the development stage of the project as an appendix to the Activity Plan
- include copies of all policies relating to involving people prepared during the development stage as an appendix to the Activity Plan.
- Develop any briefs/job descriptions for work that will be carried out in the Delivery Phase.

Value of the Contract

The maximum budget range for the work is £12,000.

Please provide a total fixed fee for this work including all associated costs (itemising expenses and any other additional costs such as expenditure on consultation).

Applicants are asked to state the number of days expected to complete the work, together with the daily rate and the details of the consultant/team that will be undertaking this work.

Completion Date

It is anticipated that the project will be awarded to the successful consultant by **30th September**. Shortlisted candidates will be invited to make attend an interview at Cleveland Pools the week beginning 21st September (likely to be Wednesday 23rd September). The

successful contractor will be expected to complete the analysis work and produce a draft report by 1st January 2016 with a view to final sign off of the report by 27th May 2016.

An outline programme for the project is included as Appendix B below.

Application Process

Applicants are invited to provide a maximum of 4 sides of A4 to demonstrate how they would approach this project (including a methodology, time allocated to different tasks). This information should be returned with a covering letter stating your interest in this project and how your experience equips you to undertake the work (maximum 2 A4 side) and CV highlighting relevant experience of the key personnel that will be running this commission. We would also expect to see evidence of completed projects that demonstrate a track record of similar commissions.

The closing date for applications is 14 September 2015 at 5pm

We will assess all bids on 40% price, 40% quality and 20% performance in interview.

Applications should be sent to:

Tom Boden (Cleveland Pools Trustee)

Please send a digital copy to: tom.boden@nationaltrust.org.uk

Please send a hard copy to:

Tom Boden
General Manager, National Trust
Prior Park Landscape Garden
Church Lane, Widcombe
Bath BA2 6BD

APPENDIX A

FURTHER INFORMATION

The visitor experience will be enhanced by learning about the site's history through displays, schools' curriculum resources and audio-visual material including a portable exhibition focussing on the buildings' history, the research carried out on the original subscribers, the history of public swimming and the social history of the site. Tours of the site, other sites of heritage interest in the area and, in conjunction with the nearby Boating Station, river tours, will be available to create a diverting visitor experience. An engaging website will be further developed incorporating digital resources with educational resource material as downloads and a range of attractive information will be available for the public to download.

The Trust has involved and consulted the public in the context of the previous Community Engagement Strategy through Heritage Open Days with over 5000 people visiting during the last 5 years, also surveying the views of visiting tourists and local residents, liaising with site neighbours, analysing survey returns and organising talks and increasing levels of publicity. In 2015 a programme of events to mark the Bicentenary of the Pools has been organised including a Fashion Show of historic bathing costumes, a music event, storytelling and a family oriented Party day. Audience analysis relating to these events is being carried out as the subject of a student placement.

A summary of current work on Interpretation Activity has been prepared – this will be a resource to an appointed Activity Planning consultant that will reduce the time allocation that would have been anticipated to gather initial information. A brief summary of relevant areas of current activity:

Volunteers

Trustees are engaged with a total of 50-60 volunteers. The Volunteer Policy and approach to working with volunteers are being reviewed and updated in 2015. At present, volunteers maintain the site and manage events, as well as fulfilling a variety of other roles and we envisage volunteers will continue to play a central role in the future.

Marketing and Public Relations

Marketing and public relations have been substantially boosted in the period since 2013 with a radically improved website, regular press articles in local press and magazines, TV features, marketing to business contacts and popular events. Talks have been extended to wider non – specialist groups such as older people and site tours are offered. Social media is gaining ground with nearly 2,000 Facebook followers and 1,000 Twitter followers all eagerly engaged and watching progress. Merchandise, particularly in the form of a poster depicting a 'Diving Lady at the Pools' is proving popular with supporters.

Engagement of Universities and Schools

Bath Spa University is engaged with the restoration project. A number of student placements have been devised and mentored over several academic years including the current academic year with positive feedback from students and academic tutors. Bath University is engaged with the Pools restoration project to a lesser extent.

Fuller involvement with schools has resulted in the Pools being the focus of an Enrichment Day for a Bath secondary school – this is likely to be repeated at other schools. We have also hosted students undertaking the Duke of Edinburgh Bronze Awards.

Research

Research projects have been undertaken and will be extended. Oral history interviewing has taken place and academic research has been carried out to extend knowledge of the original Pools subscribers in 1815. Current research is taking place into possible descendants of the original subscribers, the Victorian period when the Pools were hugely popular and the twentieth century. There has been some published work arising from research.

Learning from other projects

The Trust has set out to learn systematically from similar projects including 18 existing outdoor pools. This has contributed to the construction of the 2014 Business Case.

Networking and liaison has taken place with the Holburne Museum in Bath, the Friends of Sydney Gardens and other relevant projects in addition to liaison with Bath Tourism Plus.

Relationship with the local authority

Bath & North East Somerset council is substantially involved with the restoration project, with demonstrated support at Member level and Budget commitment. The following functions and services are engaged with the project – Property, Planning, Finance Services, World Heritage Management and Sport Development. The Cleveland Pools feature in the Council's River Regeneration Strategy. In the medium term it is planned that trustees and volunteers will engage with the Health and Well Being Strategy, particularly in relation to improving public exercise levels. Bath Tourism Plus function has integrated the Pools in promotion and carries display material – they have instituted joint ticketing arrangements through the Bath Box Office.

Significance

Cleveland Pools will be added to the assets of the UNESCO World Heritage Site.

This heritage asset is significant on a number of levels, ranging from the personal history of the people of Bath, to international interest in the context of the World Heritage Site and is therefore powerful from these multiple perspectives:

- Stimulating and encouraging aspects of a healthy lifestyle as enjoyed by previous generations;
- For younger generations in Bath, it is a relatively hidden and undiscovered 'gem' of local history that can be a vibrant heritage resource for schools;
- For relatively older people in Bath it represents for many thousands a site where they swam and relaxed with friends or family so it is within their collective memory and family history;
- From the objective perspective of the researcher/social historian it is unique in the UK and probably in Europe; and
- For visitors to Bath it is of extraordinary fascination in the context of Bath as a World Heritage city, complementing the celebrated features of the built landscape in the city and adding to the theme of bathing that is represented by the Roman Baths and Bath Spa.

APPENDIX B

SUMMARY TIMESCALE

Activity	Timeline
HLF stage I submission	April 2014
HLF decision stage I	July 2014
HLF stage II submission	End July 2016
HLF decision stage II	End Oct 2016