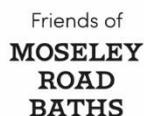
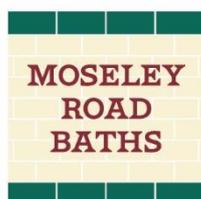




## Moseley Road Baths: *Diving In*

### EVALUATION BRIEF

<b>Client</b>	Moseley Road Baths CIO in partnership with Birmingham City Council
<b>Title of procurement</b>	Moseley Road Baths (MRB) – Evaluation Consultant
<b>Brief description of supply</b>	Provision of evaluation / learning partner support and services.
<b>Estimated value of tender</b>	£75,000
<b>Estimated duration</b>	Stage 1: Jan – Jan 2023 Stage 2: Oct 2024 – 2029
<b>Name of Contacts</b>	Simon Piaia, MRB Project Manager
<b>Timetable</b>	Response deadline: [5 <sup>th</sup> January 2023]  Clarifications questions deadline: [19 <sup>th</sup> December 2022]  Clarification meetings [w/c: 16 <sup>th</sup> January 2023]  Confirmation of contract [w/c: 23 <sup>rd</sup> January 2023]  Inception meeting [w/c: 23 <sup>rd</sup> January 2023]]



Historic England



WORLD MONUMENTS FUND

## SECTION A: BRIEF

---

### 1. Summary

---

#### 1.1. Introduction

Moseley Road Baths CIO is seeking to instruct a consultant to support the evaluation of its National Lottery Heritage Fund supported initiative and to work with us as a learning partner for the project.

The commission focuses on the *Diving In* project at the Baths, but is likely to require an understanding of the full masterplan behind the project, which includes the adjacent Library.

The Project Evaluator will be appointed during the development phase for the full term of the project (2023 - 2029) with a break clause to review progress and to allow for a Round 2 decision in 2024. In total the commission will support c5 years live project work.

The initial phase of work, January – December 2023 will broadly cover the production of an evaluation plan, project baselines and supporting evaluation framework for a Stage 2 application to the National Lottery Heritage Grants for Heritage programme.



## 2. Background

---

Moseley Road Baths (MRB) and Balsall Heath Library (BHL) are two buildings at the heart of the super diverse, inner-city community of Balsall Heath in Birmingham.

Moseley Road Baths is an internationally significant Grade II\* Edwardian public swimming baths that for many years was at risk of closure. Resulting from a community initiative to take over operations at the Baths, a 'coalition of the willing' came together in 2016 to prevent its closure and plan for a sustainable future. The coalition is an informal partnership made up of Birmingham City Council (owners), MRB Charitable Incorporated Organisation (a community-led organisation that operates swimming plus a growing range of other activities at the Baths), the Friends of MRB, Historic England, National Trust and World Monuments Fund. Over the past 4 years, the coalition has made great progress towards tackling one of Birmingham's biggest heritage problems; collectively investing c.£2.6m in the Baths so far to address the worsening condition of the building and showing the art of the possible.

Built 11 years earlier than the Baths, Balsall Heath Library (also Grade II\* listed and owned by BCC) is adjacent to – though separate from – the Baths. The Library, run by Birmingham City Council, provides an important service for the Balsall Heath community. Pre-pandemic, the Library had 65,150 visitors annually. In comparison with other Birmingham Libraries, Balsall Heath has above average user numbers, including a high proportion of child users. It provides a range of services for local people from digital facilities (for job searching and applications) and children's/ family activities to ESOL classes in addition to providing books. Community language books in Arabic, Somali and Urdu are also at the library.

In combination, the architecture of these buildings provides an impressive presence in Balsall Heath whilst, operationally, there is potential to collaboratively develop a wide range of facilities that deliver significant benefit for the local community and the city.

To realise this potential, the coalition has developed an ambitious, phased masterplan to bring together the rejuvenation of the Baths with the redevelopment of Balsall Heath Library; helping to secure their long-term sustainability and provide a catalyst for wider regeneration of the local area.

The coalition have also started securing investment to realise its vision. In addition to funding secured from Birmingham City Council, Historic England and the World Monuments Fund for the long-term restoration of the Baths, Moseley Road Baths and Balsall Heath Library were awarded £15.5m funding through the government's Levelling Up Fund. This is enabling an initial phase of capital works to the Baths and Library buildings (phase 1) that will coincide with the development of the second phase of the project.

The *Diving In* project is phase 2 of the masterplan and focuses on the regeneration of MRB, working in close collaboration with Balsall Heath Library to support the future sustainability of both of these heritage assets. In March 2022, the project secured funding for the development of phase 2 as part of a £5m bid to the National Lottery Heritage Fund. This commission focuses on the evaluation of phase 2, i.e. *Diving In*.

The key organisations delivering this work are **Birmingham City Council** (BCC) and the **MRB Charitable Incorporated Organisation** (CIO), with significant support from the wider coalition. These two organisations will be critical to the ownership and operation of the buildings into the future.

Further information on work to date at MRB is available in Appendix 2.

### 3. Project overview

---

The transformation of Moseley Road Baths and Balsall Heath Library are at the heart of a £32.7m masterplan developed by this ground-breaking coalition of local, national and international organisations. Supporting Balsall Heath's recovery from the impacts of the pandemic and wider community-led development of the area, this 'coalition of the willing' has developed a long-term vision to restore and reimagine these two magnificent Grade II\* buildings at the heart of the Balsall Heath community. The regeneration of the Baths and Library will unite and transform these historic masterpieces into a heritage led wellbeing, leisure and cultural destination run with and for local people, and open to the world.

#### Our purpose

Moseley Road Baths and Balsall Heath Library were set up to serve the people of Balsall Heath and to improve their well-being and life chances. Today their purpose is the same, but in a much-changed world. MRB and BHL have the power to use cultural heritage to reinvent the way we enable communities to be healthier, stronger and happier. Operated with and for communities, we will create the maximum social value from these historic buildings whilst celebrating their intrinsic merit and the stories they have to tell.

#### Our proposition

Moseley Road Baths and Balsall Heath Library will be a vibrant hub for culture, heritage and wellbeing with swimming at its centre. Their magnificent historic spaces and vibrant programmes will bring people together, addressing local needs around health, wellbeing and skills and providing pleasure and inspiration for visitors from near and far. MRB and BHL will be sources of civic pride and a model for the city, country and world.

MRB and BHL are widely valued parts of Balsall Heath, a super-diverse part of Birmingham. Their redevelopment is attracting interest and much needed investment into the local area. Co-led by the City and the MRB Charitable Incorporated Organisation (CIO), the project will pilot cross-sector, multi-organisational and community partnership working and provide a catalyst for the economic regeneration of Balsall Heath. Previously considered one of Birmingham's biggest heritage problems, the ambitious redevelopment of MRB and BHL will be a source of pride and statement of intent for Birmingham, and an example for others to follow.

#### By 2030 our aim is to:

- **Connect Moseley Road Baths and Balsall Heath Library** to boost the range of facilities for local people and visitors with these buildings as 'anchor institutions' at the heart of local life and activity.
- Restore **swimming to the Gala Pool**, the principal space in the Baths, with the second pool (currently in use for swimming) being adapted as a **multi-use events space**.
- Bring the **slipper baths** and **upper floors** of the Baths into use for fitness, well-being and activity.
- Remodel Balsall Heath Library to create more space for reading, learning, digital access and activities.
- Develop **new landscaped / green space** to the rear of the Baths.
- Build the **capacity, resilience and sustainability** of the MRBCIO as the operators of the Baths and develop **close collaboration** and **new models of working** between the Baths and Library.
- Create a **vibrant programme of activity** for local people and visitors to the area that is shaped by what local people want and need.

- Strengthen and extend our **collaborative approach** working with people, organisations and partners across the city and beyond.
- Provide a **catalyst for wider regeneration** of the local area.



In partnership BCC and MRBCIO are leading the design and delivery of *Diving In*, the capital programme of building adaptation and business development; the project is set to take c7 years to plan and deliver. Once capital works to the building are complete, the CIO will continue to run the Baths on a day-to-day basis, though on a much bigger scale. Operational links between the Baths and Library will be looked at in detail through the development of the project, but there are no immediate plans for BCC to handover the library service to a different operator.

Alongside major capital investment, a significant part of the project will be supporting the CIO to develop the operation and business – building capacity and resilience – so that MRB is sustainable long term. This will include a 2-year period of testing and development to pilot new activities, evaluate demand and grow support.

## 4. National Lottery Grants for Heritage programme

---

National Lottery Grants for Heritage aim *to fund projects that connect people and communities to the national, regional and local heritage of the UK*. It funds up to £5m towards heritage projects in the UK being delivered over a maximum period of 5 years and are awarded/managed regionally.

All projects funded by the National Lottery Heritage Fund should *create positive and lasting change for people and communities* and their funding priorities are currently focused on tackling the impact of the coronavirus (COVID-19) pandemic. In order to achieve this, projects must achieve one or more of their outcomes. MRB Diving In aims to achieve all 9 of the following outcomes:

- A wider range of people will be involved in heritage (This is a mandatory outcome. Every project must achieve this outcome as a minimum)
- The funded organisation will be more resilient
- People will have greater wellbeing
- People will have developed skills
- The local area will be a better place to live, work or visit
- The local economy will be boosted
- Heritage will be in better condition
- Heritage will be identified and better explained
- People will have learnt about heritage, leading to change in ideas and actions

In addition to these outcomes, all projects must also consider long-term environmental sustainability. There is a supplementary guidance document that can be found: [Priorities for National Lottery Grants for Heritage for 2021-22](#).

Following a close-run but unsuccessful bid to the national Heritage Horizons Award programme, the MRB/BHL project reapplied to the National Lottery Heritage Fund regionally. The first part of our 2-stage bid to the National Lottery Heritage Fund was submitted in November 2021 and Development Phase funding was approved in March 2022. Information about the project can be found in this application, available on request.

As part of this *National Lottery Grants for Heritage* funding, there will be a 2-year *Development Phase* (2022 – 24) during which the next stage of building works will be designed in detail alongside the testing and development of the business plan for the Baths and Library. A second-round application for *Delivery Phase* funding will be made in 2024.

We are looking for the evaluator to map the success of the project against NLHF's aims as part of delivering a full evaluation programme for the project. To support the project in measuring against NLHF outcomes, guidance is available on their website: [NLHF Evaluation Guidance](#)

During the Development Phase, the following work will take place in preparation for a Round 2 application:

- **Detailed design** of the capital scheme to restore and adapt the buildings for new uses.
- **Activity testing**, working with partners and engaging with audiences to trial ways of working, activity and uses for the Baths and Library buildings.
- **Fundraising campaign** to raise sufficient capital to deliver the project; currently there is a c£1.8m funding gap.

- **Governance work**, exploring formal partnership and tenure models and to identify capacity and capability development requirements.
- **Business plan development** showing the overall approach and requirements for achieving a sustainable business.

The Project Evaluator will be expected to *work closely* with the project team as well as other internal and external consultants. There will be a requirement to share learning: within the partner organisations, with other projects and across the sector throughout the project. Through the World Monuments Fund, there are also opportunities to create a global network of heritage baths and hammams, and share learning with other significant heritage sites.

Should the project be successful at Round 2 of the process, we anticipate delivery will run 2025-29.

## 5. Strategic objectives

---

This project represents an unparalleled opportunity for the heritage, people and place. BCC will co-deliver the initiative with the MRB CIO and with support from the wider coalition of national and international organisations. There are **five strategic objectives** for the project which *Diving In* will help deliver:

1. **MRB and BHL will be a thriving leisure, learning and cultural destination that provides services that local people need and an offer that appeals to the wider city, and visitors from across the UK and the world.**

MRB and BHL are much valued civic amenity that serve the people of Balsall Heath and – led by local people – will be a significant force for positive change in the area. Consultation about the Baths locally and further afield tells us that, whilst swimming is core to the experience, there is a demand for a programme of non-swimming activity that helps physical and mental wellbeing. The current condition of the building is, however, a deterrent and negatively affects public perception. Within the Libraries team, there is appetite for improving and extending the library service to provide more and better facilities for the community. Consultation is needed with local people about how to achieve this, which will form part of the development stage activity.

This project aims to

### **Improve access to and participation in leisure and cultural activity.**

By upgrading swimming and library facilities and broadening the health, learning and wellbeing offer, balancing pay-for-entry with free activity. Investment in the CIO and Libraries team will build capacity to work with local partners to activate connections across the community and city to reach more people.

### **Deliver a broad and varied public programme - broadening appeal for city-wide and international visitors.**

The CIO and Library team will work with local people and partners across the city to create a destination for Birmingham and its visitors; from theatre, music and art to spa therapies and historical tours.

### **Create engaging digital content**

We will reach and involve people digitally through this project, whilst trying to break down barriers to digital inclusion. We will also offer entry level support to young people around digital literacy, as

well as providing layers of content so that people can visit remotely, engage in our work or find out more about the building and what's happening at the Baths and Library.

**Improve physical (general health, better nutrition and cardiovascular health) and mental wellbeing.**

MRB and BHL will offer activity/classes focussed on local need as well as using locally sourced, healthy food in the café; we will work with social and health care providers to offer 'social prescriptions', help reach potentially isolated audiences, and offer accessible and inclusive facilities. We will support the wellbeing of local people through their volunteering experience particularly around skills development.

**2. MRB, working with BHL, will be a resilient, entrepreneurial and sustainable local enterprise that supports the local economy and improves the wider area / provides a catalyst for regeneration.**

The potential for MRB to contribute to local improvement and prosperity can be seen in the success of the CIO success to date in taking over the running of swimming and building its business. In its first year of operation, the CIO created 7 jobs, trained 49 volunteers, and provided 468 free sessions; 4,725 children were taught to swim, and there were 14k public swims. They developed sessions for the local audience (women-only, schools, women & young children, and special needs) which have thrived, and continue to work with a growing range of local partners to broaden participation. The CIO has also been enormously entrepreneurial in securing funding for the operational and business development of the Baths, raising over £0.8m since its formation in 2018. In combination with the Library, these buildings will provide anchor institutions at the heart of Balsall Heath supporting local people around learning and employment as well as attracting investment into the area.

Building on this track record, this project aims to

**Build the viability and resilience of the CIO as the operator of the Baths**

By developing CIO capacity, enabling business development and reducing reliance on volunteers. It will cultivate the partnership between BCC and the CIO to increase resilience and strengthen management of the venture.

**Create new jobs and pathways to employment**

Targeting employment opportunities locally where possible, and offering valuable training and services to support job seekers and to boost entrepreneurship, particularly amongst young people. The project will offer construction apprenticeships and work experience placements as well as trainee and skills placements within the operations.

**Develop more confident and skilled workforce with greater employability**

Through diverse, dynamic volunteering opportunities in all aspects of the business and public offer. MRB and BHL activity will help grow local capability around entrepreneurship and business and offer programmes for literacy, numeracy, digital inclusion.

**Attract / focus investment in the area**

Securing >£20m funding plus invaluable partner expertise. The project and operation will invest back into local services / suppliers / contracts.

### 3. MRB and BHL are long-standing landmarks which will continue to build pride in Balsall Heath; creating a *model* for productive and sustainable restoration of Birmingham's internationally significant heritage icons.

The restoration, reservicing and adaptation of the Baths gives a unique opportunity to address MRB's 'at risk' status<sup>1</sup> and reimagine both heritage buildings in a contemporary context. It will address major issues with environmental sustainability<sup>2</sup>, showing how the City can use its heritage assets to support ambitions to take a leading role in tackling climate change.

It will do this through an unprecedented level of partnership and collaboration from local, national and international organisations. This is a time-limited opportunity that needs to be grasped.

This project aims to

#### **Create an international model of heritage conservation through social action and collaborative endeavour**

Local, national and international organisations will pioneer a new way of collaborative working, with local people taking a lead in reimagining and securing the future of their heritage. The coalition will use its collective influence to raise the profile of its work on a national and international stage.

#### **Adapt the buildings to accommodate a range of productive new uses**

The project will tackle over c£4m backlog building works at the Bath to bring derelict spaces back into sustainable use and connect to a remodelled Library.

#### **Improve the environmental performance of the buildings**

Better insulation, natural ventilation and energy efficient services, fixtures and equipment will reduce building associated carbon emissions. Introduction of a heat pump will provide a significant opportunity to decarbonise and to improve local air quality.

#### **Celebrate and interpret the history of the buildings and local area**

The project will fund the Friends of MRB, heritage enthusiasts and experts, and volunteer researchers to inclusively collect/share stories in physical and digital spaces and through multi-language tours and information. MRB and BHL will connect to other Birmingham landmarks to join up their heritage and share their stories.

### 4. MRB and BHL will contribute to making Balsall Heath a cohesive and resilient community and a better place to live and work.

MRB and BHL will play a vital role in supporting inclusive growth by improving personal wellbeing/safety and civic engagement and developing a greater sense of place. The buildings sit at the heart of a dynamic community that has welcomed the world for over 70 years. It is the home to refugees from Bangladesh, the West Indies, Bosnia, Iraq, Somalia and Syria. Over half of the

---

<sup>1</sup> MRB is on Historic England's national Heritage at Risk Register and the World Monuments Fund Watch List.

<sup>2</sup> Most of the plant and building services are >40 yrs old, c15years beyond their economic life; some of the pool filter valves appear to date back c100 years.

population is of South Asian background (predominately Pakistani)<sup>3</sup>. Balsall Heath also has one of the youngest populations in Birmingham<sup>4</sup>, the second youngest city in Europe.

Dynamic, distinctive and safe places, MRB/BHL will create a fertile environment to do business and attract talent. The restoration of other important heritage buildings, such as the Moseley School of Art opposite the Baths, and the growing confidence in the future of the Baths, has already shown the impact of investment in Balsall Heath's 'heritage high street'; a movement of the creative industries to the area, more business start-ups and entrepreneurs, and proposed investment in public realm and transport.

This project aims to

#### **Provide integrated services and facilities for local people**

MRB and BHL will be social infrastructure at its most open and democratic through new operations that increase hours and range of services, co-locates facilities and provides safe, inclusive and inspiring spaces.

#### **Contribute to local area improvement**

The project will coordinate with initiatives to designate a new Conservation Area in Balsall Heath and develop a Town Square zone and maximise investment across shared/communal spaces to improve public realm.

#### **Support community cohesion**

The Baths and Library will work with local partners to offer social events so that different communities get to talk to each other. A new landscaped space at the rear of the Baths aims to create urban green space and support engagement with local people.

#### **Reduce social isolation stemming from cultural and language barriers**

MRB and BHL will specialise in non-verbal activities (music, movement etc.) across its programme and create a social and fun environment for language and literacy based activity.

### **5. Local people can make positive changes for others and Balsall Heath, they are represented and invested in MRB and BHL.**

MRB and BHL are loved, valued and regularly used by the local community. Local people fought to keep the Baths open and they are loyal supporters – giving their time as Trustees, raising money to keep the pool open, or simply coming for a swim; the Library is one of the most well-used services in Birmingham, offering a range of facilities much needed by local people. By investing in the community, this project will help build greater capacity and capability that ensures people of all ages are instrumental in achieving an even brighter future for these special places.

This project aims to

#### **Maintain community 'ownership'**

---

<sup>3</sup> There are lower level of residents born in the UK than the national average and a higher rate of residents either born in other EU countries or outside the EU. 61.9% of people living in Sparkbrook speak English, with multiple other languages spoken including Urdu, Arabic, Bengali, Panjabi, Somali, Pashto and Gujarati.

<sup>4</sup> 30% under 16 and 45% under 25 years of age. In the 2011 census, the population of Sparkbrook was 32,415 and is made up of approximately 49% females and 51% males.

Supporting local people to get involved with MRB and BHL, stay involved, become leaders in the organisations, so that governance and leadership always reflects the local community. The CIO and BCC will work with partners to increase youth participation, local entrepreneurs to support business diversification and audiences to coproduce activity.

### **Grow in a way that represents and reflects the diversity of the local population**

Championing inclusive recruitment and diversity across staff and volunteers, and making sure in place systems that uphold these principles

These strategic objectives have been mapped against NLHF outcomes in [Appendix 1](#).

## **6. Work to date**

---

A strong evidence base has been emerging for the project including:

- CIO audience information
- Market research and audience insight
- Leisure, culture and heritage sector research
- Consultation with other Baths, organisations and projects which share features of the vision for MRB
- Research into Library services and innovative development models.
- Local and region-wide consultation and survey information

Whilst a significant amount of information exists around Moseley Road Baths, some of which will be transferable to the Library, further and more direct/detailed consultation and engagement is needed about the development of the Library and how to make the combination of these magnificent places greater than the sum of its parts.

The project also commissioned a public benefit analysis from consultants, Simetrica, quantifying the economic and wellbeing value of the project. A copy of this report is available on request. The assessment will be updated at successive stages of the project and findings made available to the evaluator. There may also be a requirement to coordinate findings between these pieces of work.

## **7. Evaluation methodology**

---

A methodology for the work is open for consultants to propose. However, we anticipate that the work will include the following:

### **7.1. Evaluative**

- Define and agree baselines for monitoring and evaluation.
- Design and implement an evaluation framework that captures change and impact over the duration of the project, including one year of operation following building restoration.
- Measure the extent to which the project has NLHF outcomes in parallel with the project's strategic objectives.
- Co-creation of overall success measurements with MRB CIO, Birmingham City Council, and the wider coalition. These measurements will be integrated in the overall evaluation framework and will be used for tracking change and progress throughout the project.

- Support design / specification / commissioning of systems for data collection by the project / partners. Produce evaluation materials where required.
- Conduct fieldwork for primary data collection.
- Secondary data review and analysis e.g. from projects documentation such as evaluation reports and surveys, local area statistics etc.

## 7.2. Supportive

- Assess partners' capacity on project evaluation and ensure that the methods and approaches are straightforward and proportionate to need.
- Guide the project team / partners / other consultants in their role in the evaluation, and act as a 'critical friend' to the project team flagging any areas of concern during the project.
- Provide ongoing support which may entail evaluation training workshops, advice with commissioning/undertaking/designing evaluation (e.g. in relation to activity), review of evaluation plans, evaluation methods, encouraging reflective practice within the project/activities and ensuring evaluation work across the projects contributes effectively towards the overall evaluation process.
- Provide periodic input at key stages of the project so that the team can 'learn as they go'.

## 7.3. Learning and sharing

- Map out with partners key areas of focus for evaluation findings and co-create dissemination plan.
- Gather learning from the project to date.
- Bring together / align to existing frameworks that are relevant to the outcomes sought from this project so that findings and learning are transferable.
- Organise up to 5 learning events to bring partners and team members together to exchange learning during delivery, reflect on evaluation findings / progress and map out actions to improve / steer ongoing delivery.
- Identify key learning emerging during project delivery to share with the community, partners, funders, other projects, the wider sector around what MRB and BHL are doing, or could do differently, common themes and innovations that work and ensure this is shared promptly in an engaging and effective way based on audience preferences (e.g. using digital media, webinars, social media, email communications etc.). And to seek learning from others that can inform the work at MRB/BHL.
- Liaise with other key consultants and team members working on the project to share intelligence and ensure monitoring and evaluation work is well coordinated and provides the more effective learning / findings from project activity.
- Identify improvements to ways of working, across the project and its partners, and make appropriate recommendations.
- Capture the journey that the partners are going on (particularly BCC and the CIO) to help understand how change has happened, to map progress and to help ensure they are on track to deliver the proposed outcomes.
- Deliver outputs that are succinct and engaging to ensure they are useful and used. Accessibility is essential.

## 8. Audiences, outputs and timetable

---

The evaluation outputs will need to be accessible, engaging and relevant for a variety of different target audiences, including Coalition partners, funders, government/ local government, local community

partners and other stakeholders in the heritage, regeneration, cultural and leisure sectors. The outputs will be made available on the partner websites and disseminated through various channels to maximise reach and influence.

The main outputs of the evaluation are detailed below. We welcome suggestions for additional formats and methods for disseminating effectively the findings and learnings from the programme evaluation.

A project plan with specific outputs, milestones and timetable will be agreed with the successful consultant/cies. However, BCC expects the following outputs and milestones in accordance with the following timetable as **minimum requirements**:

Deliverables/Key Milestones		Due date
Development phase	Inception meeting to agree plans, including programme, reporting structures, and a communication strategy.	Mid - January 2023
	Establish baselines for monitoring and evaluation	February 2023
	Creation of an evaluation framework, including developing a theory of change / logic model, co-creating measurements of success and establishing data collection requirements in particular for activity pilots, business planning and governance/ capacity building work. This should also take account of outcomes required by funders and partners, and – where appropriate – adopt / adapt existing research and outcomes frameworks that are relevant to components of the project (e.g. around wellbeing, volunteering, etc)	Mid – February 2023
	Development of an evaluation plan for the project delivery phase including an evaluation methodology for the project team and a sharing strategy that includes consideration of the role of partners.	By end February 2023
	Up to two learning events during the course of the Development Phase; this could include training session(s) for staff and volunteers.	Mid-point & end (To be agreed)
	End of Development Phase report evaluating the success of the pilot / testing and project development with clear recommendations for ongoing work.	End of January 2024
Delivery phase	Start-up meeting to agree plans, including programme, reporting structures, and a communication strategy.	September / October 2024
	Annual learning event during the project with the aim to bringing partners and team members together to exchange learning during delivery, reflect on evaluation findings / progress and map out actions to improve / steer ongoing delivery.	Mid-point July 2023 (To be agreed)
	Interim report evidencing the performance of the project and progress towards outcome delivery. Structure, format and length to be agreed.	Mid-point July 2023 (To be agreed)
	Final report on the impact of the project one year following the end of the capital works. Structure, format and length to be agreed.	March 2029 (To be confirmed)
	A set of evaluation data, to be stored in a readily accessible electronic format such as Excel	Ongoing throughout (To be agreed)

Regular contact/meetings for the evaluator to update the Project Team and Coalition partners (including presentations to the Board or attendance at meetings when appropriate), in relation to their work and emerging findings.	Monthly (To be agreed)
Regular updates and sharing of key learnings using appropriate and engaging media to ensure the key evaluation findings are used to enable ongoing programme improvements by both the grantees and the funding partners.	Timescale to be agreed
Tracking project activity / collecting data to support evaluation. This may include: attendance records of participants, visitors and volunteers; focus groups exploring specific issues with target audiences, staff, trainees and volunteers; surveys of public events and general visitor experience; participatory evaluation activities with the general public; observations at workshop sessions and events	Ongoing throughout (To be agreed)
Ongoing interviews, conversations, contact with project staff, partners, participants, visitors and stakeholders to track progress and change, including exit interviews for any key personnel leaving the project.	Ongoing throughout (To be agreed)

### Additional requirements:

- MRB and Coalition partners may prepare or commission summary reports and other materials for subsequent wider distribution, based on the results.
- All reports to include appendices as agreed between MRB and the consultant(s). The contents, length and structure of reports to be agreed in advance of writing; we will be looking for succinct reports. All reports to be supplied in electronic format and hard copy if requested.
- The successful bidder must comply with all of the requirements of the Data Protection Act 2018 and shall ensure appropriate research consents from interviews or any data collection.
- The successful bidder will be expected to discuss and present findings at appropriate times, to internal and external audiences including the Coalition Steering Group and other stakeholders. The purpose of these presentations is to enable lessons to be learned and key issues to be highlighted as the evaluation progresses.
- Work undertaken should adhere to the Social Research Association (SRA) ethical guidelines. If your proposal raises particular ethical issues, you must indicate what they are and what your strategy for addressing them is.

## 9. Contract management

- The Project Evaluator will be appointed during the development phase for the full term of the project (2023 - 2029). In total the commission will support c7 years live project work within this timeframe.
- We anticipate that: the Development Stage evaluation work will begin Jan 2023 and complete by end of Jan 2024; the Delivery Stage work will run from September/October 2024 to March/April 2029.
- The contract will include a break clause to formally review the contract and to allow for a Round 2 decision in September 2024. MRB reserve the right to terminate the project subject to performance or failure to secure funding.
- The total anticipated budget is £75,000 to include all expenses/disbursement but exclusive of VAT and costs for hosting events/meetings.

- The contract will be led by Moseley Road Baths CIO in partnership with Birmingham City Council and on behalf of the coalition.
- Payments will be made against delivery of milestones. A programme will be agreed at the inception meetings at the start of each project phase. Broadly, the programme will be structured around
  1. Development Stage report
  2. Interim report on the Delivery Phase
  3. Final report on the Delivery Phase
- The contract will be based on MRB's terms and conditions.
- The evaluation will be managed on a day to day basis by the Project Manager.

## 10. Assessment

---

### 10.1. Award Criteria

A proposal for undertaking the work should be maximum 15 pages. Submitting a proposal more than 15 pages will automatically result in the rejection of the proposal.

Please include the following information within your proposal, clearly setting out responses following the numbering below:

1. A detailed description of how you would approach the work, methodology for evaluating the project, ideas for how you will support the team with their evaluation and ensure that learning is embedded throughout the project at different levels.
2. We expect the evaluation process to be highly developmental, iterative and formative, with learning constantly feeding back into our work. Innovative methodologies and approaches will be welcomed.
3. Details of staff allocated to the project, together with knowledge and experience of the company/organisation and staff members in carrying out similar projects. The project manager / lead contact should be identified;
4. A detailed budget for Development Phase and outline budget for the Delivery Phase including all costs, expenses and VAT, specifying the daily charging rate of individual staff involved; the allocation of days between members of the team, and the cost of particular activities.
5. A timeline for the work, indicating when you would plan to deliver different activities. This should include key milestones in the project and deliverables against each of these.
6. Details of how you will project manage the commission and quality assure your work.
7. We recognise one individual or organisation may not feel equally able to deliver all strands of this evaluation and we are therefore happy to accept applications from a group of individuals or partner organisations, or for elements of evaluation work to be sub-contracted to specialists. In this situation, the lead contact must be identified.
8. The contact details of two previous or current clients with direct knowledge or experience of your work relevant to this brief. Please specify how the referees know your work and if they can be contacted by us straightaway.

### 10.2. Scoring

Your Bid will be scored out of 100%.

#### **70% of the marks will be awarded to Quality**

- Each question will be scored using the methodology in the table below.
- Tender responses submitted will be assessed by BCC and the CIO, with input from other partners as appropriate, against the following Quality Questions which become 80% of the total score:

Demonstration/Quality questions	Weighting
1. To what extent does the tender response demonstrate relevant experience delivering collaborative, iterative and progress- based evaluation processes and excellent facilitation skills (e.g. experience in delivering learning events) to support discussions of findings and recommendations with various stakeholders.	Weighting 15%

2. To what extent is the proposed methodology (including data collection and analysis) robust and appropriate to evaluate the strategic objectives?	Weighting 15%
3. To what extent does the tender response demonstrate the Bidder has experience and/or capacity of evaluating projects in most of the following areas: heritage, innovation, community engagement, organisational resilience, wellbeing, financial sustainability, regeneration, partnerships, leisure, culture?	Weighting 10%
4. To what extent does the tender response demonstrate a clear and realistic project plan, showing phases of the evaluation, tasks for each phase, and managing risk and quality?	Weighting 10%
5. To what extent does the tender response demonstrate the bidder's experience in producing high quality, engaging and accessible and influential research/evaluation outputs for different audiences (local authorities, community organisations, funders, heritage sector); and has the Bidder included ideas for impactful outputs to disseminate findings and learnings from the project evaluation?	Weighting 10%
6. To what extent does the tender response demonstrate relevant experience working with organisations to support and develop their own skills on evaluation and learning based on evaluation findings?	Weighing 5%
7. How well has the Bidder structured an evaluation team, with clear roles and responsibilities for each member, in order to successfully manage the contract and deliver the required work to the budget and timetable required by the funding partners?	Weighting 5%

#### Quality Questions scoring methodology

Score	Word descriptor	Description
0	Poor	No response or partial response and poor evidence provided in support of it. Does not give the assessors confidence in the ability of the Bidder to deliver the Contract.
1-2	Weak	Response is supported by a weak standard of evidence in several areas giving rise to concern about the ability of the Bidder to deliver the Contract.
3-4	Satisfactory	Response is supported by a satisfactory standard of evidence in most areas but a few areas lacking detail/evidence giving rise to some concerns about the ability of the Bidder to deliver the Contract.
5-6	Good	Response is comprehensive and supported by good standard of evidence. Gives the assessors confidence in the ability of the Bidder to deliver the contract. Meets the assessors' requirements.
7-8	Very good	Response is comprehensive and supported by a high standard of evidence. Gives the assessors a high level of confidence in the ability of the Bidder to deliver the contract. May exceed the assessors' requirements in some respects.

<b>9-10</b>	Excellent	Response is very comprehensive and supported by a very high standard of evidence. Gives the assessors a very high level of confidence the ability of the Bidder to deliver the contract. May exceed the assessors' requirements in most respects.
-------------	-----------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

**30% of marks will be awarded for Price.**

- Evaluation of price will be carried out on the Schedule of charges you provide in response to **Table A**
- 30 marks will be awarded to the lowest priced bid and the remaining bidders will be allocated scores based on their deviation from this figure. Your fixed and total costs figure in your schedule of charges table will be used to score this question.
- The scores for quality and price will be added together to obtain the overall score for each Bidder.

**10.3. Table A - Schedule of Charges**

Please show in your tender submission, the number of staff and the amount of time that will be scheduled to work on the contract with the daily charging rate.

Please complete the table below providing a detailed breakdown of costs, detailing a total and full 'Firm Fixed Cost' for each element of the service provision for the total contract period. Bidders may extend the tables to detail additional elements/costs if required.

VAT is chargeable on the services to be provided.

Please highlight in your proposal/tender/bid whether you pay your staff the living wage.

Bidders shall complete the schedule below, estimating the number of days, travel and subsistence costs associated with their tender submission.

TABLE A: (firm and fixed costs)

<b>Cost</b>	<b>Post 1 @cost per day (No of days) e.g. Project Manager / Director @ £2</b>	<b>Post 2 @cost per day (No of days) e.g. Senior Consultant/ manager/ researcher @£1.5</b>	<b>Post 3 @cost per day (No of days) Junior Consultant /equivalent e.g. £1</b>	<b>Total days</b>	<b>Total fees</b>
Inception meeting to agree plans and finalise requirements	<i>Example 0.5</i>	1	1.5	3	£4
<i>[Add as necessary]</i>					
<i>[Add as necessary]</i>					

Cost Type	Value (£)
<b>Sub - Total</b>	
<b>VAT</b>	
<b>Total*</b>	

\* This must include all expenses as well as work costs; this figure will be used for the purposes of allocating your score for the price criterion and must cover the cost of meeting all our requirements set out in the ITT.

*Note: You should not submit additional assumptions with your pricing submission. If you submit assumptions, you may be asked to withdraw them.*

## 11. Insurance requirements

---

The Consultant shall maintain the following insurance products for the duration of this Agreement and shall provide evidence of such insurance products on request:

Minimum requirements for this contract for each and every occurrence are:

1. Employers liability: £5 Million
2. Public liability: Minimum £10 Million
3. Professional indemnity: £1 Million

Please confirm details of your insurance policies and evidence your cover as part of your tender submission.

## 12. Procurement Process

---

MRB reserves the right

- To clarify quality and prices and to reject tenders that demonstrate an abnormally low quality response.
- To amend the timetable of work where required.
- To reject abnormally low scoring tenders.
- Not to appoint and to achieve the outcomes of the research/evaluation through other methods.

### 12.1. Procurement timetable

The procurement timetable will be:

- Deadline for clarification questions\*: [19th December 2022]
- Tender return deadline: [5th January 2023]
- Clarification meetings\*\* may be held with shortlisted consultants and would take place on: [w/c: 16<sup>th</sup> January 2023]
- MRB will notify bidders of our procurement decision week commencing: [23<sup>rd</sup> January 2023]

- Inception meeting: [w/c: 23<sup>rd</sup> January 2023]

\*MRB will forward responses to clarification via email. Please note that we will make the anonymised questions, and our responses to them, available to everyone.

\*\*We reserve the right to carry out clarifications if necessary; these may be carried out via email or by inviting bidders to attend a clarification meeting. In order to ensure that resources are used appropriately, we will only invite up to four (the ultimate number will depend on the closeness of the scores) highest scoring bidders to attend a clarification meeting. Scores will be moderated based on any clarifications provided during this meeting. You are responsible for all your expenses when attending such meetings.

## 12.2. Responses

Your tender proposals must be sent electronically via e-mail before the tender return deadline of 5pm on [5th January 2023] to the following contact:

[Simon Piaia – MRB Project Manager – [simon.piaia@nationaltrust.org.uk](mailto:simon.piaia@nationaltrust.org.uk) ]

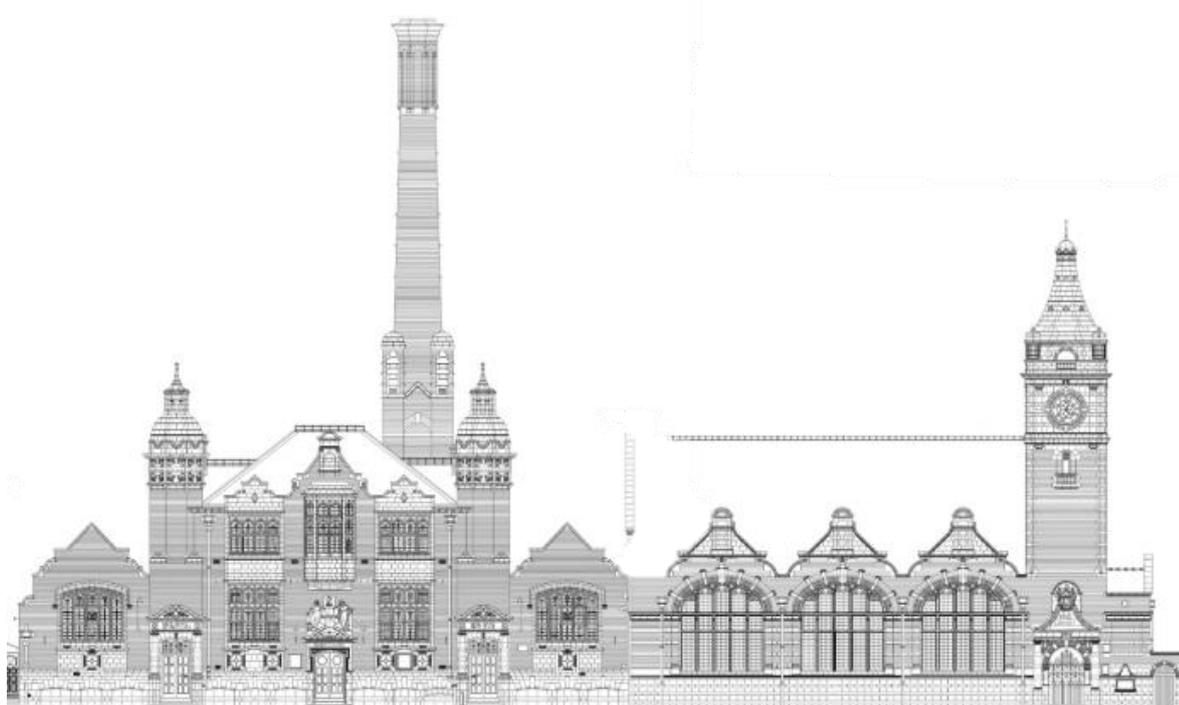
## 13. References for further reading

---

[Evaluation guidance | The National Lottery Heritage Fund](#)

[Application guidance: National Lottery Grants for Heritage from £250,000 to £5million | The National Lottery Heritage Fund](#)

[Research around volunteering and wellbeing produced by Historic England](#)



## SECTION B: CONDITIONS OF CONTRACT

---

### 1. NATURE OF AGREEMENT

1.1. These terms and conditions (the “Special Conditions”) and any Purchase Order issued to the Consultant by the Client from time to time shall together form the Agreement for the provision of the Services (the “Agreement”) and, for the avoidance of doubt, in the event of any conflict between the terms set out in these Special Conditions and the terms of any Purchase Order, these Special Conditions shall take precedence.

1.2. The relationship of the Consultant to the Client will be that of independent contractor and nothing in this agreement shall render the Consultant an employee, worker, agent or partner of the Client and the Consultant shall not hold itself out as such.

1.3. This Agreement constitutes a contract for the provision of services and not a contract of employment and accordingly the Consultant shall be fully responsible for and shall indemnify the Client and any entity referred to in Clause 11.3 (the “Client Group”) for and in respect of:

1.3.1. any income tax, National Insurance and social security contributions and any other liability, deduction, contribution, assessment or claim arising from or made in connection with the performance of the Services, where the recovery is not prohibited by law; and

1.3.2. any liability arising from any employment-related claim or any claim based on worker status (including reasonable costs and expenses) brought by the Consultant or its staff or contractors against any member of the Client Group arising out of or in connection with the provision of the Services.

1.4. Nothing in this Agreement is intended to create an exclusive relationship between the Client and the Consultant or oblige the Client to procure a minimum or maximum level of Services from the Consultant from time to time.

### 2. APPOINTMENT

This Agreement shall commence on the date described in the Project Brief (the “Commencement Date”) and shall (subject to clause 8) continue until the satisfactory completion of the Services by the Consultant (as determined by the Client) or until terminated by the Client giving one (1) months' notice in writing to the Consultant.

### 3. FEES

- 3.1. In consideration of the proper provision of the Services in accordance with the terms of this Agreement, the Consultant shall be paid the fees calculated in accordance with the Project Brief [plus VAT] (the "Fees").
- 3.2. The Client shall not be liable for any travel, accommodation or other expenses incurred by the Consultant except where agreed in the Project Brief or otherwise in writing and then only in accordance with the Client's policies and procedures in relation to expenses as they apply to the Client's staff.
- 3.3. The Client shall pay the Fees for the Services performed 30 days from the later of (a) the date of invoice, or (b) the date the Services are received, provided that a valid invoice, quoting the Purchase Order number, is received.
- 3.4. The Consultant will sign up to the process set out by the Client so that payment can be made using the Client's systems.
- 3.5. No Fees shall be payable in respect of any period during which the Services are not provided (whether as a result of ill health or injury of the Consultant or its staff or contractors or otherwise).
- 3.6. The Client shall be entitled to deduct from the Fees (and any other sums) due to the Consultant any sums that the Consultant may owe to the Client or any member of the Client Group at any time.

### 4. SERVICES

- 4.1. The Consultant will ensure that at all times it will provide the Services to the Client in accordance with the Client's instructions. The Consultant will at all times keep the Client informed of the progress of matters relating to the provision of the Services and will comply with all reasonable requests for information.
- 4.2. The Consultant shall not be entitled to assign or sub-contract the performance of the Services in whole or part without the prior written consent of the Client.
- 4.3. The Consultant shall at all times provide the Services with due care and diligence and in accordance with:
  - 4.3.1. good industry practice in the relevant industry; and
  - 4.3.2. all applicable laws, regulations and codes of practice (including where relevant the CAP codes (UK Code of Non-broadcast Advertising and Direct & Promotional Marketing)), and to the reasonable satisfaction of the Client.
- 4.4. Unless specifically authorised to do so by the Client in writing, the Consultant shall not have any authority to incur any expenditure in the name of or for the account of the Client or hold itself out as having authority to bind the Client.

- 4.5. The Consultant shall comply with all reasonable standards of safety and comply with the Client's health and safety procedures from time to time in force at any Client Group premises where the Services are provided and shall report to the Client any unsafe working conditions or practices.
- 4.6. The Parties agree that the Project Brief may be amended by agreement from time to time to reflect changes in the Client's requirements (or changes recommended by the Consultant which are agreeable to the Client) and the Consultant shall in such case accurately record and submit any such changes to the Client for it to approve.

## 5. CONFIDENTIALITY AND GOODWILL

The Consultant will at all times treat and safeguard as private and confidential all confidential information (being any information or data which would be regarded as confidential by a reasonable business person relating to the business, operations, assets, customers, suppliers, plans and intentions of the Client), trade secrets and know-how relating to the Client, any member of the Client Group or any of the Client Group's customers ("Confidential Information") and will not reproduce, copy or use in any way any such Confidential Information except as may be strictly necessary in order to properly perform the Services.

## 6. INTELLECTUAL PROPERTY

6.1. For the purposes of this agreement:

"Generic Materials" means any material produced or supplied by or on behalf of the Consultant of a generic nature and which has:

- (a) not been produced or supplied specifically for the Client in performance of the Services; and/or
- (b) does not contain any material specific to the Client, including any material incorporated into the Materials;

"Intellectual Property Rights" means all patents, rights to inventions, copyright and related rights, moral rights, trade marks, trade names and domain names, rights in get-up, rights in goodwill or to sue for passing off, rights in designs, rights in computer software, database rights, rights in confidential information (including know-how and trade secrets) and any other intellectual property rights, in each case whether registered or unregistered and including all applications (or rights to apply) for, and renewals or extensions of, such rights and all similar or equivalent rights or forms of protection which may now or in the future subsist in any part of the world;

6.2. "Materials" means all copy, design work, art work, reports, information, data or other material (in whatever nature or medium), including software, firmware, programmes, devices, models, plans, sound recordings, video recordings, documented methodology or procedure (or any parts thereof) produced or supplied by or on behalf of the Consultant for or to the Client or otherwise arising or created in in the course of providing the Services.

- 6.3. The Consultant hereby assigns, by way of present assignment of future copyright (where applicable), to the Client all copyright and all other Intellectual Property Rights (whether in existence now or coming into existence at any time in the future) in the Materials (other than the Generic Materials) to the fullest extent permitted by law. To the extent that they do not so vest automatically by operation of law or under this Agreement, the Consultant shall hold the legal title in such rights on trust for the Client.
- 6.4. In the event that any Materials (including Generic Materials) make use of any pre-existing third party materials or the Consultant is unable to obtain an assignment of copyright or other Intellectual Property Rights in relation to any creative work or materials having used all reasonable endeavours to do so, the Consultant will obtain and provide to the Client a written licence to use such work or materials in accordance with the Client's required purposes.
- 6.5. The Consultant grants to the Client a perpetual, irrevocable, royalty-free, non-exclusive licence to use, sub-license and reproduce the Intellectual Property Rights in the Generic Materials for the purpose of receiving the Services and using the Materials provided for the Client's required purposes.
- 6.6. The Consultant shall ensure that the Client's use of the Materials in accordance with the terms of this Agreement will not infringe the intellectual property rights of any third party.
- 6.7. The Consultant warrants that it has not given and will not give permission to any third party to use any of the Materials, nor any of the Intellectual Property Rights in the Materials (other than the Generic Materials).
- 6.8. The Consultant will at the Client's request sign all documents and do all other things as may be necessary to ensure that the purpose of this clause 6 is fulfilled to perfect title in the Client.
- 6.9. The Consultant shall on request supply all digital files containing the Materials to the Client.
- 6.10. The Consultant agrees to indemnify the Client and keep it indemnified at all times against all or any costs, claims, damages or expenses incurred by the Client, or for which the Client may become liable, with respect to any Intellectual Property Rights infringement claim or other claim relating to the Services.
- 6.11. The Consultant waives any moral rights, and shall procure any necessary waiver from any relevant third party, in the Materials to which it is now or may at any future time be entitled under Chapter IV of the Copyright Designs and Patents Act 1988 or any similar provisions of law in any jurisdiction.
- 6.12. The Consultant may not use the Client's Intellectual Property Rights (in particular its trade marks) for its own advertorial or promotional purposes without the Client's consent.
- 6.13. The provisions of this Clause 6 shall survive termination or expiry of this Agreement for any reason.

## 7. INSURANCE AND LIABILITY

- 7.1. The Consultant shall maintain the insurance products referred to in the Project Brief throughout the term of the Agreement. The Consultant shall notify its insurers of the Client's interest.
- 7.2. Subject to Clause 7.3 the Client's and every member of the Client Group's total aggregate liability in relation to this Agreement shall not exceed the amount of the Fees properly incurred in the 12 months preceding the date of the relevant claims, whether such liability arises in contract, negligence or any other tort or as a result of the Client's or any member of the Client Group's deliberate repudiatory breach.
- 7.3. Nothing in this Agreement shall exclude or limit the liability of the Client or any member of the Client Group for death or personal injury arising in negligence, for fraud or fraudulent misrepresentation or any other liability that cannot be legally limited or excluded.

## 8. TERMINATION

- 8.1. Either party may terminate this Agreement in whole or in part with immediate effect if the other party:
  - 8.1.1. is in material or persistent breach of any of its obligations as set out in this Agreement; or
  - 8.1.2. is the subject of any petition for winding up or an administration order, or has a bankruptcy petition presented against it or is unable to pay its debts as and when they fall due.
- 8.2. The Client may terminate this Agreement in whole or in part with immediate effect if the Consultant:
  - 8.2.1. or any of the Consultant's staff or sub-contractors engaged in relation to this Agreement is convicted of any criminal offence (other than an offence under any road traffic legislation in the United Kingdom or elsewhere for which a fine or non-custodial penalty is imposed);
  - 8.2.2. is in the reasonable opinion of the Client negligent or incompetent in the performance of the Services;
  - 8.2.3. is incapacitated (including by reason of illness or accident) from providing the Services for an aggregate period of [10 working days] in any 52-week consecutive period;
  - 8.2.4. commits any fraud or dishonesty or acts in any manner which in the opinion of the Client brings or is likely to bring the Consultant or the Client or any member of the Client Group into disrepute or is materially adverse to the interests of the Client or any member of the Client Group.
- 8.3. Termination of this Agreement shall be without prejudice to any existing rights or claims that a party may have against the other and shall not relieve a party

from fulfilling its obligations accrued before, or continuing after, termination. All provisions of this Agreement that need to survive its termination in order to be effective shall remain in full force and effect after termination.

- 8.4. On termination or expiry of this Agreement the Consultant shall:
- 8.4.1. immediately deliver to the Client all copies of the Materials, any Confidential Information in written form and any other Client property in its possession or under its control;
  - 8.4.2. irretrievably delete all Confidential Information stored on any magnetic or optical disk or memory and all matter derived from such sources which is in its possession or under its control outside the premises of the Client.

## **9. BRIBERY AND MODERN SLAVERY**

The Consultant shall:

- 9.1. comply with all applicable laws, regulations, codes and sanctions relating to anti-bribery and anti-corruption including but not limited to the Bribery Act 2010 (Relevant Requirements);
- 9.2. not engage in any activity, practice or conduct which would constitute an offence under sections 1, 2 or 6 of the Bribery Act 2010 if such activity, practice or conduct had been carried out in the UK;
- 9.3. comply with the Client's Anti-bribery and Anti-corruption Policies as may be communicated by the Client to the Consultant from time to time;
- 9.4. not engage in any activity, practice or conduct that would constitute an offence under the Modern Slavery Act 2015 and shall notify the Client promptly in the event that it is subject to any investigation under that Act; and
- 9.5. have and maintain in place throughout the term of this Agreement policies and procedures relating to (anti) modern slavery and supply chains.

## **10. DATA PROTECTION**

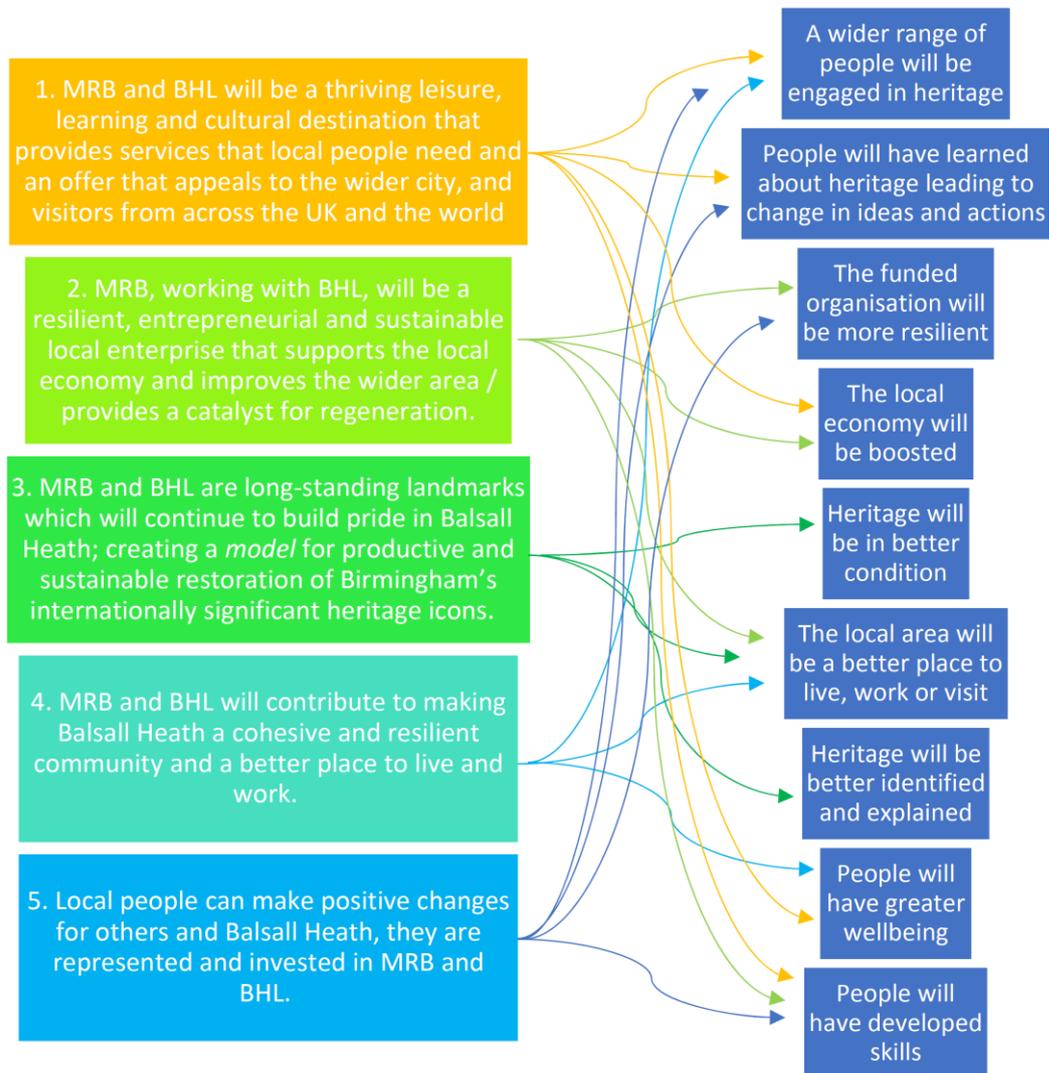
- 10.1. The Consultant shall ensure that it and its contractors and staff engaged in the provision of the Services do not cause the Client or any member of the Client Group to breach any laws relating to personal data or privacy in force from time to time ("Data Protection Laws") and that it complies with those Data Protection Laws.
- 10.2. The Parties do not expect that the Consultant shall process personal data on behalf of the Client under this Agreement. In the event that the Consultant does process personal data on behalf of the Client, the Consultant shall notify the Client immediately in writing and the Consultant shall enter into a data processing agreement with the Client, in the form specified by the Client.

## 11. GENERAL

- 11.1.1 This Agreement constitutes the entire Agreement in respect of the Consultant's appointment and supersedes any other arrangement or understanding relating to such appointment.
- 11.1.2 The provisions of this Agreement may at the option of the Client be and any entity controlled by or under common control with such organisation.
- 11.1.3 This Agreement and any non-contractual obligations arising out of or in connection with it are governed by and shall be interpreted in accordance with English law and shall be subject to the exclusive jurisdiction of the English courts.

## Appendix 1 - Outcomes mapping

### NLHF outcomes mapped against the strategic objectives of the project



## Appendix 2 – additional background info about Moseley Road Baths

---

Moseley Road Baths is internationally important and locally loved. It is a landmark building for Balsall Heath and for the City. As part of the 'heritage corridor' of historic buildings on the Moseley Road its development could have a catalytic effect on the local area, generating wider public benefit, and becoming a source of civic pride and national profile. Plus it's a brilliant, buzzing place to foster wellbeing and health.

Built in 1907, it is the oldest of only five Grade II\* listed baths open for public swimming, containing Britain's only surviving set of 46 'slipper baths' and steam heated drying racks, a magnificent Gala Pool and second class pool. Its social significance lies in the historic segregation of bathers by class and gender, powerful communal memory and a deep love for the Baths. However, lack of investment, poor maintenance and steady dilapidation put the Baths on the Historic England National Heritage At Risk register and World Monuments Fund Watch List. Although the Baths are open for swimming, but the majority of the building is currently in poor condition and/or unusable.

Following two decades of community campaigning, a 'coalition of the willing' formed in 2016 to work alongside Birmingham City Council (BCC) to prevent the Baths' imminent closure and reimagine its future. Collaboratively, the coalition has made major progress towards bring the building back to life through collective investment and action:

- **Coalition activism and partnership working** has prevented unpopular closure, combined invaluable expertise and secured £2.6m investment in the building and its continued operation since 2018.
- A 3-year **license to operate** was granted by BCC to MRB CIO in June 2018, enabling **swimming to continue**, delivering increasing benefit locally. As part of the LTO, BCC has continued to provide **revenue support** to ensure annual maintenance and building compliance.
- In its first year of operation, the CIO created 7 **jobs** and trained 49 **volunteers**; 4,725 **children were taught to swim**; they provided 468 **free sessions** and there were 14k **public swims**. They developed sessions for the local audience (women-only, schools, women & young children, and special needs) which have thrived, and continue to work with a growing range of **local partners**.
- **Urgent / major backlog repairs** are being addressed through **partner funding**; e.g. the c£850k restoration of the Gala Pool roof/space.
- The CIO has developed a **public programme**, tailored to a super diverse local community; women-only sessions, schools lessons, sessions for women & young children, disabled swimmers, LGBTQ, 'chat & splash' literacy and language sessions; plus a growing range of local partners.
- The coalition is **broadening participation** and reach through **cultural programming**; heritage tours, film nights, talks, contemporary art; plus the CIO has secured significant funding from National Lottery Community Fund to trial more activity.
- The National Trust has led the coalition, with the Trust's involvement and investment enabling the development of a sustainable, long-term masterplan for the Baths, and ongoing support to work up the business plan and NLHF bid.

Work to date has enabled the continuation and growth of a public swimming and leisure programme, ongoing support to address urgent and major backlog repairs, and the development of a sustainable, long term plan for the Baths.

This next stage of the project will transform MRB, achieving long term sustainability for the Baths plus economic and cultural stimulus locally. Early planning has shown that this is achievable through a phased programme of building adaptation and business development.

The support of the Coalition, NLHF and other funders, and a wide range of partners and stakeholders will be critical to the success of this project.