

# The Trinity Centre

## Conservation, Management & Maintenance Plan



**Version 3 – October 2016**

*who wrote the plan and when*

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# 1 Introduction

## 1.1 Overview *i.e. why this plan has been written*

This plan has been created in order to:

- **repair a key historic asset, critical to the Old Market Conservation Area** - we need to protect this historic venue, strongly rooted amongst diverse communities, for future generations - see [Understanding Our Heritage](#), pg 6.
- **celebrate diversity in our history** - we need to provide heritage learning and participation opportunities so that people can understand that heritage is broader than just the historic built environment; that it is also about the heritage of communities, language, dialect and cultural traditions - see [Why Our Heritage Is Important](#), pg 11.
- **collate and share our heritage** - we need to document and present knowledge about the Trinity and history of the area to establish a source of local identity and pride and build a powerful source of social capital - see [Learning & Participation](#), pg 14.
- **conserve the physical asset** - we need to demonstrate our commitment to heritage through ongoing repair and maintenance, in fulfilment of our charitable objectives – see [Asset Management](#), pg 15
- **respond to feedback from external advisers** - we need to demonstrate our mitigation of risk in response to work with mentor Peter Latchford (Black Radley) and Derek Griffin (Advisor to the Board) – see [Risks](#), pg 20
- **Fulfil our charitable object** - *“to preserve, protect and improve for the public benefit the Trinity Centre, formerly the Holy Trinity Church, and promote the heritage of this building.”* - see [Aims & Objectives](#), pg 23
- **complete planned capital phases** we need to secured investment for our capital programme to safeguard the asset and secure its financial future - see [Action Plan](#), pg 25

The purpose of this plan is to establish what our heritage is and how the heritage asset will be managed and maintained, as well as to build opportunities for more effective management.

Through implementation of the plan we will develop new opportunities to:

- build on the successes of past heritage, arts and capital projects
- collaborate with new and existing heritage and community partners
- deliver a more extensive programme of heritage activities
- embed heritage information across our wider activities programme and delivery
- offer sustained learning opportunities, volunteering and work experience in a heritage setting
- develop our charity profile to engage imaginations and reach a wider audience
- reinforce the importance of sustaining cultural heritage in both material and cultural form
- act as an example for other projects in the development and sustaining of heritage assets
- attract long-term funding and sponsorship from new sources to sustain the asset's future

## 1.2 about the authors *i.e. what their expertise is*

Emma Harvey holds a First Class BA Hons in Fine Art. She has worked for TCA since 2007 and, during that time, has project managed two large-scale capital projects as well as developing multiple learning and participation projects within heritage and the arts.

Corinne Fitzpatrick is RIBA Conservation accredited. She has worked on multiple conservation projects including the Clifton Suspension Bridge and St James Priory. She has a strong understanding the historic environment and have a proven track record in constructive conservation and sustainable change in the Heritage Sector.

## 1.3 Scope

### *Whether the plan covers all of your heritage, or just the HLF project*

The plan has been updated in 2016 as part of the Trinity Centre Conservation Project and produced as a supporting document for Heritage Lottery Fund (HLF) Stage 2 application. The plan covers aspects required as part of the HLF project and also the building's wider heritage and its long-term management.

### *Scope of the plan*

#### **Conservation:**

- project background; describing Trinity's heritage in more detail and its significance
- our current position; what is happening to Trinity
- key issues & risks; what we need to be aware of in order to look after it
- action plan for:
  - any future significant conservation and/or restoration works
  - future building development to further improve public access
  - our programme of activities to help people engage with heritage

#### **Management:**

- controls and compliance
- welcoming visitors and other users
- specialist skills and training
- documentation
- community involvement
- monitoring
- meeting management standards for heritage

#### **Maintenance:**

- maintaining new interventions
- maintaining facilities for visitors and other services
- maintaining digital files and information

### *Any gaps in the plan*

There is limited historical documentation of Trinity's physical heritage. Much of the information that exists has been gathered between 2009-2016 as part of our conditions surveys (2009 and 2016) and through oral history research. There are no original plans for the building nor are there plans detailing previous works phases prior to those carried out by TCA.

### *Who was consulted*

Other professionals consulted:

Professional Team - PGP Associates (Quantity Surveyor), Mann Williams (Structural Engineer)

Other consultation:

Community Consultation - led by Ruth Ramsay, October 2016

### *Links to other planning work*

This document is to be read in conjunction with:

- TCA's Business Plan 2017-2022 and supporting documents
- Condition Survey 2016, Ferguson Mann Architects
- Baseline Information and historic surveys completed

## 1.4 Project summary

### *Brief description of your HLF project and what it will cover*

The Trinity Centre programme of capital works has been phased to ensure areas can be completed in discrete stages to improve likelihood of achieving funding and reduce impact on ongoing provision. Recently completed phases, 2013-2014, include:

- a repair works scheme to the South Aisle lead roof funded by English Heritage and match funders
- a development works programme to bring the upstairs hall space into use, funded by Big Lottery Fund Reaching Communities Buildings and match funders.

With building of Trinity's size and importance, there is still much investment needed to realise the full extent of this facility. Summary of work phases to date and upcoming phases. TCA current board and management have sought to realise past visions for the Trinity Centre, embarking on several consultation exercises to explore how the building can best meet local needs. This has led to the devising of two distinct capital works projects:

**The Trinity Centre Conservation Project** seeks to carry out a comprehensive repairs scheme to the Trinity Centre, Bristol. Past phases of this Project include repair to the South Aisle Roof.

Planned works for 2017 include:

- repairing lead-work on the remaining North aisle to prevent water ingress and damage to internal structures
- masonry works to the façade, pinnacles and towers to protect the building's fabric from further cramp damage
- restoration of original stained glass, including installation of secondary glazings, reinstating openings in clerestory windows and replacement of external guards to improve overall aesthetic, insulation, ventilation and acoustic performance

Working with lead consultant Ferguson Mann Architects, this phase of the project will compliment previous works to the building, ensuring that future generations of centre users are able to engage with and appreciate the historical significance of this iconic building.

Capital works will be complimented by a programme of learning and participatory activities to increase opportunities for people from different backgrounds to engage with heritage and shape historic content.

**The Trinity Centre Development Project** seeks to:

- create maximum flexibility to deliver activities and services in line with TCA's charitable objectives
- devise a future for the Centre that reduces reliance on external funding
- optimise the layout for the maximum utilisation of the spaces within and outside the building, without compromising the existing historic asset.

Past phases of this project include redevelopment of the upstairs hall space.

Planned works by 2022 include reconfiguration of internals to increase capacity and improve backstage areas, installation of a mezzanine floor and creation of an external workshop and office space.

Previous work with gcp Chartered Architects as lead consultants on the Development Project has established a body of baseline information in order to enable the delivery of project phases, past and future, including: commissioned surveys; Feasibility Study; programme of work phases; Planned & LB Consents; Asset Management Plan.



## 2 Understanding Our Heritage

### *Description of the heritage*

#### 2.1 History of the Trinity Centre

The Trinity Centre is a deconsecrated Georgian church, now a community centre, brought back into use by the current management Trinity Community Arts (TCA) in 2004.

The space was deconsecrated in 1976 and has been run by community groups for the past four decades. Protected by a covenant that says it is only to be used for community purposes, it was a base for the African-Caribbean Community and is still strongly connected with the constantly evolving ethnic landscape of the local area.

Since 1992, the building has been a prominent music venue. It has played host to a spectacular roll-call of acts, becoming an important landmark in the globally exported 'Bristol Sound'.

We have undertaken previous Heritage Lottery Funded projects exploring the broad history of the Trinity Centre and the local area, to create participation opportunities for people to learn about the heritage of the space. These projects created outputs including information pop-up banners, an exhibition of images of Trinity's past (permanently installed in the main hall) an online archive and a book about the Centre's rich history.

#### 2.2 Architecture

The Trinity Centre is a significant iconic space. Built in the Gothic-revival between 1829-1832 it is a Waterloo Church and considered to be one of the finest examples of the work of architects Thomas Rickman and Henry Hutchinson.

The Trinity Centre is an important Grade II\* listed building, which retains significant townscape value in the context of Old Market Conservation Area, defined as "an area of special architectural or historic interest, the character and appearance of which it is desirable to preserve or enhance." In this context, the project is incredibly important in order to help increase visibility of this historic asset and raise the profile of the conservation area.

Thomas Rickman and Henry Hutchinson - two architects from Birmingham who were major figures in Gothic-revival architecture - also designed the piers, perimeter walls and railings, which are also listed.

The church was built using Bath stone in a Perpendicular style, characterised by its proportion and balance with strong emphasis on the vertical elements and linear design.

#### 2.3 Stained-glass

The windows are one of the most striking but neglected features of the Trinity Centre and are in desperate need of work before they fall in to disrepair.

Stained-glass, an art form that has been practised in Britain for at least 1300 years, requires the artistic skill to conceive an appropriate and workable design and the engineering skills to assemble the piece. Used to tell stories, the design may be non-figurative or figurative; may incorporate narratives drawn from religion, history or literature; may represent saints or patrons or use symbolic motifs.

References to stained glass in England date from the 7th century, and by the 12th century it had become a sophisticated art form. Stained glass continued to flourish in England until the Reformation of the Church in the 1540s when changes in religious outlook undermined the need for sacred art. Although coloured glass continued to be made in the 17th and 18th centuries, the craft declined and

skills were lost. Only in the 19th century was there a serious attempt to rediscover the techniques of the medieval glazier.

This revival led to stained glass windows becoming such a common and popular form of coloured pictorial representation that thousands of people, most of whom would never commission or purchase a painting, contributed to the commission and purchase of stained glass windows for their parish church.

Being built in an English Gothic Revival style, most of Trinity's mullioned windows and clerestory feature non-pictorial stained glass and have a Geometric Pattern style using simple shapes, like textured rectangular panes of pale-coloured lead-light supported by armatures, emphasising the classical design of the windows. They were the style of window which was most easily imitated by early 19th century plumber-glaziers, as they added a simple and pleasant glowing ambience to an interior. They were frequently replaced one by one with pictorial stained-glass when they were donated.

The Trinity Centre features a pictorial stained-glass panel in one of the South-East façade windows with classical figures set against a background of vibrant colours, flanked by diaper quarries and foliage. The painted incident "The spirit of Elijah doth rest on Elisha" looks to reproduce the style of figures in ancient glass and the few remaining English wall paintings of the Gothic period.

The pointed-arch mullioned windows have a tracery in geometric designs and clerestory feature textured geometric panes, in style of the mid 13<sup>th</sup> to early 14<sup>th</sup> century, in pale yellow and blue coloured glass.

The paired windows divided by a mullion, set beneath a single arch was a fashionable architectural form and used both for structure and ornament. The stained glass is set in lead comes between the stone mullions.

The large glazed windows in the East and West façades, are divided into a framework of stone mullions and transoms and each glazed panel, further subdivided by muntins or lead comes. The original large East window features a more intricate geometric design, with a variety of vibrant colours and floral motifs.

## **2.4 Community and cultural heritage**

The building is situated within one of the most culturally diverse, economically deprived areas of the South West. The project will help more people from a variety of backgrounds take an active part in and make decisions about heritage.

Race, migration and the changing ethnic landscape have played an important role in the history of Trinity and the surrounding area. East Bristol remains a focal point for migration to the city both domestically and internationally. Cultural diversity has shaped our community and made it the vibrant and exciting area that it is today. Many people either choose to, or find themselves making Bristol their home. This brings with it complexities, tensions and challenges, but also allows Bristol to develop as a cosmopolitan city and a City of Sanctuary. Central and East Bristol is at the heart of this diversity, helping to create a unique cultural and creative environment for everyone to enjoy and benefit from.

The project will help to explore some of this community and cultural history, and link it to the early history through exploring options for installing a new pictorial community window on the West side as part of the repair and renovation project. This will compliment the original Georgian stained-glass window remaining on the East side. This element of the project is in keeping with the tradition of stained glass windows, which were often used to tell local stories.

## 2.5 Our changing heritage

### *How the heritage has changed through time*

#### *Holy Trinity Church 1829-1976*

Built in the Gothic-revival between 1829-1832, The Holy Trinity Church was a 'Waterloo Church'.

The Napoleonic War against France, which had raged for 12 years ended in 1815, with the defeat of Emperor Napoleon Bonaparte at the Battle of Waterloo. With victory came money for Britain and her allies.

In 1818, £1,000,000 was given by Parliament to build new churches across the country. In 1824, a further £500,000 was given to continue with the mass build. The acts became known as the 'Million' and 'Half Million' Acts. Churches built as a result of these acts became known as 'Million', 'Half Million', or Waterloo churches.

£6,000 was given to the out parish of St Philip's to construct the Holy Trinity, with a further £2,200 raised by laymen. This and other sources brought the total cost of the build to £9,020 19s.

Trinity is considered to be one of the finest examples of the work of architects Thomas Rickman and Henry Hutchinson.

Thomas Rickman (8 June 1776 – 4 January 1841), was an English architect and architectural antiquary who was a major figure in the Gothic Revival. He is particularly remembered for his *Attempt to Discriminate the Styles of English Architecture* (1817), which established the basic chronological classification and terminology that are still in widespread use for the different styles of English medieval ecclesiastical architecture.

Henry Hutchinson (16 October 1800 – 22 November 1831) was an English architect who partnered with Thomas Rickman in December 1821 to form the Rickman and Hutchinson architecture practice, in which he stayed until his death in 1831. He partnered with Rickman after he completed his studies under Rickman. Hutchinson has been described as being an architectural genius by architectural historian Marcus Whiffen.

The parish of St. Philip & St Jacob was a huge one, and after the parish church of St. George was built in the C18, Holy Trinity was the first of many new churches built as the city of Bristol spread ever-eastwards. With a congregation of 2,000 at its peak, the space provided a critical

Timeline of key dates for the Holy Trinity Church, 1829-1976:

- 22 September 1829 - the foundation stone of the Holy Trinity Church was laid on by Lord Mayor John Cave
- 1829-1832 - The church was built by Thomas Rickman and Henry Hutchinson, two architects from Birmingham, who also designed the piers, perimeter walls and railings
- 1882 - Later works were carried out on the building circa John Bevan and in 1905 by William Venn Gough
- April 1927 - The original bells and fittings were replaced with new ones
- March 15-16 1941 - The church was hit by an incendiary device causing damage to trusses, which were repaired in September of the same year
- 24 July 1946 - The Church received payment from the War Damages Commission
- 8 January 1959 - The building was included in the list for protected buildings in Bristol by the Ministry for Housing and Local Government
- 1960-1969 - Last decade as the Holy Trinity Church; a series of expensive repair works were identified in this time period - including cleaning to stonework and essential repairs to roof timbers



- 1964 - Major repairs to steelwork were carried out
- 1968 - A rapidly dwindling congregation and lack of money led to the church to explore avenues for redundancy
- 20 March 1976 - The last wedding at the Holy Trinity Church was carried out
- 6 April 1976 - The church was subsequently declared redundant

#### *A Caribbean Future 1976-1987*

Local leaders looking to ease tensions amongst African-Caribbean communities campaigned for Trinity to be given to the public, for use as a community centre, with a focus on activities for young people. The disused church represented a unique opportunity for the Bristol Caribbean Community Enterprise Group (BCCE) to:

*“Establish a community Institute to assist grass-roots immigrants and indigenous whites in the over crowded deprived areas to Bristol, to find a solution to the common problems of youth unemployment which has hit hardest at those immigrant background and any other groups.”*

Project Report: Christine Gray, The Bristol Caribbean Community Enterprise, 1977

Of the planned takeover, the Bristol Evening Post spoke of 'Old Church with Caribbean Future'. Led by Manager, Roy De'Freitas, the plan was to turn the former St Philip's church into a Caribbean community institute, with the nave converted into an auditorium, providing space for concerts, dances and exhibitions.

De'Freitas' ambition was to provide skills workshops for many unemployed West Indian youngsters. When Trinity reopened in 1978 as a community venue it was, physically, still a church. The font, organ pews and balcony were in place, the headstones were still in evidence. The first attempt to realise the space as a multi-use community space began; pews were removed, a new floor was laid, and the balcony area was converted into workshop spaces. Indeed, visitors to the Centre recall that it was often resembled a building site.

But the cost of repair, maintenance and conversion was beyond the resources of BCCE. De'Freitas' ambitious plans were not met with acquisition of the necessary funds, sought from the government's Urban Aid Programme - estimated at £60,000 for purchase and capital repair, plus £20,000 a year running costs. This may go some way to explaining the financial crises which beset BCCE before the closure and repossession of Trinity by Midlands Bank in 1984.

#### Timeline 1976-1987:

- 30 March 1977, the building was appropriated for community use by Church Commissioners to BCCE. Roy De Freitas led the plan to turn Trinity into a Caribbean community institute
- 1 October 1981 - Two fires at opposite ends of the church caused localised damage to floors
- 31 December 1981 - the building was sold to Bristol Caribbean Community Enterprise Ltd (BCCE) for £25,000, with a number of restrictive covenants, including stipulating its use for community purposes. Trinity became a predominant music venue for different genres popular at the time, from reggae through ska to punk.
- 9 January 1984 - Church Commissioners reported that building works were carried out to construct a floor within the galleries that were not in accordance with restrictive covenants placed upon the building
- April 1984 - BCCE went into liquidation
- 30 October 1985 estimating costs of £174k to repair leaking roofs, fire protection and a new intermediate floor to span the nave
- 6 June 1985 - Midlands Bank subsequently sell the freehold to Bristol City Council for £40,000
- September 1987 - Bristol City Council commission a comprehensive repair scheme begins

#### *Bristol City Council and New Trinity, 1987-2001*

The development and improvement of the premises, to maximise community benefit and potential revenue to ensure sustainability for any group running the space, has been a vision for many since as early as 1976. The space has had several periods of significant investment; one of the most significant interventions occurred between 1987-1989, when Bristol City Council commissioned a comprehensive repair scheme, including installation of a new intermediate steel and concrete floor.

Following purchase of the building in 1984 from Midland Bank for £40,000, Bristol City Council, identified over £174,000 repairs to leaking roofs, general repairs, and improvements

Local workers on a national employment scheme were employed on the construction. The workers sand blasted the exterior blackened by smoke to restore the bath stone to its former gleam. They also built a low stone wall dividing the courtyard into a parking and gardening space. In 1987 the organ was removed. A new floor was laid and repairs carried out to the turrets.

In 1989 building contractor Bison installed a new concrete second floor crossing the nave. However, with works totalling an estimated £1m, the project was left largely incomplete – with a recess to house a sprung wooden floor in the upper hall space not being afforded.

Most controversially, the graves in the Trinity church yard were exhumed and taken to Arnos Vale Cemetery. The disinterment caused uproar in the local community. Protests were as much to do with the style of the disinterment as to its occurrence. Rumours persisted that the remains were dumped. The disinterment caused deep unease among the religious and not so religious.

Unfortunately, these works were poorly executed and many of the original interior features - including organ, remaining pews and pulpit - were removed.

In 1991, almost a decade after the BCCE group ceased to exist, the new landlords Bristol City Council leased Trinity to the New Trinity Community Association (NTCA) who reopened the building as 'The Trinity Hall' in 1992. Building work continued when the NTCA was shocked to discover that the one of the two exterior towers was not in fact attached to the body of the church but was held up by gravity alone. As a result the towers were reinforced with internal fixings. The new tenants and a dedicated team of volunteers began a second round of development and renovations, which included the installation of the sprung wooden floor downstairs.

It was under this new management that Trinity would again gain international fame, playing host to the biggest domestic and international music stars of the time. This helped to bring Bristol to the world's attention as a creative melting pot with its own distinct flavour - The Bristol Sound.

As well as the successful music nights there were also daytime community activities from bingo madness to a boxing club, the two levels provided a much needed space for local people's use. In spite of the crude nature of past interventions, the Trinity Centre is, nonetheless remained an important asset of architectural significance. On 30 December 1994 the Church was re-listed by the Department of National Heritage as Grade II\* - a particularly important building of more than special interest.

Financial difficulties led to the dissolution of the NTCA in 2000 and the closure of the Trinity Hall.

### *Saving Trinity, 2001-present*

Ambitions to conserve the building and develop the space as a hub for community, arts, youth and education activities can be seen in Bristol City Council's business plan for the Centre from 1989, which related to the installation of the existing second floor and proposals to install a mezzanine to create additional training spaces.

Due to the complicated nature of the 1987-1989 church conversion, the severity of dereliction and subsequent degradation, the building still remained in need of renovation and development. Shifting funds away from community centres and towards 'Millennium Projects' coupled with a series of financial problems, forced Trinity to close once again in 2000, leaving many to question its viability. Following the liquidation of the NTCA in 2001, Bristol City Council held a tendering process for the future management of The Trinity Centre. Enquiries were made from a variety of community and commercial developers and seven applications for new use were made.

This included an application from the Avon & Somerset Constabulary to turn the building into a police training centre. Others who submitted Expressions of Interest included: Travelling Light, the Bristol Festival of Dance, Undercover Rock (now happily housed in another converted church in St Werburghs), SARI and a Church group. Alongside these other bids, the stand-out bid was 'The Save Trinity Campaign'. The campaign, led by local activists including Nick Fyfe was followed by the official constituting of Trinity Community Arts Ltd (TCA) in 2002.

TCA's Expression of Interest set out plans for reviving the Trinity Centre as a creative hub for East Bristol. They outlined how they would encourage partnership with other local community and arts organisations and provide subsidised space to maximise the breadth of activities on offer. This was perhaps the most compelling case made, as, whilst other bidders represented specific communities of interest, TCA was able to provide a diverse community and cultural offer, as well as working alongside others to make full use of the space.

TCA's subsequent application for community asset transfer was successful and the group secured a short-term lease of Trinity Centre in 2003. The building was re-opened in 2004 as a community arts centre, with a strong focus on training and outreach. TCA registered as a charity in November 2011 and eventually secured a 35 year lease from Bristol City Council to safeguard the future of Trinity.

Since acquiring the building in 2003, TCA have been carrying out a phased programme of capital repair and redevelopment works, in order to renovate the historic asset and conserve it for future generations. We are approximately 1/3 of the way through the capital works programme and have invested over £1m with support from public funding.

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

Other recent periods of work include:

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

Read more about the history of the renovation of the former Holy Trinity Church in our [online archive](#) and [Wiki](#). Further detail about the heritage and how it has changed over time can be found in our book; The Trinity Centre: A Changing Urban Landscape, by Dr Edson Burton & Dr Annie Berry.

## 3 Our Heritage Value

*Why our heritage is important and to whom*

The heritage of the Trinity Centre is important within the context of a locality of high deprivation and ethnic diversity. If we are to broaden and diversify heritage audiences, then the protection and celebration of assets on this localised level should be prioritised. This sections gives details of specific target groups whom our heritage is important to.

### 3.1 Older people

Our past oral history activities as well as taking part in 2016 Bristol Open Doors Day (ODD) has shown to us that our heritage is particularly important to older people of Bristol. Those who used to live locally when Trinity was a church are often keen to visit the centre - both on an ad-hoc basis as well as part of wider events – to see how it has changed and to share their stories.

As part of our first ODD, the centre was visited by 122 people, with half of visitors aged 55+. Feedback on the day included several stories about people's experiences of the space when it was a church when they were younger - for family marriages as well as regular worship and wakes within the space. Those who visited were more familiar with its life as a church than as a community space, no longer living in the local area.

Two women fed back that they always pass the building and thought it was boarded up and no longer in use due to the windows looking 'boarded up' but that they saw the new signs put up (2014) and saw it featured in the ODD programme, so were pleased to find it still in use and to be able to come to visit.

### 3.2 Local residents

Those who live/who have lived nearby during its life as a community arts centre, specifically people from deprived backgrounds and BME communities.

The Trinity Centre is based between Ashley, Easton and Lawrence Hill within the top 10% most deprived wards nationally (Multiple Indices of Deprivation). With some of the highest rates of economic deprivation and social exclusion, Trinity's place as a focal point for the local community to come together has survived long since its time as the major worship space for the parish of St Philips. Feedback demonstrates the importance of Trinity's roots as a community space, with one online reviewers commenting; *"Trinity is very much a part of Bristolian culture, and is typical of the values and aspirations of many of the creative types that live here."*

Frequently cited as 'the much-loved Trinity Centre' the space has a strong place in people's hearts and minds due to its history as a church, community space and music venue. With many community spaces struggling with underinvestment – both in terms of revenue as well as capital improvements – a space such as Trinity and public investment in this asset is critical to engagement of diverse audiences in learning about and participating in heritage.

### 3.3 BME communities

Trinity has long provided a space for activists and minority groups and our current Programme Strategy details our plans to build greater links between the heritage of our communities and our arts programme.

The history of Trinity is intrinsically linked to the communities of interest, demographic and background. Bristol has a BME population of 16% and three inner-city wards that surround Trinity show the highest number of BME residents at around 30%. These communities have added to Bristol's appeal as a diverse place of interest and the Trinity Centre has, for over four decades, been

uniquely placed amongst a changing ethnic landscape and socially occupied in order to reflect the city's past and shifting culture. Some of this is covered by our 2010 HLF funded book, 'The Trinity Centre: A Changing Urban Landscape' by Dr Edson Burton and Dr Annie Berry.

The book describes the different communities and cultures who have made a base at Trinity and how these different cultures came together through merging art forms; shaping TCA's ethos today.

One interviewee who performed at Trinity back in the late 70s said; *"Trinity was a very special venue, Easton, Montpelier, alternative Bristol. It was strong place to be. Margaret Thatcher was in power but we the people are still here."*

As a heritage asset that is embedded intrinsically within diverse communities, it is vital to conserve if we want to see different voices shaping our historical accounts.

### 3.4 Artists & programmers

Both local and touring, Trinity has provided a critical space for the arts and emerging genres; our heritage is attractive to those looking to perform in an independent, alternative venue and performers seek us out in order to become part of that heritage. Its heritage is key to attracting touring artists and performers and for providing an additional draw for promoters and producers.

Artist and performer, Kassia Zermon (Resonators / Bunty) said on social media (2016); *"Thankyou Trinity Centre! You are awesome!!! Example of how I wish all UK venues were ...a proper treasure xxx"*.

This has been a key motivator in gaining support of Bristol music legends John Parish (Producer for PJ Harvey) and Adrian Utley (Portishead) for our capital repairs appeal (2016).

Speaking about the venue's importance, John said:

*"Trinity's been on the Bristol scene long as I've been living in Bristol...It feels like it's part of the fabric of the Bristol music scene...It's also the the work [you do], the community work, which is amazing...I feel it's vital that we hang onto artistic and cultural spaces, because that's what makes a city valuable...without those, the heart of the city will die."*

Adrian Utley commented; *"We really do need all our venues - whether they're big ones like this or tiny clubs that people start in...Playing here with Portishead, very early days...it was quite a different space...it was completely wicked and it was great to do it."*

### 3.5 Young people

Since BCCE's era, there has been a focus on the delivery of education for young people and our cultural heritage remains a key motivator for engaging young people from challenging circumstances.

Whilst Bristol is a comparatively wealthy city – offering a hive for new businesses and two thriving universities - it also has a large number of people with few or no qualifications, with the largest share (16%) of young residents Not in Education Employment or Training (NEET) and considered to be "highrisk" (i.e. have not accessed services long term).

Feedback from young people working in the space talk about Trinity being a positive 'environment' and this is helped by its heritage creating a sense of an alternative to mainstream learning settings. It is the intrinsic heritage (attracting artists as demonstrated above) that has helped us to roll out our 'Industry Insights' sessions, where touring artists provide learning opportunities for students. Holly, student (2016) summarised her experience by saying: *"Trinity is great! It's a friendly, clean and safe place to come and make music. It's fun to record in a professional studio and work with people who really know what they are doing. I'm loving it!"*



### 3.6 Local authority

Investment made by Bristol City Council over three decades, including pursuit of community asset transfer in the early 2000s – in spite of concerns about potential viability - shows that the vision of Trinity as a cultural hub for East Bristol has long been an aspiration shared by the local authority. This is further detailed in our Programme Strategy, which seeks to establish how TCA will continue to build opportunities for different communities to shape and experience arts and cultural heritage:

Councillor Simon Cook, Cabinet Member for Culture and Sport, said of the space (2013): "Trinity is a stunning local landmark, and a beautiful space, but with a legacy of high maintenance and difficult problems typical of very old and beautiful churches. Everyone involved has shown remarkable creativity in conceiving new uses and activities."

Embedding heritage as part of the experience is critical to conveying its importance to our visitors and service users and enabling different voices to shape our heritage of the future. Provision of learning and participation activities with heritage as a component helps to enriching the user experience.

### 3.7 Heritage bodies

As well as significance to people at local level, the asset is also important to heritage bodies. Andrew Vines, Planning and Conservation Director, English Heritage (2014), said; "*The Trinity Centre is a case in point of how old historic buildings can be given a new lease of life and once again become a key part of the community.*"

Its architectural significance is important and has helped to grant the building its II\* listed status. It has attract interest from conservators including Historic England (formerly English Heritage), who have been keen to see the building conserved for future generations; leading to their investing grant income to help carry out essential repair works to the South Aisle roof.

Trinity has been the base of events for bodies including the Civic Society and Bristol Open Doors Day. It has potential significance with a regional and national audience; through our emerging live programme, our continued celebration of the historic asset and its position as a key arts and cultural hub for inner-city communities.

As one of the most prominent buildings within the Old Market Conservation area, the Trinity Centre provides a prominent draw for people also through our live music programme which provides secondary trade. The area, which has faced years of underinvestment and decline, is now on the rise, with new arts premises such as the Wardrobe Theatre and Space, helping to create an identity for the area as a 'cultural quarter.'

## 4 Learning & Participation

*How people get involved and learn about our heritage*

### 4.1 Projects

TCA is committed to delivering projects which teach people about our heritage and has developed several resource materials including banners, exhibition display boards, two books and leaflets which are displayed around the building which can be picked up by any visitor to take away.

Projects include:

1. Bristol Sound Project (2007-2008 – HLF) series of creative workshops for young people, exploring local history themes based on the history of the Trinity Centre, culminating in an exhibition and site-specific performance
2. What's Your Trinity Story? (2009-2011 – HLF) creative workshops exploring themes based on the history of the Trinity Centre and surrounding area, culminating in a book and exhibition still on display in our Main Hall
3. Bridges (2011-2013 - Arts Council) workshops exploring community cultural themes, culminating in an exhibition and city-wide performance
4. Vice & Virtue (2013-2015 – HLF) oral history and reminiscence sessions - including drop-ins and outreach, heritage talks led by professionals and local historians and social events, culminating in a book about the history of Old Market and semi-permanent exhibition at Trinity
5. Ignite (new for 2017 - Arts Council) IGNiTE is our residency, workshop and live-performance project featuring up-and-coming artists reflective of Bristol's diverse communities and Trinity's rich cultural heritage, aiming to diversify audiences and increase participation in the arts.

### 4.2 Physical heritage

Key points of interest across the site:

- the decorative window in the Main Hall
- the frieze of Christ in the Reception
- images of St John and Moses at the rear of Stage (originally the alter pillars)
- small, localised areas of original tiles (Stage left)
- internal decorative plasterwork in upstairs hall spaces
- Fyfe Hall East Window
- externals, specifically: West facing frontage and towers and East Window; decorative stonework

Key heritage information provided:

- display materials in Events Entrance
- photo exhibition in Main Hall
- Old Market heritage in Graffiti Room stairwell (to be installed 2016)
- Artworks; contemporary stencil of DJ Derek in Main Hall
- Signage
- Leaflets provided about heritage, produced as part of HLF funded project
- 2 x heritage books, produced as part of HLF funded projects

### 4.3 Virtual heritage

- Wiki about the Trinity Centre, updated with key archive information discovered through HLF past project research
- Website; archive area
- TikiToki
- Communication such as e-newsletters

### 4.4 Community involvement

Our projects are shaped by the views of those using the space. There are three main mechanisms for community involvement:

- Programming Forum – platform for engaging communities in shaping our arts programme
- Membership – consultative group for major developments and vote at AGM
- Consultation – commissioned consultation exercises to gauge wider opinion

#### *New: Heritage Forum 2017*

Many visitors come to the centre with informal stories to share; this motivated our 2009 HLF project theme, 'What's Your Trinity Story?' Also past heritage projects have led to ongoing involvement from volunteers with a specific interest in heritage. We want to utilise our 2017 HLF project to create better mechanisms to capture people's stories and steer their interests.

We will evolve our project steering group into a wider Heritage Forum for Trinity and the local area. This will help us to maintain interest and involvement of those with a particular passion for heritage, ensure future developments and activities give consideration to Trinity's heritage and help to encourage volunteering at future events (i.e. Open Doors), involving those who can speak confidently and passionately about our heritage and support the learning of other volunteers.

#### *Community Consultation 2016*

As part of the 2016 HLF development stage, consultation was carried out with groups and communities by the Project Coordinator, with an external consultation exercise carried out by an appointed consultant. The consultant made contact with 200 people face-to-face, people via the phone and email, and an online survey. Feedback from the process has helped to shape our Activity Plan, to provide more activities for older people and children and families.

In addition, the feedback reflects the need for external works to lift the space, in particular, to engage those who fed back that they did not know that Trinity was open or what goes on here. Feedback included: It looks shut; The building doesn't look particularly attractive  
The outer surroundings look cold and unloved; I don't even know what happens there - I don't like the look of the place, it looks dirty; Was not aware of what went on at the venue; I thought it was an abandoned church.

Works to repair and clean stonework will help to improve overall aesthetic condition. The works to windows, removal of covers and addition of external lighting will help to transform the look and feel of the site, making it look more loved and welcoming to visitors.

In addition to project specific consultation, we provide free space for neighbourhood meetings in order to gauge wider opinion and have a feedback procedure detailed online. This helps us to better understand to and respond to the needs of local people.

## 5 Asset Management

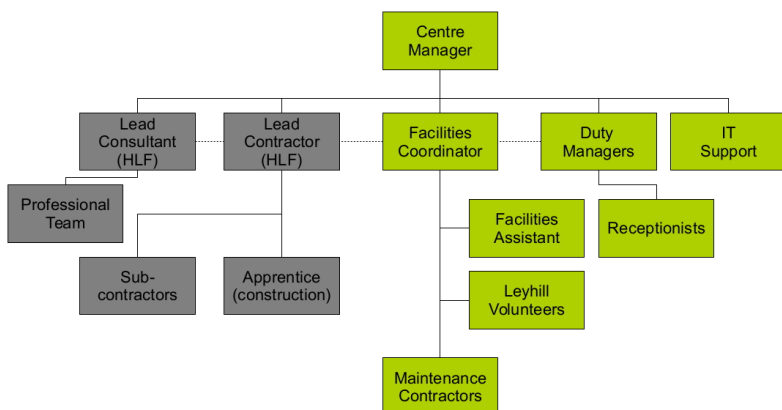
*A list of the current management and maintenance arrangements on the site*

### 5.1 Structure

The Trinity Centre is owned by the local authority Bristol City Council and leased to Trinity Community Arts on a peppercorn rent on a 35 year lease via their Community Asset Transfer scheme. The Council are supportive of the capital and project work connected to the building and we are in active dialogue regarding eventual freehold transfer.

We are responsible for carrying out all repairs and maintenance of the building. Whilst this can seem like a significant responsibility for a small organisation – indeed, many groups in our position talk of “Community ‘Liability’ (rather than Asset) Transfer”, it does mean that we are able to prioritise and deliver work ourselves. We do not have to wait on the landlord to resolve issues. This is particularly important as local authority (LA) resources are diminishing. Feedback from other arts centres we visited (as part of our Feasibility Study) who held leases in other LA areas, cited their major challenge was trying to get their LA landlord to carry out essential repairs and that this often impacted on ongoing programme delivery.

*who is currently responsible for management and maintenance*



We have delivered past capital projects and are experienced in the monitoring reporting requirements of a project of this nature. The Centre Manager is responsible for the overseeing and project management of all capital projects as well as day-to-day operations including ongoing repair and maintenance. Working with the board through ongoing monitoring of the Risk Register and with support from the External Board Advisor to carry out internal auditing processes, the Centre Manager is responsible for ensuring TCA complies with legislation and regulations and for obtaining necessary consents or licenses where needed.

### 5.2 Facilities Coordinator

*What they do, when they do it and with what resources*

Trinity's ongoing repair and maintenance was traditionally carried out by our Facilities Manager who was also a qualified electrician. As with many historic assets with limited financial resources, applying this lone-caretaker approach helped to take TCA through the early years when the leasehold was first acquired. Alongside day-to-day maintenance, projects carried out with grants funding has helped to enhance the space and improve overall condition for ongoing repair.

Since completion of our upstairs hall renovation in 2014 and subsequent increase in use of the building, we have moved from the position of having one 'jack-of-all-trades', to a more coordinated approach for carrying out repairs and maintenance.

Maintenance Management is now delivered by our Facilities Coordinator (37.5hrs pw), who is responsible for carrying out and/or overseeing staff, volunteers and contractors relating to the successful delivery, giving appropriate instructions and monitoring to ensure operational facilities,

maintenance and repair tasks are carried out. This includes:

- maintenance: routine painting and decorating; repainting/ basic repairing of externals i.e. doors; floor polishing and maintenance; carpentry repairs and maintenance and projects;
  - visual checks of building and reporting where necessary on any condition change to the Centre Manager; routine ventilation; general gardening/groundwork
- cleaning: booking in cleaners as required; replenishment of consumables; emptying bins and site-waste management; COSHH assessments/monitoring
- Conducting and logging routine checks/tests in relation to the Health and Safety policy, Fire Risk Assessment and Evacuation Procedure: alarm systems, panels and call-points; automatic doors, fire doors and escape routes; emergency lighting and luminaire indicator lights; fire-drills
- Liaising with external contractors and suppliers as required, in relation to routine jobs, inspections and tests (see Specialist Contractors, below).

### 5.3 Facilities Assistant

A key source of our revenue is our Pay & Display Car Park. This facility requires some basic administration but its presence also enables us to afford additional facilities capacity, through the role of Facilities Assistant (30hrs pw). They assist the Facilities Coordinator with routine tasks including:

- overseeing car park operations, greeting visitors, emptying machines
- cleaning and general building maintenance, including painting, decorating and basic carpentry
- supporting with the upkeep of the garden / grounds, including litter picking, mowing, weeding
- providing assistance to the Events Team in the set-up and pack-down of events
- visual checks of the building, grounds and play area for hazards and minimising risk
- monitoring and replenishing First Aid boxes
- visual checks of fire extinguishers ensuring tags present and installed in correct locations
- gas, electricity and water meter reading checks
- replenishment of consumable supplies

### 5.4 Leyhill volunteers

As a small organisation, a critical factor in our ability to [maintain facilities for visitors and other services](#) is our long-standing partnership with Leyhill HMP.

Trinity provides work placements for ex-offenders, to support individuals with their successful release back into society. TCA fully supports findings that when people leave prison, they are much less likely to re-offend if they have a home and a job.

Leyhill HMP is a CAT D, open prison - for 'low-risk' prisoners and those at the end of life sentences due for release. We provide long-term work placements to individual life-prisoners for between 12-18 months. As well as an important service in order to help improve their chances of successful release, this partnership also provides us with key skills vital to sustaining a space which is used by over 60k people each year.

Our Leyhill volunteers bring with them skills including plumbing, plastering, painting, carpentry, brick-laying, gardening and cleaning, including COSHH. The placements allow individuals to gain practical work experience, whilst also helping us to carry out essential repairs and maintenance that we otherwise wouldn't be able to afford:

*"I am currently serving a prison sentence at Leyhill prison. As part of my resettlement I go to Trinity Centre where I help out with all aspects of keeping this community centre up and running for all the people in the area. This has given me a lot of confidence to help me move forward in my rehabilitation, meeting new people and giving me a new view on how to be more open and to give me more options for when I do get released from prison."*



Statement from an individual on placement from Leyhill HMP, 2013

Providing ex-offenders with the opportunity to apply their training within a real setting provides individuals with valuable experience to enable them to secure employment on their release, as well as enabling us to fulfil our commitment to maintaining the site, including assisting the Facilities Coordinator with:

- keeping paths, fences and means of access in good condition
- dealing with litter, housekeeping and routine cleaning
- basic pruning of trees and other vegetation
- ongoing painting and decorating of internal spaces
- painting woodwork and basic repairs
- keeping drains clear

Our placements are provided on a case-by-case basis, where individuals are not shown to be on the Child Protection Register or Protection of Vulnerable Adults Register. A full disclosure is undertaken, where individuals are assessed to ensure that offering a placement will not pose a threat to either Centre users or other staff and volunteers. We also have an Ex-offenders Policy that we use to train staff and volunteers in working with ex-offenders. Leyhill HMP regularly monitor placements as part of their "Through The Gate" scheme.

### 5.5 Maintenance contractors

We work with several external contractors and specialists to support with routine tasks set out in our Maintenance Schedule. This is important so that we **have access to the specialist skills needed to look after our heritage**. They are contracted for tasks including **regular inspections of equipment, structures and services; and helping to keep working objects in good operational condition**.

#### *Service Locations*

- Electricity - Meter and incoming mains board located in Electric Cupboard at end of the Accessible Toilet Corridor, opposite the South West fire exit
- Fire alarm panel - Located in Event Entrance Foyer (West end)
- Gas - Meter and isolating valve located beside Electric Cupboard at end of the Accessible Toilet Corridor, next to South West fire exit
- Intruder alarm panel - Located in Pantry (in Kitchen), high level next to Lift Panel Cupboard. User keypad located in rear Staff Entrance (East end)
- Water - Meter located on Clarence Road, beside garage space (access external to site). Stopcock behind panelling in downstairs Dressing Room 1

#### *Electrical & plant equipment*

Lift maintenance - Nova Lifts come in every quarter to carry out routine maintenance. Landmark Lifts come in every 6mths to carry out LOLER inspection

Electric doors - Avon Armour attend to carry out door maintenance and repair

Boiler system - Able Group

Alarm systems (fire & security) - Crimecure, but currently being handed over to Livewire Electrics - services and tests annually

Electrical systems - Livewire Electrics (recently updated NICEIC certificate, March 2016)

PAT testing - Currently being brought up to date by Able Group; plan for Livewire Electrics to train Facilities Coordinator to support with ongoing routine checks

Technical lighting / sound system - Kings Sound Reinforcement

Solar PV - Gem Solar

Car park machines - CPM for general machine maintenance

#### *Day-to-day servicing*

Cleaning - Bristol Bright Cleaning Company come out regularly to clean the venue after events.  
 Waste management - Professional Hygiene Group (also provide cleaning products)  
 Sanitary waste - Prestige Hygiene Services LTD

#### *Fire safety*

Fire extinguishers / blankets - 1st Attendance - (scheduled annually)

#### *Grounds-keeping*

Ground work/paving - including filling of potholes and repairs to ground stone carried out by Benchmark paving  
 Trees - Branch Walkers

#### *Fabric*

Lightening rods - Equiptest Ltd (scheduled annually)  
 Masonry - Adam (formerly Nimbus Conservation) - called on for routine tasks such as removal of any vegetation. They are able to reach difficult points with rope access.  
 Roofing - intermittent repairs carried out by Breathe Conservation including: [clearing gutters; replacing slipped roof tiles.](#)

#### *Windows*

Bristol Stained Glass - have assisted with repairs to specific areas, replacement of broken glass etc.

#### *Services*

Drains - Eye Spy Technology  
 Gas - test certificate carried out annually by BWPH Services  
 Plumbing - Service call outs by Able Group

#### *Quinquennial survey*

2009 report carried out by Simon Cartlidge Architect. 2016 updated survey carried out by Ferguson Mann Architects. Both conservation accredited. Assisted by Structural Engineer Mann Williams on both surveys, this enables us to [monitor condition of the building and impact of environmental conditions](#) in order to plan repairs accordingly.

## **5.6 IT support**

### *FOSS*

Trinity is committed to use of Free and Open Source Software (FOSS), as set out in our IT Policy. This is the framework by which Trinity's computer systems, assets, infrastructure and computing environment are developed and protected from threats whether internal, external, deliberate or accidental. FOSS provides distinct advantages including lack of large, ongoing licensing fees and ability to develop our own unique solutions which can be adopted by other smaller providers. Our IT Support (consisting of one part time internal staff member and one external contractor) help us to maintain our file systems, including:

- Shared internal drives; adminspace, graphicspace, storing all our files and documentation, including information about the building, past projects, images and heritage information
- Website – Plone based system; this is the main way members of the public can access information about Trinity, including archive information, information about the building and projects
- CRM – with support from Arts Council, we are developing our CRM system; this will help us to centralise key organisational information; key relationships, fundraising and marketing information – critical to building our organisational memory and reducing risk from Key Personnel Loss (see Risks)

### *Tracker*

We foster a culture of observation reporting, with any non-urgent issues filed to an online tracker system. All staff can file issues to the tracker, with the system sending alerts to the Facilities Coordinator and IT Support about outstanding tasks. Tasks are scored according to urgency with dates set against them to help us keep track of progress. Feedback mechanisms (see Community Involvement) also help us to understand and prioritise tasks according to those using the space.

## **5.7 Duty Managers**

The Trinity Centre is an open community space with over 60k users in 2016. The public have drop-in access to the interior of the building 9am-6pm Mondays-Fridays throughout the year and the exterior and grounds can be freely accessed 365 days 24/7. Therefore, it is important to ensure the building is maintained to a standard to permit ongoing public access.

As part of our commitment to providing a safe space, a Duty Manager is always on site when the building is in use to: ensure public safety; uphold licensing conditions; safeguard children, young people and vulnerable adults; ensure the hirer upholds the terms & conditions of their hire.

The Duty Manager has the power to make any decisions necessary throughout the event to moderate or cease part or all of an activity in the interests of: public safety; licensing; child protection; or where the hirer has clearly broken the terms & conditions of their hire. This includes factors that may affect our heritage such as:

- Décor – what is permitted; how people can/can't fix décor to internal fixings
- Naked flame – fire, including candles, and pyrotechnics are not permitted within the space (tea-lights in a suitable jar are permissible for weddings)

Such factors are important to keep our heritage site safe.

## **5.8 Receptionists**

Since 2014 with the introduction of our Reception, our Receptionists are responsible for **welcoming visitors and other users** and ensuring they sign in and out of the building.

## **5.9 Training**

### *Providing training for volunteers and others who look after our heritage*

As part of the role of the Duty Manager, they are responsible for ongoing observations and reporting throughout their shifts. They complete reports after each shift to assist with ongoing **monitoring**. They are responsible for implementation of site **security**, with a clear unlock and lock-up procedure to ensure the site is safe when not in use. They are responsible for leading any **emergency evacuation** as set out in our Emergency Evacuation Procedure.

To assist them in their role, they are trained to certified standards in first aid (by Ian Angel, a long-standing accredited trainer familiar with the centre), fire marshal (by our fire extinguisher services 1<sup>st</sup> Attendance) and health and safety (Phoenix training).

Providing training for key staff including our Facilities Coordinator and Assistant as well as helping them to develop training for other facilities volunteers who help to look after our heritage will form part of our 2017 HLF project.

Training our Receptionists as part of the 2017 HLF project, will be key to ensuring this first contact point for the visitor experience (often volunteers) can talk confidently about the heritage aspects of the site.

## Access arrangements

Access routes	Issues with access / limitations	Areas for improvement
<p><u>Nave Roof – Via North Tower</u> The route to the main roof is via a set of original wooden steps leading up to the North Bell Tower. The door to this Tower can be accessed from the Graffiti Room and requires use of small ladder in order to access.</p>	<ul style="list-style-type: none"> <li>- Historic steps, narrow, with small platform half way connecting the two sets of steps</li> <li>- Have to be able to physically lift yourself up onto the top level to gain access to roof through small doorway out onto main roof space</li> <li>- No lighting</li> <li>- Historic debris and presence of pigeon faeces</li> <li>- Use limited for essential access only and by key personnel; Centre Manager and Specialist Contractors holding appropriate liability insurance</li> <li>- An observer is required to man the ladder at the bottom of the tower to prevent unauthorised access (doors kept locked)</li> </ul>	<ul style="list-style-type: none"> <li>- New CAT steps that lead directly up to the door; if original steps listed this could be something set up via the South Tower</li> <li>- Lighting throughout the Towers and Nave Attic in order to improve visibility</li> </ul>
<p><u>North Aisle Roof</u> This external space can only be accessed via Nave Roof (see above) then via fixed vertical ladder from this roof space onto the North Aisle Roof.</p>	<ul style="list-style-type: none"> <li>- Vertical ladder with no safety support</li> <li>- Have to be able to physically and confident working at height to be able to use</li> <li>- Use limited for essential access only (as above)</li> <li>- An observer is required to man the ladder at the bottom of the tower to prevent unauthorised access (doors kept locked)</li> </ul>	<p>Install hatch as with South Aisle so that this roof can be accessed from below (see below)</p>
<p><u>South Aisle Roof</u> Accessible via a trapdoor hatch in the Studio Corridor. Need to use one of the main ladders to access space.</p>	<ul style="list-style-type: none"> <li>- New hatch has to be physically lifted whilst at top of ladder</li> <li>- Physically very demanding and cumbersome</li> <li>- Insulted hatch cover serves to make footing at top of ladder unstable – this has been subsequently removed</li> <li>- Have to be able to physically and confident working at height to be able to use</li> <li>- Use limited for essential access only (as above)</li> <li>- An observer is required to man the ladder at the bottom to prevent unauthorised access (doors kept locked)</li> </ul>	<p>Piston-lifted hatch to assist with opening/closing hatch – removing lead from hatch and replacing with aluminium to reduce weight.</p>
<p><u>Nave Roof Attic</u> Via spring-loaded hatch on North side of Nave Roof.</p>	<ul style="list-style-type: none"> <li>- There is a centralised walkway that was fitted with barriers and there are rope hook points</li> <li>- There are lights that have been left up there but these require an extension to be drawn up from the Graffiti Room in order to plug in</li> </ul>	<p>Lighting</p>
<p><u>North Side Attic</u> Historic hatch in Graffiti Room/North Side Landing. New hatch fitted (2016) accessible via the Training Room.</p>	<p style="text-align: center;"><b>Notes on access</b></p> <ul style="list-style-type: none"> <li>• Working on any roof must not be done alone</li> <li>• Ensure that personnel are competent and trained in working at height</li> <li>• Ensure external Contractors hold appropriate liability insurance and training</li> <li>• Two way radios must be used and tested before use</li> <li>• Taking a charged mobile phone with you is recommended</li> <li>• Take any keys/padlocks with you to prevent these locking whilst you are on/within roof spaces</li> <li>• Intent of working on/within roof must be communicated to on-site Duty Manager</li> </ul>	
<p><u>South Side Attic</u> Via hatch in roofspace above disabled toilets. Need small ladder to access door above toilet.</p>		
<p><u>Server Room</u> Accessed via CAT ladder located in Loading Bay (from below) or via 'Technarnia; locked room in upstairs Dressing Room 2 (from above).</p>		

## 6 Risks

### 6.1 Risk Register

With support from our External Board Advisor, our Risk Register is a living and active document and the Board review this every six months or whenever a new risk is identified, including human factors, natural factors and potential resource issues as well as actions to mitigate against these.

See the most recent version of our [Risk Register](#) for more information.

### 6.2 Key risks to our heritage

Throughout the development phase, Trinity worked with external advisers Peter Latchford (Black Radley) and Phil Tulba (Locality) to understand the key risks to our organisation and our heritage and have been taking actions to mitigate against these.

Key risks to our heritage include:

Governance: competence gaps, lack of involvement / understanding of duties/responsibilities

People: key personnel loss: specifically, Centre Manager who holds large amount of knowledge of organisation, history and covers a dual strategic and operational role; loss of key heritage information

Finance: deficit position, challenging/diverse financial model, current funding climate

Building: damage to asset, loss of use impacting on ongoing delivery, loss of remaining heritage features

Recent mitigation as part of the development phase and planned actions include:

#### *Governance*

Key to our governance development over the last year has been the support of external advisor to the board, Derek Griffin. Derek is a Member of the Chartered Institute of Management Accountants. His employment history includes management accounting for Imperial Tobacco and clinical governance review for the Commission for Health Improvement. He is experienced in conducting internal audits of governance and accounting procedures. Derek has committed to working with the board to carry out internal audit and support with the board's development, on a pro-bono basis. He is working to develop internal systems and processes to enable the board to have greater understanding and control of financial and governance matters, in line with Charity Commission guidelines.

Recent developments include:

- Balanced Scorecard created to understand current position and priorities going forward
- Risk register updated; now embedded as 6mthly review as part of board meetings
- Governance internal review carried out and training to increase trustees understanding of roles and responsibilities and embed ongoing review of balanced scorecard within meetings
- Identified board competence gaps, with initial phase of board recruitment carried out and two new board members appointed with arts and HR backgrounds
- Compliance check-list carried out and review of Internal Processes to ensure board have oversight
- Business plan updated 2017-2022 to clarify strategic direction – supported by Jan Winter who assisted with compilation of Programme Strategy and consolidating existing documents/strategy; sets out targets for increased customer numbers, programme development, quality standards, and fundraising for improvements so that the board are able to establish key milestones through which to monitor performance

Governance actions 2017: Developing exemplary leadership through: Board skills audit; ongoing governance internal review; roles, responsibilities, areas for development; Update induction documentation; review and understanding of key documentation; board 'away day' calendared.

#### *People*



- Key personnel loss:
  - risk mitigation plan in place; second person - i.e. Projects Manager accompanies Centre Manager - to attend key project meetings to ensure second person holds an overview
- Performance management:
  - work at board and management level to develop key targets to assist with management and reporting
  - regular meetings in relation to key targets including credit control and team meetings, to help achieve focus within the team
  - training delivered to staff to increase understanding of overall mission and team sessions to assess and understand Key Customers and how these might be developed
  - annual reviews held to review contracts and roles and responsibilities

Personnel actions: Review of performance management targets in team meetings and 121s; formalise 121s structure to decrease dependency on key personnel (i.e. less hierarchical more peer-to-peer); identify additional training to enhance development; calendared team building activities; annual review of contracts, roles and responsibilities in relation to performance targets; training session delivered as part of Evolve project to simplify key messages (heritage, fundraising, marketing) to assist with training front-line staff and volunteers.

#### *Finance*

TCA's finance model is both strength and weakness: it ensures organisation is not dependent on one source of funds however, low-margins mean loss of any one income stream could result in overall loss. An historic deficit led to a Going Concern Qualification between 2012-2015. Key mitigation during 2015-2016 has included:

- Installation of Solar PV and review of contractor services including utilities and waste management to reduce running costs
- Review of internal financial processes, policy and reporting with support from external advisors
- Developed a base of individual giving and a prospects spreadsheet, as part of HLF Dev phase, that will form the basis of our new CRM data
- Marketing to raise profile of work also as part of HLF Dev phase means people are more readily associating us as being a charity that needs support
- Most recent audit 2015/2016 shows no Going Concern Qualification, though there is still a need to build a reserve

Upcoming developments which will further help to improve our financial position:

- Evolve 2016-2019: three-year organisational development funding from Arts Council secured to continue to develop our marketing and fundraising. This three-year project will:
  - make the organisation financially resilient through a model that includes growth of alternative private giving funding sources; individual, corporate, trusts and foundations
  - improve our overall financial position through raising additional funds to contribute towards project associated costs - including long-term maintenance/conservation plan - utilising unrestricted funds (which are often used to subsidise pursuit of our social/charitable objects) more effectively toward building a reserve
- Ignite: Programme Strategy defined and initial 1 year project funding secured from Arts Council to invest in development of in-house programming.

Finance actions: Review of performance measures in relation to potential financial targets and incorporate into cash flow projections and reporting; rationalise budget in relation to pay increases (both statutory and in relation to any increased R&R); CRM/ticketing solution being developed – to be implemented, with additional investment from Arts Council (Evolve) to better equip organisation for in-house programme delivery and monitoring; Raise funds needed for investment in in-house equipment - Evolve fundraising plan includes £1 for £1 match funding from Arts Council; implement capital works

plan - application to Power to Change in relation to redevelopment to increase capacity for hire revenue; Development of a base of individual giving as part of Evolve to help us to increase revenue from private donations going forward; Possibility of NPO application to cover core delivery for a four-year period to help build reserve through reapplication of unrestricted revenue.

### Building

Risks associated with the building, including those relating to delivery of the HLF project.

Risk	Likelihood High / Medium / Low	Impact High / Medium / Low	Mitigation	Who will lead
Failure to complete BCC Legal Charge for proposed building works, relating to grant agreement with HLF.	Low	Medium	Ongoing engagement with BCC and heritage bodies throughout the project. BCC have committed £35k toward project and we are also in discussion with them about freehold transfer in order to reduce ongoing administration burden to local authority in relation to future capital grants. Lead Consultant will ensure Design Team are aware of requirements.	Centre Manager
Failure to secure outstanding partnership funding required by HLF Stage 2 application decision (March 2017).	Low	High	Fundraising plan has identified potential sources of funding, with whom Trinity already has a relationship with through past capital investment. Additional investment in Fundraising and Marketing during the Development phase has been secured through ACE to ensure that TCA can capitalise on alternative sources of revenue such as Corporate sponsorship and Individual giving/crowd-sourcing.	Centre Manager
Fail to secure necessary consents.	Low	High	Like for like repair means limited consent required. LB consent secured for window guards and will receive decision for lighting scheme prior to HLF decision meeting in March 2017.	Lead Consultant
Failure to identify a Lead Contractor suitable to the size and complexity of the project.	Low	High	Identification of suitable Lead Contractors and procurement strategy with adequate lead-in time formed as part of the Development phase. Contractors have confirmed they are able to meet project requirements and time-frames at EOI stage.	Lead Consultant
Failure to satisfy the requirements of the HSE.	Low	High	Principle Designer (Ferguson Mann) has been appointed to review and oversee Capital Works programme.	Principle Designer
Failure to identify or adhere to relevant quality standards.	Low	Low	Ensure tendering contractors: - are registered with the considerate constructors scheme - have processes in place to monitor report and set targets for levels of CO2, water consumption and thermal comfort arising from site operations, ensuring the latter falls in line with relevant CIBSE Guides. - are able to conform with Secured by Design principles and guidance.	Lead Consultant
Delay in construction start date OR Failure to meet the grant programme deadlines/complete requirements within allocated time-scales.	Medium	Medium	Ensure tender process commenced as early as possible with adequate allowance within the programme to meet required construction start date. Ensure Lead Contractor confirms they are able to meet start date at EOI stage.	Lead Consultant
Failure to adhere to the Funder's terms & conditions AND/OR Lack of control of the Delivery phase	Medium	Low	Ongoing review of the Funders T&Cs and identification of strategy to ensure that they are complied with throughout the Delivery phase. We have developed a clear project management strategy which includes the deadline for completion. Monthly meetings will be held to review the project	Centre Manager

Risk	Likelihood High / Medium / Low	Impact High / Medium / Low	Mitigation	Who will lead
programme results in inability to deliver the project/complete Stage 2 phase within agreed time-scales.			programme so the project is to time. Regular dialogue with funders will show the progress of the project	
Design specification changes resulting in the project becoming unaffordable, meaning the project outcomes are not met.	Low	Medium	Budget based on past project and informed by Lead Consultant investigations with capital works budget set by appointed QS. Development phase included opening up works to roof and detailed investigations of stonework to identify extent of cramps. This will help to avoid unforeseen issues arising during Capital Works phase. Plans have been developed to RIBA Stage 3 within Outline Specification, frozen prior to Stage 2 application. Design Team and Lead Contractor have agreed Key Milestones to be included on programme and be clearly briefed to confirm that the only changes will be for factors outside of their control. A contingency, plus allowance for Inflation and non-recoverable VAT has been included to ensure the budget is robust.	Centre Manager/ Lead Consultant
Failure effectively to manage and control project capital costs resulting in unaffordable project.	Low	Medium	TCA to adopt clear monitoring and reporting processes with QS and Lead Consultant, with regular progress meetings with Lead Contractor to ensure project remains within budget. Design Team briefs for Stage 2 to ensure responsibility for regular cost reporting through the design phase of the project is made clear. Board of Trustees to monitor project and appoint lead board member to oversee Delivery phase.	Centre Manager / Board of Trustees
Specific Risk: The removal of ironwork within the Turrets proves to be excessively invasive and damaging to the surrounding stonework and alternative method of cathodic repair protection of embedded metalwork is required.	Medium	Medium	Mitigation: Removal methods have been detailed by SE at tender stage so that contractors can assess the viability pre-contract. Also site trials will be carried out at the onset of the contract so that full extent of repair methods can be established early in the contract so cost implications can be considered and the scope of stonework repairs in other areas can be reviewed if necessary to ensure that the most urgent and difficult to access areas are prioritised.	Lead: Lead Consultant & Structural Engineer.
Inaccurate cash-flow, resulting in cash-flow problems when on-site.	Medium	Medium	Clear brief needs to be provided to the QS and Lead Contractor outlining the particular funding arrangements. Cash-flow developed with support of Management Account identifying the scheduled income to cover the expenditure, particularly during the construction phase of the project. HLF pay against a gearing ratio for the project. VAT is only partially recoverable, reflected in the cash flow. TCA to work closely with HLF during grant claim process (approx payment turnaround 10 days) and communicate clearly with Design Team to ensure that they are clear about what is required to draw down grant payments. Options available to TCA to support with short-term cash flow issues including overdraft with Triodos (£20k) and interest free loan from BCC (also £20k).	Centre Manager

Risk	Likelihood High / Medium / Low	Impact High / Medium / Low	Mitigation	Who will lead
Failure to identify appropriate level of non-recoverable VAT, resulting in unaffordable project.	Low	Medium	TCA have worked with their Management Accountant who has consulted with HMRC to establish the VAT positional for the project, with 19% of VAT being costed into the project as non recoverable VAT. This has been factored into the cost plan.	Centre Manager
Lack of uptake of participants in the project activities/people do not get involved	Medium	Medium	Recruit experienced Project Coordinator and make sure to build links with partner groups during development phase to ensure uptake during project.	Project Coordinator
Issue with building arises as a result of work carried out	Low	High	Ensure contract agreements in place and all warranties/manuals obtained at end of contract. Ensure facilities staff fully inducted in any routine maintenance.	Centre Manager
Unable to carry out ongoing maintenance/conservation plans, leading to future heritage/conservation issues	Low	Medium	Training as part of project Delivery phase to ensure minor interventions can be carried out in-house. Lead Consultant to make cost implications clear in any maintenance plan in order for TCA to adapt the business plan accordingly. Solar PV installation proposed to support in creating an ongoing budget that can be directed to achieving the measures set out in any plans.	Board of Trustees
Future damage occurs to windows / roofs requiring future financial investment	Medium	Medium	TCA insurance covers any damage. Implementation of ongoing maintenance and conservation plans to help ensure issues are mitigated against.	Centre Manager
External threat AND/OR Organisation is unable to continue to manage the premises	Medium	Low	Trinity works to ensure our future sustainability and diverse income streams. In event of organisation issue, lease would have to pass to a charitable organisation with same/similar objects, so asset and grant funding investment would be protected.	Board of Trustees
People lose interest in building/activities AND/OR Lack of ongoing use of Centre or access to heritage	Low	Low	Heritage project activities designed to ensure that we increase visibility and public use. Investment in marketing capacity throughout the project to ensure project is effectively promoted and people engage with the project. Regular feedback and consultation to ensure TCA meets needs of users.	Centre Manager
Maintaining project outcomes has unwanted/unpredicted environmental/ financial impact OR Loss of key heritage information (online/systems)	Low	Medium	Work done during Development stage to ensure any design implications are fully understood. Works undertaken as part of the project to improve building's overall environmental impact.	Lead Consultant
Key Personnel Loss causing - Failure to deliver against contracts - Cost implications - Loss of key information			<ul style="list-style-type: none"> <li>- At least two people to have insight over key contractual agreements (i.e. grants)</li> <li>- List of all critical passwords stored in the main safe</li> <li>- Regular team meetings and reporting to board to ensure wide range of knowledge</li> <li>- Further business continuity planning to be undertaken by board through the developing performance management structure</li> <li>- New CRM system being developed as part of ACE Catalyst Evolve to further improve how we store 'organisational knowledge'</li> </ul>	Centre Manager

Risk	Likelihood High / Medium / Low	Impact High / Medium / Low	Mitigation	Who will lead
Governance - Board skills gaps - lack of understanding/awareness of obligations (statutory, funding) OR Failure to deliver business plan			<ul style="list-style-type: none"> <li>- Clear vision and mission identified and defined</li> <li>- Business plan 2012-2022 in place and action plan for 2016-2019</li> <li>- Work with Black Radley and Locality to develop Strategic Framework and Performance Management structures to help oversee implementation of strategy</li> <li>- Monthly reporting to Board from Centre Manager</li> <li>- Regular team meetings/team-building to ensure mission/focus is understood</li> <li>- Board recently strengthened with two new board members appointed at AGM Sept 2016</li> <li>- Work with external adviser to assist with understanding obligations, including going through CC3</li> </ul>	
Finance - Failure of budgetary control (governance), internal financial controls, Failure to meet income targets/loss of key revenue stream OR unforeseen costs	Low	High	<ul style="list-style-type: none"> <li>- Annual budget in place, with cash flow based on long-term trends</li> <li>- Monthly P/L reporting to board plus quarterly management accounts</li> <li>External annual audit in place</li> <li>- Recent review of finance and reserves policy (Dec 2015)</li> <li>- Financial systems and procedures in place and support from external advisor to audit internal processes</li> <li>- Demonstrable mixed-income business model and recent ACE Catalyst funding secured to further develop income streams</li> </ul> <p>See risk register for more details.</p>	Board of Trustees
Failure to complete BCC Legal Charge for proposed building works, relating to grant agreement with HLF.	Low	Medium	<p>Ongoing engagement with BCC and heritage bodies throughout the project.</p> <p>BCC have committed £35k toward project and we are also in discussion with them about freehold transfer in order to reduce ongoing administration burden to local authority in relation to future capital grants.</p> <p>Lead Consultant will ensure Design Team are aware of requirements.</p>	Centre Manager
Failure to secure outstanding partnership funding required by HLF Stage 2 application decision (March 2017).	Low	High	<p>Fundraising plan has identified potential sources of funding, with whom Trinity already has a relationship with through past capital investment.</p> <p>Additional investment in Fundraising and Marketing during the Development phase has been secured through ACE to ensure that TCA can capitalise on alternative sources of revenue such as Corporate sponsorship and Individual giving/crowd-sourcing.</p>	Centre Manager
Fail to secure necessary consents.	Low	High	<p>Like for like repair means limited consent required. LB consent secured for window guards and will receive decision for lighting scheme prior to HLF decision meeting in March 2017.</p>	Lead Consultant
Failure to identify a Lead Contractor suitable to the size and complexity of the project.	Low	High	<p>Identification of suitable Lead Contractors and procurement strategy with adequate lead-in time formed as part of the Development phase.</p> <p>Contractors have confirmed they are able to meet project requirements and time-frames at EOI stage.</p>	Lead Consultant
Failure to satisfy the requirements of the HSE.	Low	High	<p>Principle Designer (Ferguson Mann) has been appointed to review and oversee Capital Works programme.</p>	Principle Designer
Failure to identify or adhere to relevant quality	Low	Low	<p>Ensure tendering contractors:</p> <ul style="list-style-type: none"> <li>-are registered with the considerate constructors scheme</li> </ul>	Lead Consultant



<b>Risk</b>	<b>Likelihood High / Medium / Low</b>	<b>Impact High / Medium / Low</b>	<b>Mitigation</b>	<b>Who will lead</b>
standards.			- have processes in place to monitor report and set targets for levels of CO2, water consumption and thermal comfort arising from site operations, ensuring the latter falls in line with relevant CIBSE Guides. - are able to conform with Secured by Design principles and guidance.	
Delay in construction start date OR Failure to meet the grant programme deadlines/complete requirements within allocated time-scales.	Medium	Medium	Ensure tender process commenced as early as possible with adequate allowance within the programme to meet required construction start date. Ensure Lead Contractor confirms they are able to meet start date at EOI stage.	Lead Consultant
Failure to adhere to the Funder's terms & conditions AND/OR Lack of control of the Delivery phase programme results in inability to deliver the project/complete Stage 2 phase within agreed time-scales.	Medium	Low	Ongoing review of the Funders T&Cs and identification of strategy to ensure that they are complied with throughout the Delivery phase. We have developed a clear project management strategy which includes the deadline for completion. Monthly meetings will be held to review the project programme so the project is to time. Regular dialogue with funders will show the progress of the project	Centre Manager
Design specification changes resulting in the project becoming unaffordable, meaning the project outcomes are not met.	Low	Medium	Budget based on past project and informed by Lead Consultant investigations with capital works budget set by appointed QS. Development phase included opening up works to roof and detailed investigations of stonework to identify extent of cramps. This will help to avoid unforeseen issues arising during Capital Works phase. Plans have been developed to RIBA Stage 3 within Outline Specification, frozen prior to Stage 2 application. Design Team and Lead Contractor have agreed Key Milestones to be included on programme and be clearly briefed to confirm that the only changes will be for factors outside of their control. A contingency, plus allowance for Inflation and non-recoverable VAT has been included to ensure the budget is robust.	Centre Manager/ Lead Consultant
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Risk	Likelihood High / Medium / Low	Impact High / Medium / Low	Mitigation	Who will lead
is required.				
Inaccurate cash-flow, resulting in cash-flow problems when on-site.	Medium	Medium	Clear brief needs to be provided to the QS and Lead Contractor outlining the particular funding arrangements. Cash-flow developed with support of Management Account identifying the scheduled income to cover the expenditure, particularly during the construction phase of the project. HLF pay against a gearing ratio for the project. VAT is only partially recoverable, reflected in the cash flow. TCA to work closely with HLF during grant claim process (approx payment turnaround 10 days) and communicate clearly with Design Team to ensure that they are clear about what is required to draw down grant payments. Options available to TCA to support with short-term cash flow issues including overdraft with Triodos (£20k) and interest free loan from BCC (also £20k).	Centre Manager
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Governance - Board skills gaps - lack of understanding/awareness of obligations (statutory, funding) OR Failure to deliver business plan			<ul style="list-style-type: none"> <li>- Clear vision and mission identified and defined</li> <li>- Business plan 2012-2022 in place and action plan for 2016-2019</li> <li>- Work with Black Radley and Locality to develop Strategic Framework and Performance Management structures to help oversee implementation of strategy</li> <li>- Monthly reporting to Board from Centre Manager</li> <li>- Regular team meetings/team-building to ensure mission/focus is understood</li> <li>- Board recently strengthened with two new board members appointed at AGM Sept 2016</li> <li>- Work with external adviser to assist with understanding obligations, including going through CC3</li> </ul>	
Finance - Failure of budgetary control (governance), internal financial controls, Failure to meet income targets/loss of key revenue stream OR unforeseen costs	Low	High	<ul style="list-style-type: none"> <li>- Annual budget in place, with cash flow based on long-term trends</li> <li>- Monthly P/L reporting to board plus quarterly management accounts</li> <li>- External annual audit in place</li> <li>- Recent review of finance and reserves policy (Dec 2015)</li> <li>- Financial systems and procedures in place and support from external advisor to audit internal processes</li> <li>- Demonstrable mixed-income business model and recent ACE Catalyst funding secured to further develop income streams</li> </ul> <p>See risk register for more details.</p>	Board of Trustees

## 7 Aims & Objectives

We have established the following [management and maintenance aims and objectives for the historic asset and information, 2017-2022](#):

Aims	Objectives	Indicators	Actions / Resources <i>...and with what resources Maintenance budget; pools; procedures...- skills, activities, equipment and facilities required to support them.</i>
<p><b>1. Ongoing preservation of the historic asset</b>            Conserve the Trinity Centre so that the heritage asset in line with Historic England Conservation Principles (see: Conservation Principles, below)            - remains off the English Heritage At Risk Register            - is in better condition with a more sustainable future</p>	<ul style="list-style-type: none"> <li>- Carry out identified repairs and maintenance of the building's fabric</li> <li>- Carry out planned improvements to prevent or deter further degradation</li> <li>- Secure freehold transfer to protect asset's future via an appropriate building preservation trust or other suitable structure</li> </ul>	<ul style="list-style-type: none"> <li>- The asset's condition is improved, through repair and conservation works carried out.</li> <li>- Future degradation of the asset is prevented through protective / preventative interventions.</li> <li>- The visibility of an existing heritage site is improved, through repair and aesthetic improvements.</li> </ul>	<ul style="list-style-type: none"> <li>- External funding required to cover cost of major repair works.</li> <li>- Existing Maintenance Schedule of Works to incorporate any future repairs and maintenance resulting from HLF repairs into an updated version of this document = ongoing maintenance budget requires increase to reflect this.</li> <li>- Works carried to be monitored as part of the overall monitoring and maintenance of the fabric of the building = responsibility for this needs to be split between Facilities Coordinator (ground level observations) and scheduled Contractor (high-level access) and budget accordingly.</li> <li>- Training required for Facilities Coordinator to carry out routine observation checks.</li> <li>- Access improvements required to assist with routine maintenance.</li> </ul>
<p><b>2. The heritage of the asset is better documented and explained</b>            We want to improve how we share information about our heritage so that:            - people have a better understanding / connections, through improved access to heritage            - people have access to greater heritage learning opportunities            - it is easier for people to access to archive materials and share information</p>	<ul style="list-style-type: none"> <li>- Create an interactive display of Trinity's architectural and cultural heritage</li> <li>- Provide learning and participatory opportunities so that people can share their heritage, learn skills and enjoy their heritage</li> <li>- Increase knowledge of staff and volunteers across organisation so that heritage learning is embedded across all activity areas</li> </ul>	<ul style="list-style-type: none"> <li>- People feed back that they feel more a part of their community through taking part in project events and activities .</li> <li>- People report that they increased knowledge about their local heritage and understanding of their place in this.</li> <li>- People feel they have developed/improved skills, confidence, experience and/or accreditations through volunteering and workshops in traditional trades (i.e. stained-glass and stonemasonry).</li> <li>- Increased contributions of archive content through people feeling more a part of the heritage of the space and willing to share their stories.</li> <li>- People from diverse backgrounds feed back that it is easy for them to understand Trinity's significance, through online and physical reference material.</li> </ul>	<ul style="list-style-type: none"> <li>- Information gathered as part of the project delivery phase will be included in our online archive and information points throughout the building.</li> <li>- Further work as part of delivery phase to develop appropriate content and finalise information platforms.</li> <li>- Further consultation with centre users to support the above development.</li> <li>- Maintenance budget needs to adequately reflect cost of maintaining signage and updating information and online content.</li> <li>- Training required for wider staff and project team to support with creating archive content.</li> </ul>

Aims	Objectives	Indicators	<b>Actions / Resources</b> <i>...and with what resources</i> <i>Maintenance budget; pools; procedures...- skills, activities, equipment and facilities required to support them.</i>
<p><b>3. The heritage asset has an ongoing impact on community and environment</b></p> <p>We want to utilise the power of heritage to:</p> <ul style="list-style-type: none"> <li>- contribute to the rich cultural and heritage landscape of Bristol</li> <li>- enhance the experience of visitors to the centre and local area</li> <li>- ensure the Old Market Conservation Area is a better place to work and visit</li> </ul>	<ul style="list-style-type: none"> <li>- Deliver a successful conservation project, providing greater opportunities and jobs so that local economic regeneration is supported</li> <li>- The profile of the Trinity Centre as a cultural and historic asset is raised through project activities and events</li> </ul>	<ul style="list-style-type: none"> <li>- Improved perceptions of the local area through local media and feedback, through investment in the Trinity Centre as a significant heritage asset and venue in the locality.</li> <li>- Improved cohesion and perceptions of the local area, through bringing diverse groups together in workshops and events and providing a programme of participation opportunities to attract people to the locality.</li> <li>- Increased Trinity visitor numbers.</li> </ul>	<ul style="list-style-type: none"> <li>- Resources required for ongoing marketing and promotions, as identified through the Evolve project</li> </ul>

### *Conservation Principles*

Conservation Principles	How these will be met
The historic environment is a shared resource	Maintain public access and ongoing use (see Public Access Statement, made available on website <a href="http://www.3ca.org.uk/accessibility">www.3ca.org.uk/accessibility</a> )
Everyone should be able to participate in sustaining the historic environment	Volunteering opportunities provided as part of project Heritage Forum to help shape direction of future work and projects (see Activity Plan)
Understanding the significance of places is vital	Significance of heritage well documented and further interpreted/collated as part of upcoming HLF project (see Interpretation, Activity Plan)
Significant places should be managed to sustain their values	TCA ethos shaped by past uses (see Our Changing Heritage, above)
Decisions about change must be reasonable, transparent and consistent	Feasibility Study has set out any future changes proposed, which have been consulted on with the public, heritage bodies and received LB & Planning consent (see Feasibility Study, 2012)
Documenting and learning from decisions is essential	Report produced in 2014 after Big Lottery Works (to make available on website, 2016) updated report to be produced as part of HLF works (2017/2018)



## 8 Action Plan & Costs

### 8.1 Current condition

#### *What condition your heritage is in now (using your condition survey)*

Through carrying out recommendations from our 2009 Condition Survey to repair the South Aisle Roof and subsequent works to redevelop the upstairs hall space and grounds, the asset is in the best condition it has ever been in. However, the 2016 investigations have shown further degradation of our North Aisle Roof, giving cause for concern about further water ingress and potential damage to internal structures. More detailed inspection of masonry has also raised concern about the extent of cramps and impact on condition.

### 8.2 Project summary

#### *Briefly mention your project and what work it will involve.*

Planned works for 2017 will respond to concerns raised in the 2016 condition survey, this includes:

- Replacement of the deteriorated north aisle roof covering and insulation with new including cross ventilation of the roof void. Timber repairs will also be carried out to the underlying roof structure where water ingress has caused damage and new access hatches provided to provide easier access for future maintenance.
- Embedded iron cramp and dowels identified in all areas of stonework has been an ongoing concern at Trinity and the objective of the planned works is to locate, remove all iron where damage is active or is likely to occur in the future. New stainless steel dowels and ties will be introduced where required structurally.
- All necessary repairs will be carried out to the leaded light windows to ensure windows are watertight and structurally sound. Where identified, high level opening lights will be introduced to improve ventilation of the building. External deteriorated polycarbonate window guards will be replaced with discreet black painted stainless steel window guards set within external stone reveals and in order to ensure acoustic integrity of the performance hall, internal secondary glazing will be replaced with improved acoustic properties.
- Subtle external lighting to be introduced to enhance the external appearance of the building.

### 8.3 Standard to meet

#### *What management and maintenance standards you need to meet?*

Since 2003, TCA has been maintaining the heritage asset, meeting statutory and legal liabilities. As part of the implementation of our HLF management plan, we will working toward meeting Historic England's standards as set out in 'Conservation Principles, Policies and Guidance'<sup>1</sup>(see above) and 'Managing Heritage Assets'<sup>2</sup>Currently we benchmark at 'Standard' in that we maintain the asset for normal use and work to avoid deterioration through implementation of ongoing maintenance (both routine and funded project).

#### *Adherence to the maintenance plan*

- Good - Close adherence to the maintenance plan and a proactive approach to defect avoidance evident
- Basic - Moderate adherence to maintenance plan and a reactive approach to reported defects demonstrated
- Poor - Poor adherence to the maintenance plan and evidence that regular surveys or routine maintenance tasks are not being carried out
- Very poor - Non-adherence to the maintenance plan and evidence that regular surveys or routine maintenance tasks are not being carried out resulting in avoidable damage

1 <https://historicengland.org.uk/advice/constructive-conservation/conservation-principles>

2 <https://content.historicengland.org.uk/images-books/publications/managing-heritage-assets/managing-heritage-assets.pdf>

Trinity currently maintains the asset to Basic standard; we can demonstrate that we have carried out surveys (i.e. 2009, 2016 conditions surveys), regular checks of building (updated electrical test certificate, lightning rods, fire safety check). We have a tracker system in place, however much of our approach to maintenance is in response to repairs required and, whilst we are working toward a more proactive approach, we need to grow our capacity in this area in order to progress to Good standard.

We will achieve this by:

- Improvements to access to assist in ongoing maintenance checks
- Develop reporting and tracking system to improve alerts for routine tasks and response times; mechanisms in place to identify if maintenance task (execution/timescales) poor / very poor, the Manager can assess why this has happened and ensure that improvements in procedures are made to avoid recurrence
- Regular annual building report to board to assess adherence to the maintenance standard
- Increase budget to support with capacity required including external contractors required

#### *Meeting other standards*

Both the upstairs and downstairs spaces are accessible for disabled users, however there are still improvements that could be made to enhance accessibility. An initial assessment carried out by Arts charity Attitude is Everything - specialists in supporting venues to improve accessibility - shows that the Centre can achieve the Bronze Award for Access and we are confident that with minor improvements we can achieve Silver, which we aim to complete 2017/2018.

#### **8.4 Maintenance Plan**

*Summary of Maintenance Schedule of Works: what needs to be maintained and managed*

New aspects of management and maintenance as a result of HLF 2017 works and our approach to this:

- maintaining interpretation, exhibitions, and interactives; keeping digital outputs working as intended
- maintaining external lighting;
- migrating digital files to an appropriate format to avoid obsolescence;
- Quinquennial survey (2021)

See current Maintenance Schedule of Works (PDF attached). To be updated by Ferguson Mann as part of current HLF project, November 2016.

## 8.5 Action plan 2017/2018

Overview of maintenance tasks - Please see Maintenance Schedule of Works for further information.

See also online tracker where users can create tasks and operations staff can create a list of repair/maintenance issues as they arise, prioritised in order of date and urgency.

Date	Task / work involved	Lead	Contractor (if applicable)	Notes / areas for improvement
January	Alarm test annual service	Facilities Coordinator	Crimecure	Handing over to Livewire Ltd
February	Lighting rod annual service	Facilities Coordinator	Equiptest Ltd	Contact in January
	Lift Inspection (6 monthly)	Facilities Coordinator	Munich RE	August & Feb inspections in relation to separate lift insurance (LOLER)
	Fire risk assessment update	Centre Manager		
March	Heating / Gas test certificates updated	Facilities Coordinator	BWPH Services	
	Fire safety equipment serviced	Facilities Coordinator	First Attendance	
	Lift service (quarterly)	Facilities Coordinator	Nova Lifts	Quarterly servicing by engineer
April	PAT test updating	Facilities Coordinator	Able Group	Contact Livewire Ltd for training
	Roof inspections (visual checks), clear drainage at height	Facilities Coordinator		Revise method statement and complement current P.P.E.
	Check solar panels / clean	Facilities Coordinator		Installation of gel deterrent
	Inspection of Play Area	Facilities Coordinator		
May	Drainage/rainwater goods inspections	Facilities Assistant assisted by Leyhill Volunteers		
	Check external doors and repaint	As above		Review eco performance
	Annual check of external low-level lighting	As above		Contact Livewire Ltd
June	Annual inspection of stonework at height <i>if required: removal of any vegetation</i> Annual inspection of nave roof (external) at height plus any lighting at height (towers) <i>if required: replacement of any slipped/broken tiles</i>	Facilities Coordinator	Stonework: Adam (formerly Nimbus) Stonework/roof: Breathe Conservation	
	Lift service (quarterly)	Facilities Coordinator	Nova Lifts	Quarterly servicing by engineer
July	Site inspection of trees/shrubs, removal of any base growth, dead branches etc	Leyhill volunteers overseen by Facilities Coordinator		Make sure P.P.E is up to date
	Annual insurance premium update/negotiation (exp. 31 August)	Centre Manager		

<b>Date</b>	<b>Task / work involved</b>	<b>Lead</b>	<b>Contractor (if applicable)</b>	<b>Notes / areas for improvement</b>
August	Inspection of windows, guards and glass and opening mechanisms <i>if required: report any areas for repair</i>	Facilities Assistant	Bristol Stained Glass	
	Lift Inspection (6 monthly)	Facilities Coordinator	Munich RE	August & Feb inspections in relation to separate lift insurance (LOLER)
September	Inspection of roof spaces (internal) <i>if required: report any areas for repair</i>	Facilities Coordinator		
	Lift service (quarterly)	Facilities Coordinator	Nova Lifts	Quarterly servicing by engineer
October	Review and update maintenance schedule and action plan	Centre Manager & Facilities Coordinator		
November	Roof inspections (visual checks), clear drainage at height Check solar panels / clean	Facilities Coordinator		Method statement and P.P.E. review
December	Drainage/rainwater goods inspections	Facilities Assistant assisted by Leyhill Volunteers		
	Lift service (quarterly)	Facilities Coordinator	Nova Lifts	Quarterly servicing by engineer
Daily tasks	2 x walk round / visual inspection and check of internal and external as part of Duty Manager unlock/lock-up procedure <i>if required: report any issues on Tracker</i>	Duty Manager		
Weekly tasks	Meter Readings	Facilities Coordinator		
	Silent alarm test	Facilities Coordinator		
Monthly tasks	Visual monitoring inspection of externals from ground level (stonework, pinnacles, towers)			
	Visual check of Play Area			Repair and maintain
	Rodent site check	Facilities Coordinator	Rentokil and/or Able Group	Review performance of chosen contractor
	1 <sup>st</sup> aid and fire extinguisher checks	Facilities Assistant		
	Audible alarm test	Facilities Coordinator		
Cyclical tasks	Inspections of roofs and rainwater goods after storms	Facilities Coordinator / Assistant		Method statement and P.P.E. review
	Elec test cert due 2021	Facilities Coordinator	Livewire Electric	
	Conditions survey due 2021	Centre Manager	Conservation Accredited Architect	

## 8.5 Resources

*What resources (money, people and skills) are required*

### *Project budget*

*See project budget spreadsheet for capital works breakdown.*

We are currently submitting an applications to Heritage Lottery Fund and Trusts and Foundation. Grant funding to carry out an extensive repairs scheme will assist with ongoing maintenance and reduce problems going forward.

### *Maintenance budget*

Our Business Plan 2017-2022 sets out our direction of travel in order to increase revenue to continue to support ongoing building maintenance. Trinity spends an average of £30k pa on maintenance and repairs and the proposed works should assist with reducing costs through improving access for routine maintenance for Trinity's in-house team. *See Business Plan and accompanying budget.*

Fabric repairs will compliment recent improvements to the interior, to ensure we are sustainable in terms of creating maximum opportunity to utilise the premises and generate income for running costs and ongoing maintenance.

We will incorporate any general maintenance of the windows and surrounding stonework into our ongoing maintenance plan. We will work carefully and consult with the conservation accredited architect appointed to advise about options for repair and protection to ensure ongoing costs are minimised.

We have an in-house facilities team that carries out minor repair works and general maintenance tasks (see section above) and have allocated a budget as part of the proposed capital repair scheme to further develop and train the team.

The organisation's direction of travel over the past five years demonstrates we are continuing to grow and develop. With the continued development of the asset and development of the organisation, as set out in our Business Plan, we will expand on this to ensure that we are in a position to build a healthy reserve and factor in cost of any future repairs and maintenance works into our budget.

### *Our green credentials*

Bristol was European Green Capital for 2015, which provided Trinity opportunity to deliver a programme of green activities for the community, as well as increase the sustainability of the building.

40 solar PV panels have been installed on the roof of Trinity providing full daytime electricity for the centre and the benefit of qualifying for the government feed-in-tariff, which pays the centre for electricity that is fed back to the grid. In total these amount to 8,200 Kw per year and a saving of over 3,500 tonnes of Co2 over 20 years. The 'FiT' payments are projected to generate £44K of revenue over the lifespan of the installation, helping to fund the centre's ongoing maintenance and repairs programme.

Further investment into renewables, including solar battery storage and a second solar PV installation on the South Aisle Nave Roof will further help us to make savings and generate revenue that can be used in support of the ongoing preservation of the asset.

As part of the HLF Delivery Phase, proposed efficiency measures including a solar battery store to store energy generated from existing solar panels, will mean an estimated annual reduction in electricity consumption of 4672kWh representing an additional £800 annual saving on our electricity costs, which can be used in addition to existing solar PV savings and revenue to offset maintenance costs.



## Conclusion

### Review

*This plan will be monitored and reviewed annually by the board of trustees as part of our internal auditing processes. This plan will be made available online [www.3ca.org.uk/renovation](http://www.3ca.org.uk/renovation). Document can be located as hard copy in the Trinity Office (Building filing cabinet) and saved in Trinity Adminspace > Facilities > Renovation.*

### Bibliography

*Other documents & references and where to find them.*

Operational:

- Building Maintenance Manual
- Electrical Ops Manual
- Maintenance Schedule of Works

*Documents can be located as hard copy in the Trinity Office.*

Policies & Procedures:

- H&S Policy
- Fire Risk Assessment
- Evacuation Procedure

*Documents can be located as hard copy in the Trinity Office and saved in Trinity Adminspace > Operations > Health & Safety. Evacuation procedure also summarised and can be located around the building by entrance / exit points.*

Construction/Architectural:

- Conditions Survey, 2016, Ferguson Mann Architects
- Feasibility Study, 2012, gcp Chartered Architects
- Conditions Survey, 2009, Simon Cartlidge Architects

*Documents can be located as hard copy in the Trinity Office (Building filing cabinet) and saved in Trinity Adminspace > Facilities > Renovation.*

Strategic:

- Business Plan, 2017-2022
- Programme Strategy, 2016
- Risk Register
- Consultation 2016, Ruth Ramsay
- Consultation 2015, 2Morrow 2Day
- Consultation 2012, 2Morrow 2Day

*Documents can be located found in Trinity Adminspace > Strategy. Programme Strategy also available online [www.3ca.org.uk/ignite](http://www.3ca.org.uk/ignite).*

External advisor documents:

- Black Radley: HLF Mentor Report; Thoughts on a Strategic Framework and Plan; Reporting Template Response
- Locality: Business Development Report; Balanced Scorecard Workshop. Progress to date against key risks and recommendations
- TCA Balance Scorecard-Success Measures (to TCA Strategic Framework and Plan) – this will be used by the board to measure direction of travel and to support performance.

*Documents can be located found in Trinity Adminspace > Strategy.*

Heritage information:

- Heritage leaflet (DL), 2008, funded by HLF
- (Book) The Trinity Centre: Culture and Change in Urban Bristol, 2010, funded by HLF
- (Book) Vice & Virtue: History of Old Market, 2015, funded by HLF

## Appendices

### Appendix 1 - Baseline Data

To build an accurate picture of the building today and how it got to where it is the following actions, studies and drawings have been prepared or obtained as part of our previous work:

- Land Registry ownership plan for the site and adjacent sites to verify ownership and lease. Adjacent ownership plans sought as there are occasional discrepancies in records held by adjacent land owners
- A history of planning application approvals has been obtained from Bristol City Council
- A history of Building Regulation approvals has been obtained from Bristol City Council
- The Building Regulations 'file' for the first floor related works has been inspected and drawings / calculations copied as appropriate
- A detailed digital survey of the building including Point Cloud digital file and photographic record
- A detailed topographic survey of the site including:
  - The location of all Tree Preservation Order trees. Some TPO trees have been removed shown on the current record. The tree officer at Bristol City Council has been advised of inaccuracies in their record
  - All incoming service locations including gas, electricity, water, BT and cable
  - The referencing of all drainage manholes to correlate with the earlier drainage survey referencing
  - Ridge and eaves heights of adjacent buildings
- The relative accessibility of Trinity was tested in a number of discrete exercises:
  - Electronic and telephonic access to information about what goes on at Trinity
  - Physical access, provision and guidance from the highway infrastructure for pedestrians, cyclists, motor vehicles with an emphasis on understanding what needs to be improved to make access to the building and movement around the grounds more accessible to more people without discrimination
  - Physical access and guidance for all users of the building to make navigation and use more attractive for all people without discrimination
- A review and report of the building capacity (number of people) in relation to the relevant standards / legislation was prepared based on the:
  - Actual floor areas of principle spaces, escapes door widths for the principle spaces, means of escape stair widths and final exit widths to determine what capacity was actually achievable
  - WC provision actual and required
  - Ventilation provision as installed and required
  - Areas of the building identified in the approved Licensing Agreement and if there was discrepancy with the actual capacity
- A review and report by Mann Williams of the structural engineering design of the building including the works undertaken over the last 20 years
- A review and report by IDP of the mechanical and electrical engineering installation within the building
- An acoustic review and report on:
  - The acoustic performance of the building between ground and first floor
  - The acoustic performance of the first floor hall
  - The ambient and background noise surrounding the building, to understand the constraints on any change or intensification of use.

## Appendix 2 - Surveys

A wide range of surveys have been considered and as required these have been progressively commissioned over recent years. Below is a summary of all reports undertaken, and summary based on finding. Justification is provided where specific surveys have not been commissioned.

### *Conditions Survey 2016*

An updated survey was carried out in 2016 by Ferguson Mann Architects with support from Mann Williams in order to assess the current condition of the North Aisle roof, high level stonework including parapets, pinnacles and turrets and leaded light windows.

#### Summary of findings – North Aisle roof:

- Several areas of thinning and perforation of the lead roof covering had developed since the 2012 inspection. Leaching white deposits strongly suggesting a similar defect as discovered on the South Aisle roof i.e. underside corrosion of the lead.
- Detailed inspection of the sub-strate where lead was lifted revealed identical defects to those found on the South Aisle roof: thick deposits of oxidized lead where corrosion had occurred, droplet of water evident and timber rolls and underlying plywood wet but not as saturated as that found on the south aisle.
- Inspection of timber roof structure identified a number of areas where repairs are required as a result of decay caused by water ingress particularly at wall plate and rafter ends.
- Conclusion is that the roof build up ie, a warm roof with insulation and no ventilation has caused the irreversible damage and all the roof coverings, insulation and timber sub-strate will need to be replaced and underlying timber structure repaired.

#### Summary of findings – High level Stonework Inspection

##### *Turrets*

- Evidence of poorly executed and ineffective insertion of stainless steel dowels chased into back of stone
- Light gauge stainless steel restraints (previous repair) – limited capacity but some beneficial restraint
- Much evidence of corroding cramps and pins actively causing damage and in some areas raise concern about the long term integrity - particularly around the central mullions.
- Pointing missing or deteriorated throughout exacerbating water penetration and potential for exposed embedded ironwork to corrode

##### *Parapets*

- East parapet copings in poor condition with stone missing or precariously held in position with corroding ferrous pins
- Corroding cramps at base of east parapet have jacked stone and caused fracturing. Extent of damage is such that dismantling, removal of embedded iron and rebuilding is required.
- Isolated areas of embedded iron and some stone replacement required to West Parapet

##### *Pinnacles*

- Pinnacles are anchored by a central ferrous rod now exposed at the top – lead capped in some locations. Embedded iron oxide forces have jacked stone and caused some instability of the east end pinnacles in particular where emergency work is required. Proposal is to dismantle, replave iron with stainless steel rods and rebuild.

##### *Walling stone generally*

- Investigative cramp removals established that the walling stone is only a facing ie.75mm thick probably delaminated from the wall core and has subsequently caused vertical cracking on the east elevation. Cramps are not tying the facing stone to the backing but are let into the top of stones across vertical joint positions. As there is no 'dog leg' returned down into the stone, their

function is unclear and it is considered possible that they have been installed incorrectly by masons at the time of building and that they should have been used as ties.

- Iron cramps are in set course and are anticipated at every joint in these courses. This has caused fracturing of stone corners in numerous locations.

Summary of findings – Leaded Light windows inspection (*mainly internal as external mainly concealed behind polycarbonate guards*)

- Some slumping and bowing but generally windows are structurally sound
- Where copper or stainless steel bars have replaced ferrous, bars are badly installed and are not providing adequate restraint to windows with inadequate copper ties provided.
- Pointing repairs required where new bars have been installed.
- Old opening lights in clerestories in poor condition – to be replaced
- Some cracked and missing quarries throughout.

#### *Site investigations 2012*

Carried out by Simon Cartlidge in June 2012 as follow-up to conditions survey, to identify scope of repair works required to South Aisle lead roof.

Summary of findings on investigation of the North Aisle roof:

- the roof construction of the north aisle is a facsimile of that to the south aisle (see report for further details on construction)
- following a detailed inspection, only one small defect was found to a defective weld over a lead roll abutment flashing
- the bottom section of a random bay on the north aisle was lifted and showed only light passivation, but especially around the edge of the rolls
- similarly, when the building paper was lifted, the plywood sheet beneath was found to be in perfect condition
- concluded that the roof was in good order, but should continue to be carefully monitored for ULC (especially following the appearance of any physical defects in roof coverings).

Subsequent inspections during repairs to South Aisle in 2013 and 2014 have shown that there has been increased appearance of physical defects to the North Aisle. These will require further investigation as part of the Development Phase, in order to assess whether the entirety of the lead on this side will need to be replaced, or just specific areas.

#### *Conditions Survey 2009*

In 2009 a Conditions Survey was undertaken by Simon Cartlidge Conservation Accredited Architect. This identified that, while the building is at large structurally sound, there are some key areas that require ongoing monitoring and restoration, as well as serious deterioration in the lead roof of the South aisle that required more immediate attention.

It has become apparent through this and subsequent investigation works that many of the problems that TCA have inherited with the building are largely due to works being carried out incorrectly (in the case of the roof) and previously identified repair works not being carried out by those organisations that held the responsibility for doing so.

Key recommendations from Simon Cartlidge Architect final report dated March 2009:

- The Trinity Centre is an important grade II\* listed building, which retains significant townscape value in the context of Old Market Conservation Area.
- Despite a series of previous inappropriate works, the building is still worthy of conservation and should be repaired using appropriate techniques and materials.

- The building currently remains wind and weather-tight, but it is clear that significant capital sums will need to be expended on the fabric in the near future if a more extensive repair works and greater loss of historic fabric is to be avoided.

### *Structural Survey*

Conclusions and Recommendations from Mann Williams Survey final report dated August 2009:

- The roof structure appears to be working adequately. There was no evidence of serious structural movement or degradation apart from that previously repaired.
- Repairs carried out to the trusses and the eaves beams are adequate but the use of concrete at the bearings is questionable; at this stage it does not appear to be causing a problem.
- The link between the deformation of the ceiling and the roof structure appears to relate to past failures in the roof due to decay to the north bearings; the result was some rotation to the roof structure as bearings crushed. However, there does not appear to be a significant structural link between ceiling ribs and the principal trusses and the current deformation is similar to that noted in the 1960's.
- The deflection of the ribs is not currently being caused by failures in the roof structure. The ribs appear to be free of the trusses and supported by the ceiling joists which span between principals. The connections between the ribs and the ceiling structure could not be determined.
- The towers appear to be good. There are no signs that their overall structural stability has been compromised and the steel frame built within the towers is performing well. However, the embedded ferramenta needs to be attended too, as it is causing distress to the stone by spalling and jacking.
- Our recommendations at this stage would be to achieve a closer inspection of the west elevation of the towers via scaffolding or by working from ropes. Skilled abseiling surveyors would be required to carry this out but anchoring may be difficult as the structures above the roof line are fine and sensitive and would not carry any significant horizontal loading.

### *CCTV Drainage Survey*

Survey completed by I Spy Technology Ltd dated April 2009.

### *Asbestos Survey*

An asbestos survey was completed in October 2007 by Accolade Asbestos Services Ltd.

A subsequent survey was carried out to specific areas as part of the Big Lottery works in 2013 to areas including the roof and wall spaces. No traces of asbestos were detected during either survey.

NB. North Aisle roof void was excluded from the 2013 survey as area was inaccessible. This area is now accessible and an asbestos refurbishment and demolition survey will be commissioned by TCAC prior to the planned works commencing in 2017.

### *Topographic and building survey*

Survey completed by Anthony Brooks Associates dated July 2012. A detailed digital site and building survey has been completed. These form the basis of the existing plans prepared by gcp Chartered Architects.

### *Sustainability Survey (Low and Zero Carbon technologies review)*

Survey completed by Integrated Design Partnership (M&E Engineers) final report dated August 2012

The Energy Strategy and Energy Conservation report prepared by IDP considers current Low and Zero Carbon technologies and their application to the Trinity Centre.

The conclusions of this report are summarised below:

- Other than the insulation of the roof spaces there is little scope for improving the thermal performance of the existing building structure.
- Efforts should be concentrated on reducing energy usage by system zoning and the introduction of automatic "demand lead" controls.



- Replacement of the existing lighting installations with new high efficiency light fittings and occupancy/daylight sensing controls should be considered.
- All new plant and equipment should meet or exceed current building regulation efficiencies.
- There would be a benefit to the centre installing Photovoltaic and/or Solar thermal arrays on the south facing roof

This report concludes that only photovoltaic or solar thermal installation is practical for the Trinity Centre, which has recently been installed (December 2015). Technologies such as ground and air source heat pumps, combined heat and power, biomass boiler plant and wind turbines are considered in this report but are dismissed as not appropriate for a number of identified reasons.

#### *Mechanical and electrical survey (utilities search)*

The mechanical and electrical plant has been surveyed by Integrated Design Partnership who recommends the whole installation needs to be progressively replaced as it has generally come to the end of its economic life, and the current installation provides limitation for future adaptation. Statutory services enquires have been completed for gas, electricity, water, surface and foul drainag, telephony lane line (BT) and cable (Virgin).

#### *Environmental impact assessment (ecological survey/habitat survey, e.g. newt, bat survey)*

Not commissioned as the no new building works (new structures requiring foundations) or substantial external works proposed as part of this project. This was verified by Charlotte Sangway, Bristol City Council.

#### *Acoustic survey*

Summary from MACH Acoustics final report dated 2 August 2012. An updated survey and report was carried out in 2016 with a focus on reducing acoustic bleed into the surrounding exterior/residents.

Key recommendations:

- The removal of the perspex will need to be compensated for by adding to the window build up internally
- This can be achieved by replacing the existing internal secondary glazing with a double glazed unit
- This glazing unit should include at least one pane of laminated acoustic glass
- Acoustic absorption should be added to the reveals between the double glazed unit and the stained glass
- In addition to ensuring that the sound insulation of the windows is not compromised, MACH Acoustics has also reviewed other areas where improvements could be made, including upgrading internal doors.

#### *Surveys not commissioned*

- Ground (soil and contamination) survey - no new building works/new structures requiring foundations
- Archaeological survey - no new building works/new structures requiring foundations
- Traffic impact assessment - works proposed as part of this project are not envisaged to generate any significant increase
- Flood Risk Assessment - site is not within any designated flood zone
- Legal Survey (rights of light / over sailing / party wall) - works proposed as part of the project do not generate the need for such property generated legal searches or surveys.

## Appendix 3 - Feasibility Study

### *Overview*

A detailed Feasibility Study was carried out in 2012 to:

- address the issue of defining a long-term sustainable future for the Trinity Centre
- establish the best way forward for optimally developing the Trinity Centre, both socially and architecturally, whilst fitting in with our vision, objectives, and mission as a charitable organisation.

This involved extensive community consultation that led to the development of a phased capital works programme of the Centre. The final document sets out plans for the future development of the Trinity Centre in order to maximise its use, enable us to deliver more services to our target groups, increase our revenue streams and minimise any ongoing cost and environmental impact of our energy consumption.

The study helped to bring people's ideas together with what is architecturally possible, to present a phased development plan that can help balance the range of uses for maximum benefit to our communities, whilst also helping us to improve on our financial sustainability and independence.

This helped to establish the following:

- Community consultation - extensive community consultation carried out to understand Trinity's position within the community and the potential for activity developments
- Work phases - establish a clear phased approach, which has evolved along with the building's development, helping to ensure works can be carried out in a way that enables the building to remain open during works.

### *Community consultation*

A total of 564 individuals were involved in community consultation as well as 122 organisations and community groups, representing over 14,000 members. There was a 24% BME response rate, which is nearly double the size of Bristol's BME population.

Feedback included:

- Interviewees saw the Trinity Centre as a place to bring communities from different backgrounds together
- Positive feedback about Trinity's service offer
- The need of open or free space for users to put on their own activity
- Obstacles and barriers that were preventing people from accessing the facilities, including that the windows give the building a 'boarded up' look and the fabric looks neglected

### *Consents*

Historically since the church was originally converted in to a community centre up to the period when the lift and recording studios were added in 1997 there had been a rather relaxed approach to gaining any statutory approvals for any works. But since 1997, the management have taken a completely different approach they have actively sought for all works where required.

Given the challenges of working on this listed building, every opportunity has been taken during past and future phases to have open discussion with all the statutory authorities and other key stakeholders who might be able to help and usefully influence the development of, and ultimately assist in delivery of any capital works associated with the Trinity Centre.

### *Listed buildings consent*

A combined planning, listed building and conservation area application has been submitted to Bristol City Council. This application has been prepared following extensive discussion with both Bristol City Council conservation officers and English Heritage. Various development options have been explored and the proposals submitted for approval are generally supported by both English Heritage and Bristol City Council.

### *Building regulation approval*

Detailed discussion has been held with a senior building control officer at Bristol City Council to establish a baseline a set of 'as existing' plans with capacities. Additionally the Avon & Somerset Fire and Rescue Service were consulted on the proposed changes and their comments incorporated.

### *Other Consents*

Church Commissioners remain an important party in the life of the Trinity Centre. Any changes that require planning approval have to be approved by the Church Commissioners. Trinity do not have a direct relationship with the Church Commissioners and all communications go through Bristol City Council as the owner of the freehold.

### *Leasehold*

Bristol City Council has a complex and multi-faceted relationship with TCA. They are the freehold owner and also the planning and licensing authority.

TCA has been working with Bristol City Council through their Community Asset Transfer Policy since 2002 to develop and manage the Trinity Centre. We are in possession of a 35 year peppercorn leasehold of the land and building where our capital project will take place (lease issue date February 2013). Our lease is a full repairing and insuring lease.

This relationship could either directly or indirectly influence the outcome of any statutory application for approval, therefore all key officers and elected members have been invited to any discussions relating to the relevant project phases.

### *'At Risk' Status*

Initial conversations with Arnold Root from English Heritage led to us identifying key issues that would grant the building "at risk" status from English Heritage. This was in order for us to be able to secure funding from English Heritage to carry out building works.

The building was deemed "at risk" due to the need to repair the South aisle lead roof and the need to ensure the ongoing sustainability of TCA in order to protect the building into the future - the absence of a viable organisation maintaining and running the building could lead to Trinity falling into disuse and disrepair as it has done historically.

It was for these reasons that "at risk" status for the building was pursued, which was granted in June 2011 by Sarah Ball and that we pursued the combined Feasibility Study and Roof Repair project, that would look into addressing both of the above points.

Following works carried out 2012-2014, the building was announced as being removed from the At Risk Register in October 2014 by English Heritage. It is important that works continue around issues identified in the Conditions Survey to ensure the building does not fall back into being At Risk.

## Work Phases

### Summary of completed work phases

Phase	Capital Project	Funder	Cost	Description of Works	Status
Phase 1a	Access to Training Project - Phase 1a	Bristol Objective 2 & Trinity Community Arts	£120,000	- Upstairs access, lift - Recording studios	Completed 2007
Phase 1b	Access to Training Project - Phase 1b	YANSEC SITA Trust Awards for All	£25,000	- Upstairs utilities - Lift platform - Studio equipment	Completed 2010
Phase 2	Trinity Centre Conservation Project - Roof Repair	English Heritage Biffa Award Pilgrim Trust	£195,000	- Repair to south isle lead roof - South aisle masonry works	Completed 2013
Phase 3	Trinity Centre Development Project - Community Garden	Awards for All, Veolia Trust, N-Partnership Wellbeing Grant	£35,000	- Outdoor community kitchen - Outdoor play area	Completed 2013
Phase 4	Trinity Centre Development Project - Phase 1 First Floor	BIG Lottery Reaching Communities Building Cory Environmental Clothworkers	£505,000	- Renovation of upstairs hall - Reception off office - Create additional multi-use spaces in upper levels - New boiler - Installation of new kitchen - Installation of LED lighting to replace existing in-house lights	Completed 2014
Phase 5	Trinity Centre Development Project – Solar PV	M&S Energy Fund	£15,000	- Installation of South Aisle Solar PV	Complete 2015

### Summary of upcoming phases, including Trinity Centre Conservation Project

Phase	Capital Project	Funder	Cost	Description of Works	Status
Phase 6	Trinity Centre Conservation Project - Roof Repair and Stained Glass Works	Heritage Lottery Fund, The Foyle Foundation and match funders	£670,000	- Lead-work, North aisle - Masonry works, North aisle - Full-stained glass window restoration project, including installation of secondary, tertiary glazings internally and externally, openings North and South high elevation windows - Felting main roof - Towers and stonework restoration - Includes heritage learning activities	2017-2018 HLF development funding secured. Capital fundraising programme in progress. HLF application deadline August 2016 for decision in December 2016. Works planned for start of 2017
Phase 7	Trinity Centre Development Project - Phase 2 - Ground Floor	Power to Change and match funders	£400,000	- Downstairs main hall sound and lighting equipment - Small rear extension for improved back-stage area and accessible WC - Downstairs main hall extraction - Redecoration of toilets & entrance	2018-2019 £65k confirmed for equipment. Power to Change application planned for July 2015 for works at start of 2016. £300k sought from Power to Change (+ revenue)
Phase 8a	Trinity Centre Development Project - Phase 2 - Ground Floor	TBC	£800,000	- Downstairs main hall air conditioning - Reconfiguration of rear office and to be moved to front of house - Cellar storage - External workshop building - External lighting scheme	2020-2021
Phase 8b	Trinity Centre Development Project - Phase 2 - First Floor	TBC	£450,000	- Installation of a second, mezzanine floor, upstairs hall	2022