

BRIEF: Development Consultant – National Lottery Heritage Fund (NLHF) Stage 2 Application Business Plan

Period: Feb-June 2026

Reports to: CEO

Fee/Contract: £9k fixed fee (subject to agreement)

Focus: Finalising Business Plan and key documentation for S2 application; R&D, audience development, operating models, test programme and revenue approaches, themes and concepts for JWB, informing relevant application documentation

Introduction

Trinity Community Arts is currently in the Development stage of the Saving Jacobs Wells Baths (JWB) project to shape Phase 2 Renovation Works with support from the National Lottery Heritage Fund (NLHF). Building on Phase 1 Repair Works funded by the Community Ownership Fund and local partners, this Development stage focuses on community engagement, stakeholder collaboration and the development of key documentation, including the Business Plan, required for our Stage 2 NLHF Delivery Application (deadline 26 May 2026). The project aims to fully restore the Grade II-listed Jacobs Wells Baths as a sustainable community arts and heritage hub.

Purpose of the Role

The Business Development Consultant is responsible for leading the development and finalisation of the Jacobs Wells Baths Business Operating Plan (2027–2031) and 5-year operating budget, ensuring these are evidence-led, coherent, and fully integrated with Trinity Community Arts' wider business planning and NLHF Stage 2 application.

The purpose of this role is to add capacity to the existing team to provide the “proof of concept” for how the space will work in the future. This is needed to inform key documentation (already drafted) that is required to submit our National Lottery Heritage Fund S2 Delivery Application (deadline 26 May).

The Consultant will work with the existing team - Heritage Curator, Trinity Events Team and arts partners – to carry out R&D that will directly inform:

1. the **JWB Business Operating Plan** incl **5yr operating budget** and
2. the **Heritage Learning & Participation Activity Plan** for the NLHF Stage 2 application, incl **programme delivery budget**

Current draft documents will be finalised using learning from the Pilot Activation Programme (“Art of the Possible”), a series of events delivered in the Pump Room by Trinity’s Events Team. The Business Development Consultant will document learning from this programme and

assess implications for future operations, including audience demand, operating models and income potential. Pilot activity will also inform the Heritage Learning & Participation Activity Plan for the NLHF Stage 2 application. This plan is led by the Community Producer and Heritage Curator, with the consultant supporting the integration of activity costs, staffing assumptions and programme learning into the business plan and financial model.

Key Responsibilities

Key outputs for the period to support our Stage 2 NLHF Application:

1. **Business Operational Plan;** Finalise the Jacobs Wells Baths Business Operating Plan (2027–2031), ensuring plans are informed by R&D learning, pilot activity and tested assumptions.
2. Finalise a detailed **5-year operating budget** to support the NLHF Stage 2 application.

Activities required to shape the above outputs:

Analysis: Work with Trinity's Venue and Capital Teams to test ticketing and income approaches through pilot activity, capturing learning on audience behaviour, revenue potential and cost implications, and translating this into business plan assumptions.

Contextualisation: Work with the wider team to align the Jacobs Wells Baths plan with Trinity's overall business plan and operational thinking, producing a clear operating model and evidenced recommendations on staffing, usage, income streams, retail/hospitality and technical requirements.

Research: Research comparable operating models across multi-asset and cultural organisations (e.g. Metal Culture, Creative Youth Network, RIO) to inform cost planning, risk mitigation and long-term sustainability assumptions.

Documentation: Ensure business and financial documentation for the NLHF Stage 2 application is complete, consistent and clearly cross-referenced, identifying and filling gaps, coordinating inputs from team members, embedding JWB within Trinity's core business planning, and supporting fundraising and donor engagement where required.

Project Team

- Nicola Dyer – Capital Project Manager: Leads Phase 2 capital works and NLHF capital documentation.
- Jamell Ackford – Director of Culture: Leads programme development and delivery; oversees programme budget.
- LaToyah McAllister-Jones – Community Producer / Lead Facilitator: Leads community and youth engagement; coordinates partners and Advisory Group.
- Edson Burton – Heritage Researcher / Curator: Leads heritage content, archives, Activity Plan and participant engagement.
- Emma Harvey – Fundraising & Strategic Development: Leads fundraising and donor relations; supports Activity Plan development.
- Business Development Consultant: Leads the Business Operating Plan and 5-year operating budget; integrates learning from pilot activity; ensures business documentation is coherent, complete and embedded within Trinity's wider business plan.
- Producer: Supports event and public activity delivery.
- Production Coordinator: Manages delivery logistics and H&S on site.
- Communications: Oversees marketing, content and messaging consistency.

Person Specification

- Experienced Senior Producer or Development Consultant with a track record in activating unusual or heritage spaces.
- Understanding of operational requirements for public events, including risk assessment and access.
- Comfortable working experimentally and iteratively.
- Strong partnerships/networking skillset.
- Experience of business planning or modelling income for cultural spaces (desirable).

Application Process To apply, please provide a CV and a concise proposal in response to this Brief, including a breakdown of time and approach and email to emma@trinitybristol.org.uk by 31 January 2026 9am.



