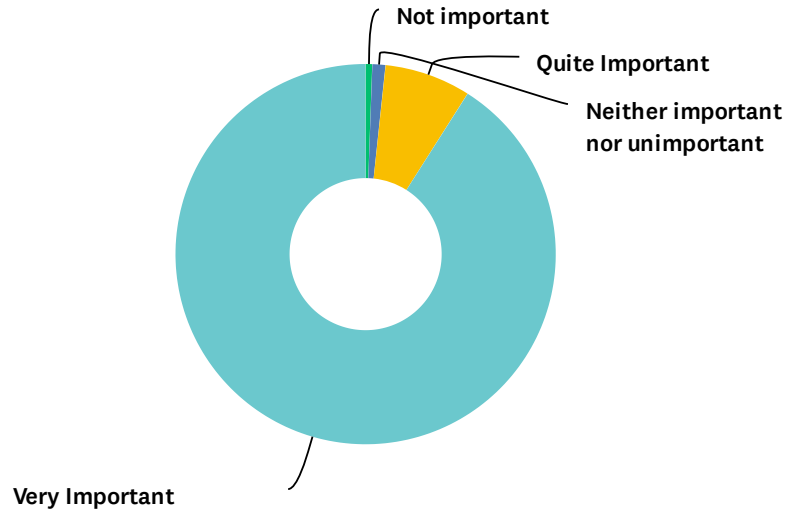


**Appendix A:**  
**Survey results**

# Q1 How important do you think it is for Thornbury to have a centrally based arts and community venue?

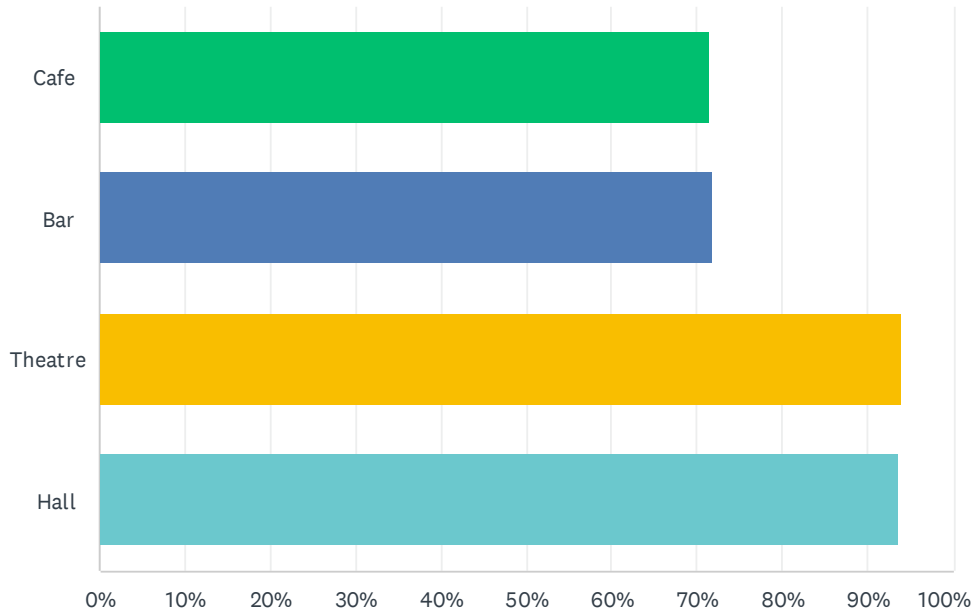
Answered: 355 Skipped: 1



ANSWER CHOICES	RESPONSES	
Not important	0.56%	2
Neither important nor unimportant	1.13%	4
Quite Important	7.32%	26
Very Important	90.99%	323
<b>TOTAL</b>		<b>355</b>

## Q2 What facilities would you like to see in an arts and community venue (tick all that interest you)

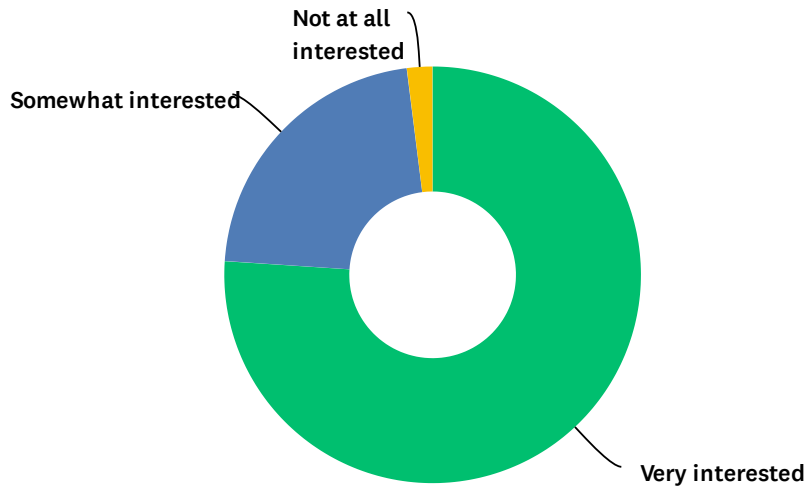
Answered: 354 Skipped: 2



ANSWER CHOICES	RESPONSES	
Cafe	71.47%	253
Bar	71.75%	254
Theatre	94.07%	333
Hall	93.50%	331
Total Respondents: 354		

### Q3 How interested would you be in a programme of shows and performances running throughout the year - both amateur and professional?

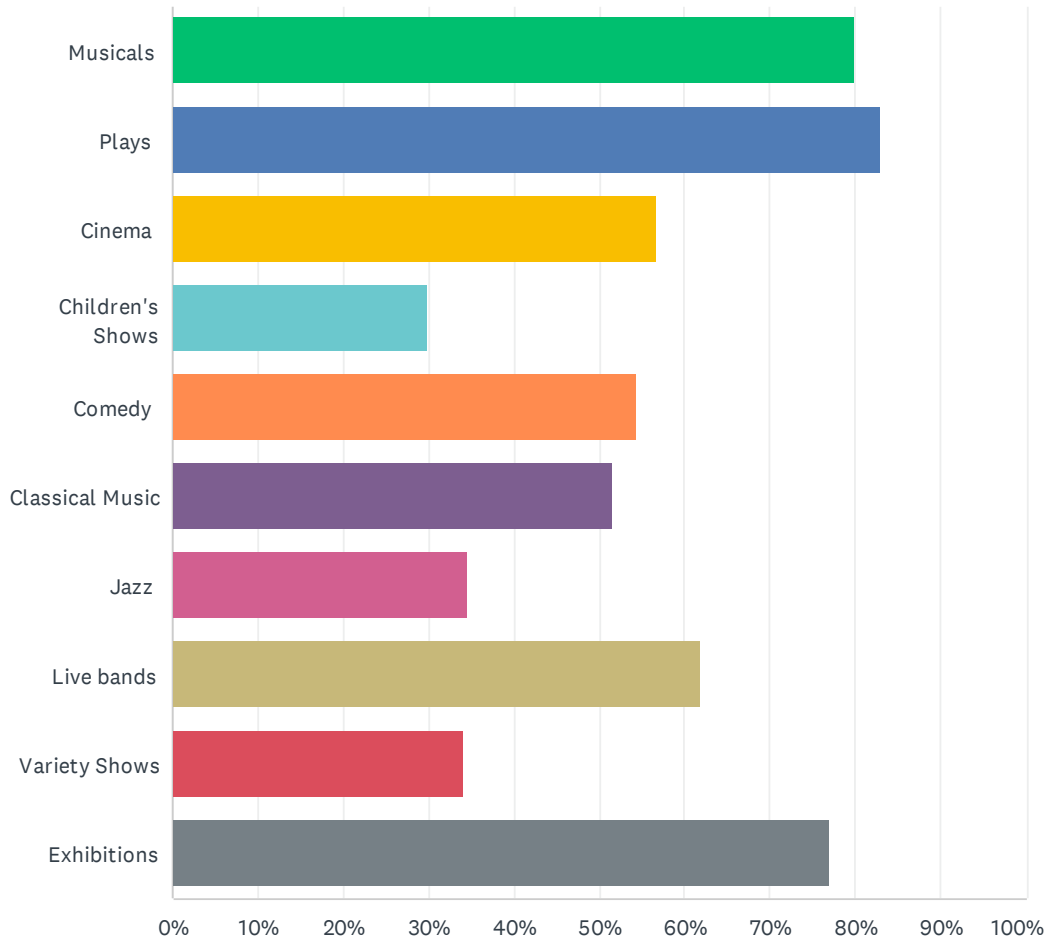
Answered: 355 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very interested	76.06%	270
Somewhat interested	21.97%	78
Not at all interested	1.97%	7
TOTAL		355

### Q4 What genre of shows and/or performances would you come to see (select all that apply)

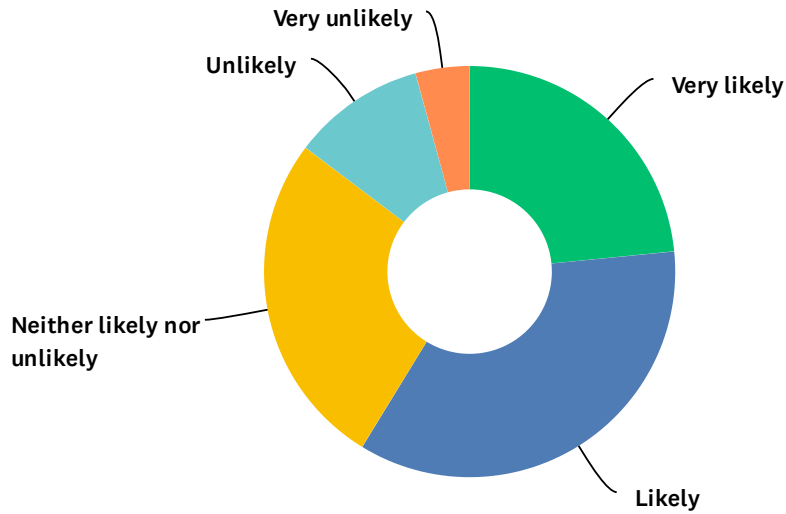
Answered: 351 Skipped: 5



ANSWER CHOICES	RESPONSES	
Musicals	80.06%	281
Plays	82.91%	291
Cinema	56.70%	199
Children's Shows	29.91%	105
Comedy	54.42%	191
Classical Music	51.57%	181
Jazz	34.47%	121
Live bands	61.82%	217
Variety Shows	34.19%	120
Exhibitions	76.92%	270
Total Respondents: 351		

### Q5 How likely would you be to pay an annual membership for certain benefits, such as ticket offers, early bird priority, discounts etc?

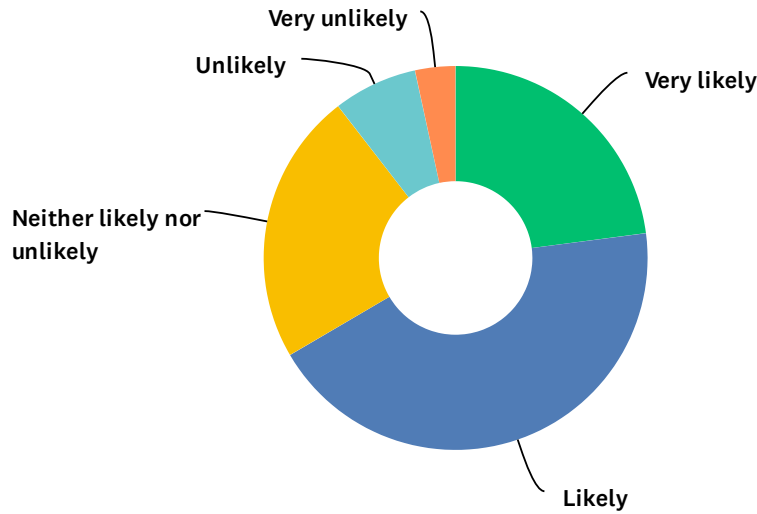
Answered: 354 Skipped: 2



ANSWER CHOICES	RESPONSES	
Very likely	23.45%	83
Likely	35.31%	125
Neither likely nor unlikely	26.55%	94
Unlikely	10.45%	37
Very unlikely	4.24%	15
<b>TOTAL</b>		<b>354</b>

# Q6 How likely would you be to make a donation towards the cost of reopening the Armstrong Hall?

Answered: 353 Skipped: 3

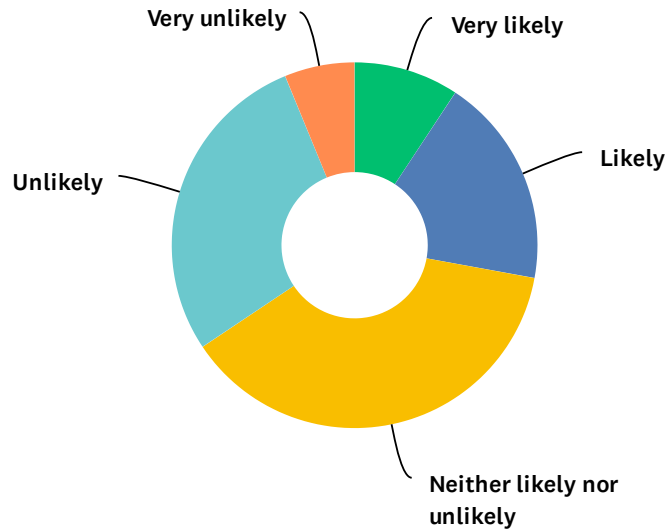


ANSWER CHOICES	RESPONSES	
Very likely	22.95%	81
Likely	43.63%	154
Neither likely nor unlikely	22.95%	81
Unlikely	7.08%	25
Very unlikely	3.40%	12
<b>TOTAL</b>		<b>353</b>



## Q7 How likely would you be to make a regular donation towards the running costs of a reopened Armstrong Hall?

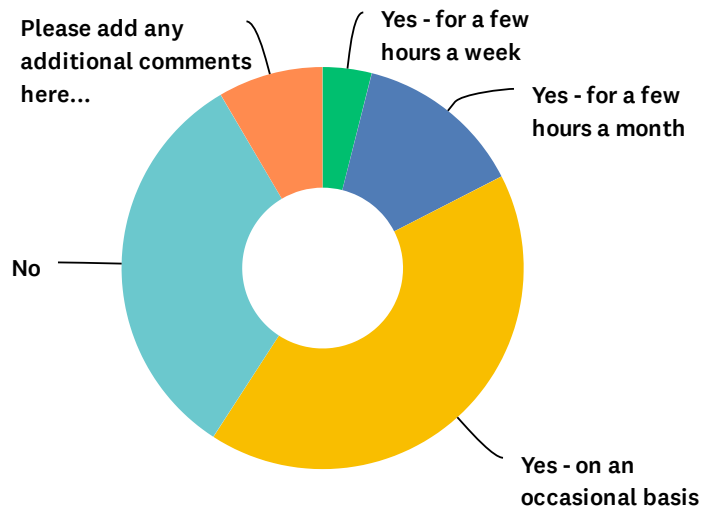
Answered: 355 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very likely	9.30%	33
Likely	18.59%	66
Neither likely nor unlikely	37.75%	134
Unlikely	28.17%	100
Very unlikely	6.20%	22
<b>TOTAL</b>		<b>355</b>

# Q8 Would you be interested in volunteering your time to help this community enterprise?

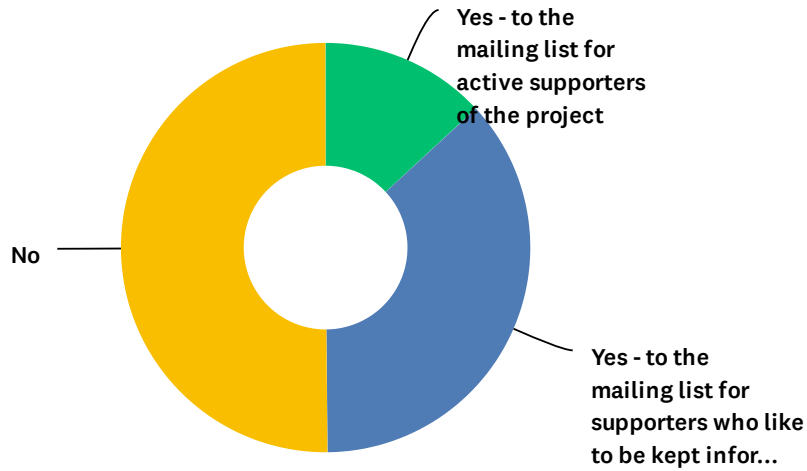
Answered: 355 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes - for a few hours a week	3.94%	14
Yes - for a few hours a month	13.52%	48
Yes - on an occasional basis	41.69%	148
No	32.39%	115
Please add any additional comments here...	8.45%	30
<b>TOTAL</b>		<b>355</b>

# Q9 Would you like to be added to the 'AHAA' mailing list?

Answered: 343 Skipped: 13



ANSWER CHOICES	RESPONSES	
Yes - to the mailing list for active supporters of the project	13.12%	45
Yes - to the mailing list for supporters who like to be kept informed of the progress of the project	36.73%	126
No	50.15%	172
<b>TOTAL</b>		<b>343</b>

**Appendix B:  
Programme**

Mth & week	Day of week	Armstrong	Cossham	Meeting Room or Bar area
Sept wk 1	Mon			
	Tues	Gardeners Club 2 hrs eve	U3A Architecture 2hrs am	U3A Architecture 1hr am  Climate Club 2 hrs eve
	Wed	Severn Vale Flower Club 4 hrs pm	Drama Club 2 hrs eve	
	Thurs	Speaking Out Club 2 hrs eve	Engineering Project Club 2 hrs eve	Lunch Club 3 hrs + kitchen
	Fri		Movie night 4 hrs eve	
	Sat	Food/wine market 4hrs 10-2		
	Sun		Sunday Club 2 hrs pm	
Sept wk 2	Mon	Exhibition all day	Tea Dance 3 hrs pm	
	Tues	Exhibition all day		Climate Club 2 hrs eve
	Wed	Exhibition all day	Drama Club 2 hrs eve	Lipreading 2 hrs am
	Thurs	Speaking Out Club 2 hrs eve	Engineering Project Club 2 hrs eve	
	Fri	Theatre event 3 hrs eve	U3A Travel & Tourism 2 hrs pm + kitchen 1 hr  Movie night 4 hrs eve	
	Sat	Country Music 5 hrs eve	Junior Drama Club 2 hrs am	
	Sun	Antiques market 4 hrs 10-2	Sunday Club 2 hrs pm	
Sept wk 3	Mon		Tea Dance 3 hrs pm	
	Tues			Climate Club 2 hrs eve
	Wed	Drama Club 2 hrs eve	Dance Club 3.5 hrs eve	Lipreading 2 hrs am
	Thurs	Speaking Out Club 2 hrs eve	Engineering Project Club 2 hrs eve	
	Fri	Arts Festival Event 4 hrs eve	Arts Festival Event 2 hrs pm  Movie night 4 hrs eve	
	Sat	Arts Festival Event 4 hrs eve	Junior Drama Club 2 hrs am	
	Sun	Arts Festival Event 3 hrs pm	Sunday Club 2 hrs pm	
Sept wk 4	Mon		Tea Dance 3 hrs pm	
	Tues		Climate Club 2 hrs eve	Wine Circle 2.5 hrs eve
	Wed	Drama Club 2 hrs eve	Severn Valley Quilters 3 hrs eve	SHRADS 2.5 hrs eve  Lipreading 2 hrs am
	Thurs	Speaking Out Club 2 hrs eve	Engineering Project Club 2 hrs eve	

Mth & week	Day of week	Armstrong	Cossham	Meeting Room or Bar area
	Fri	Theatre event 3 hrs eve	Thornbury Picture House 4 hrs eve	
	Sat	Tribute Band 3 hrs eve	Junior Drama Club 2 hrs am Children's Show 2 hrs pm Comedy routine 2 hrs eve	
	Sun		Sunday Club 2 hrs pm	
Oct wk 1	Mon		Tea Dance 3 hrs pm	
	Tues	Gardeners Club 2 hrs eve	U3A Architecture 2hrs am	U3A Architecture 1 hr am
	Wed	Severn Vale Flower Club 4 hrs pm	Drama Club 2 hrs eve	Lipreading 2 hrs am Climate Club 2 hrs eve
	Thurs	Speaking Out Club 2 hrs eve		Lunch Club 3 hrs + kitchen Engineering Project Club 2 hrs eve
	Fri	Comedy event	Movie night 4 hrs eve	
	Sat	Music event	Junior Drama Club 2 hrs am	
	Sun		Sunday Club 2 hrs pm	
Oct wk 2	Mon		Tea Dance 3 hrs pm	
	Tues			Climate Club 2 hrs eve
	Wed		Drama Club 2 hrs eve	Lipreading 2 hrs am
	Thurs	Speaking Out Club 2 hrs eve		Engineering Project Club 2 hrs eve
	Fri	Theatre Event	U3A Travel & Tourism 2 hrs pm + kitchen 1 hr Movie night 4 hrs eve	
	Sat	Country Music 5 hrs eve	Junior Drama Club 2 hrs am	
	Sun		Sunday Club 2 hrs pm	
Oct wk 3	Mon		Tea Dance 3 hrs pm	
	Tues			Climate Club 2 hrs eve
	Wed	Drama Club 2 hrs eve	Dance Club 3.5 hrs eve	
	Thurs	TMTG 4 hrs eve	Speaking Out Club 2 hrs eve	Engineering Project Club 2 hrs eve
	Fri	TMTG blocked out	Movie night 4 hrs eve	
	Sat	TMTG blocked out	Junior Drama Club 2 hrs am	

Mth & week	Day of week	Armstrong	Cossham	Meeting Room or Bar area
	Sun	TMTG blocked out	Sunday Club 2 hrs pm	
Oct wk 4	Mon	TMTG blocked out	Tea Dance 3 hrs pm	
	Tues	TMTG blocked out	Children's show 2 hrs pm Climate Club 2 hrs eve	Wine Circle 2.5 hrs eve
	Wed	TMTG blocked out + kitchen	Children's show 2 hrs pm Severn Valley Quilters 3 hrs eve	Lipreading 2 hrs am SHRADS 2.5 hrs eve
	Thurs	TMTG blocked out + kitchen	Children's show 2 hrs pm Speaking Out Club 2 hrs eve	Engineering Project Club 2 hrs eve
	Fri	TMTG blocked out + kitchen	Thornbury Picture House 4 hrs eve	
	Sat	TMTG blocked out + kitchen		
	Sun	TMTG 4 hrs am	Sunday Club 2 hrs pm	
	Oct wk 5	Mon	U3A Lecture 2 hrs pm	Tea Dance 3 hrs pm
Tues				Climate Club 2 hrs eve
Wed			Drama Club 2 hrs eve	Lipreading 2 hrs am
Thurs		Blood doning 8 hrs	Speaking Out Club 2 hrs eve	Engineering Project Club 2 hrs eve
Fri		Theatre event	Movie night 4 hrs eve	
Sat		Music event	Junior Drama Club 2 hrs am	
Sun			Sunday Club 2 hrs pm	
Nov wk 1	Mon		Tea Dance 3 hrs pm	Lunch Club 3 hrs + kitchen
	Tues		U3A Architecture 2hrs am	U3A Architecture 1 hr am Climate Club 2 hrs eve
	Wed	Severn Vale Flower Club 4 hrs pm	Drama Club 2 hrs eve	Lipreading 2 hrs am
	Thurs	Speaking Out Club 2 hrs eve	Comedy routine 2 hrs eve	Engineering Project Club 2 hrs eve
	Fri	Lights event	Movie night 4 hrs eve	
	Sat	Lights event	Junior Drama Club 2 hrs am	
	Sun		Sunday Club 2 hrs pm	
	Nov wk 2	Mon		Tea Dance 3 hrs pm
Tues		Gardeners Club 2 hrs eve		Climate Club 2 hrs eve
Wed		Mumbleys WI, 3 hrs	Drama Club 2 hrs eve	Lipreading 2 hrs am
Thurs		Speaking Out Club 2 hrs eve		Engineering Project Club 2 hrs eve

Mth & week	Day of week	Armstrong	Cossham	Meeting Room or Bar area
	Fri		U3A Travel & Tourism 2 hrs pm + kitchen 1 hr Movie night 4 hrs eve	
	Sat	Country Music 5 hrs eve	Junior Drama Club 2 hrs am	
	Sun		Sunday Club 2 hrs pm	
Nov wk 3	Mon		Tea Dance 3 hrs pm	
	Tues			Climate Club 2 hrs eve
	Wed	Drama Club 2 hrs eve	Dance Club 3.5 hrs eve	Lipreading 2 hrs am
	Thurs	Speaking Out Club 2 hrs eve		Engineering Project Club 2 hrs eve
	Fri		Movie night 4 hrs eve	
	Sat	Music event 3 hrs eve	Junior Drama Club 2 hrs am	
	Sun		Sunday Club 2 hrs pm	
Nov wk 4	Mon		Tea Dance 3 hrs pm	
	Tues		Climate Club 2 hrs eve	Wine Circle 2.5 hrs eve
	Wed	Drama Club 2 hrs eve	Severn Valley Quilters 3 hrs eve	SHRADS 2.5 hrs eve
	Thurs	Speaking Out Club 2 hrs eve		Engineering Project Club 2 hrs eve
	Fri		Thornbury Picture House 4 hrs eve	
	Sat	Christmassy show 2 hrs eve	Junior Drama Club 2 hrs am	
	Sun		Sunday Club 2 hrs pm	
Dec wk 1	Mon		Tea Dance 3 hrs pm	
	Tues	Gardeners Club 2 hrs eve	U3A Architecture 2hrs am	U3A Architecture 1 hr am Climate Club 2 hrs eve
	Wed	Severn Vale Flower Club 4 hrs pm	Drama Club 2 hrs eve	
	Thurs	Speaking Out Club 2 hrs eve		Lunch Club 3 hrs + kitchen Engineering Project Club 2 hrs eve
	Fri	Music event 3 hrs eve	Movie night 4 hrs eve	
	Sat	Senior Citizens Christmas Event 3 hrs pm	Junior Drama Club 2 hrs am	
	Sun		Sunday Club 2 hrs pm	
Dec	Mon		Tea Dance 3 hrs pm	



Mth & week	Day of week	Armstrong	Cossham	Meeting Room or Bar area
wk 2	Tues			Climate Club 2 hrs eve
	Wed		Drama Club 2 hrs eve	
	Thurs	Speaking Out Club 2 hrs eve		Engineering Project Club 2 hrs eve
	Fri	Comedy event 2 hrs eve	U3A Travel & Tourism 2 hrs pm + kitchen 1 hr  Movie night 4 hrs eve	
	Sat	Country Music 5 hrs eve	Junior Drama Club 2 hrs am	
	Sun	Art exhibition 5 hours daytime	Sunday Club 2 hrs pm	
Dec wk 3	Mon		Tea Dance 3 hrs pm	
	Tues			Climate Club 2 hrs eve
	Wed		Drama Club 2 hrs eve	
	Thurs	Speaking Out Club 2 hrs eve		Engineering Project Club 2 hrs eve
	Fri		Movie night 4 hrs eve	
	Sat	Junior Drama event 3 hrs eve	Junior Drama Club 2 hrs am	
	Sun			
Dec wk 4	Mon			
	Tues			
	Wed			
	Thurs			
	Fri	Family magic show 2 hrs pm	Thornbury Picture House 4 hrs eve	
	Sat			

**Appendix C:**  
**Repairs**

## **Armstrong Hall Complex Building Works Required to Re-open and later Works**

### **ESSENTIAL WORKS**

**The floor in the Armstrong Hall** is an interlocking wood block floor that is lifting in nearly all of the hall.

It is laid on a bitumen base and it is assumed that water ingress has caused the problem.

It is also possible that the wood blocks have been laid with no allowance for movement around the perimeter which would make thermal or moisture movement cause the floor to lift.

In the past the wall facing the side closest to the Wheatsheaf Pub has been painted with bitumen on the outside in an effort to keep water out. This is likely to make matters worse rather than better if the water is entering from the cavity of the wall which is a possibility.

The cavity of this wall needs to be exposed at floor level from the outside so that it can be inspected to see if this is where the problem lies.

If that is the case then a cavity tray may need to be built in along the full length of the wall which is best done by building in a plastic cavity tray available from Cavity Trays of Yeovil. It should be possible whilst this is being done to make sure that the cavity is left clean above and below the floor level.

The original drawings of the wall show the cavity extending down past the floor level and if the cavity is mucky (building rubbish etc) or if the slab was slightly oversized leaving no cavity then water ingress is inevitable.

**Replacement Floor (250 m sq plus taper)** The present floor has in many cases lost it's tongues and so could be stuck back in place but is very unlikely to stay put. A new floor finish is required and the cheapest way to find a replacement established. The wood blocks would need to be lifted and disposed of and if the bitumen layer is sound then it may be that the best remedy is to screed over the whole floor and paint it with a heavy duty (commercial garage style) finish.

This will leave a taper where the floor finish meets the foyer but this can be accommodated in the link at the entrance.

**Signage (Just a suggestion not "safety signs" which are included in the Fire Precautions section below)** This need not be extensive but I have produced a sketch that would give a cheap and up to date welcome as viewed from Chapel Street by using specialist produced vinyl lettering as is used universally on commercial vans and lorries.

**External Doors** Replace the doors noted on the drawing (Changing Rooms exit, Armstrong Hall both emergency exits, Back Stage exit, Bar exit) all with similar solid core external doors with weather mouldings added. (Eleven door leaves at £300 per leaf painted and fitted BUT excluding ironmongery to be retained or replaced if so advised by Adrian Savery.

**Electrics.** (Lifted straight from the Citation Electrical Installation Condition Report and all essential before re-opening)

1) DB2 Circuit 13/14. No MCB in DB only RCCB (double pole), circuit is therefore inadequately protected by a 60A 3036 fuse in main intake area. Conductors are 6mm.

2) DB5, Circuit 1. Circuit has 1 x ring and 1 x radial from the same fuse. The radial circuit which has 2.5mm conductors are(sic) therefore inadequately protected by a 30A fuse.

3) DB5 , Circuit 1 has an excessive earth fault loop impedance reading.

4) DB Stage Lighting A, Circuit 2 , Single conductors run out of DB to external terminal blocks with no containment used. Single unsheathed conductors on show.

5) DB Stage lighting B, Circuit2 2L3 and 4L1. Circuits run out in singles with no form of containment used. At beginning of cable run the cables are attached to cable tray but unable to see where the cables end up as I could not trace the circuits.

6) DB Stage lighting B, Large rectangular aperture on underside of DB.

7) DB Stage lighting B, Circuit 3 L1, 3 L2, 3L 3, 6L2, and 6L3 have excessive earth fault loop impedance readings.

8) DB 1A, Circuit 4L 2 has an excessive fault loop impedance reading.

These are the items listed as needing “urgent remedial action” . Lesser faults are listed in the report to be dealt with later.

### **Fire Precautions (including relevant builders work)**

The following are listed as essentials (Priority A) from the Fire Risk Assessment and so need to be done to demonstrate due diligence rather than risk a fire causing unacceptable consequences.

No emergency exit should be key lockable and so a change is needed to i) Excel Room double doors.ii) Kitchen final exit

All final exits need to be either repaired or replaced with doors complying with Building Regulations Approved Document B or BS9999.

All outward opening with push pads or crash bars certified to BS EN 179 and BS EN 125 in line with current standards as advised article 14 of the Regulatory Reform Fire Safety Order 2005. To be serviced or installed by a competent fire door installer/maintainer.

These doors are already covered in the external doors section above but this is a more elaborate direct quote from the Fire Risk Assessment.

The doors to the electrical and lighting room and the door below stage need to be a better fit in their frames to be compliant with BS 8210 and BS476 and should be FD30S doors which means that they should have intumescent strips and smoke seals. The electrical and lighting room should be fully fire boarded (15mm British Gypsum Fireboard all round.

The ceiling should be upgraded to 60 minute fire protection by either adding Fireboard (2x15mm thickness@ or by painting with Envirograf intumescent paint. It may be possible to apply the same to the walls rather than boarding them.

Some of the pipework passing through the floor/walls may need intumescent collars rather than intumescent seals but this would only apply to pipes(or whatever) needing a hole greater than 40mm in diameter (or 160mm if the pipe is steel or iron)

The door to the Committee Room needs its frame remedied to reduce the gap at the top leading edge to between 2 and 4mm.

The Beer Cellar door needs a smoke seal and intumescent strip added and to be fitted with a positive overhead closer (this can have a close delay to make it easier to get in and out whilst carrying with both hands).

All other internal fire doors to be checked to be intumescent strip and smoke seal compliant and with the 2 to 4mm gap all round except at the bottom where the gap should be 8 to 10mm.

The current control panel for the fire alarm system is between 23 and 33 years old and should be replaced due to obsolescence of parts. It may give spurious or false alarms and not be possible to support upgrades. It should be replaced with a modern conventional Fire Alarm Control Panel compliant to BS EN 54 2&4.

System should be at least to BS5839-1 category L3 system comprising smoke and heat detection throughout the building including the basement boiler room with identical sounders and Manual Call Points(MCP's).

Installation , commissioning and completion documentation to be retained on site for inspection.

The system should be maintained as specified in BS5839-1. "The time between inspections shall be based on a risk assessment but should not exceed 6 months" and suitable records be kept.

Install an additional 6Kg foam and dry powder extinguisher in the basement boiler room to cover the oil-fired boiler and oil tank.

Due to the use and occupation of the buildings during the hours of darkness including by the public especially during the winter months, install emergency lighting in accordance with BS5266-1 in the following areas.

i) Basement boiler room

ii) Armstrong/Cossham Hall all areas occupied during the hours of darkness especially public areas to include all exits , the disabled toilet & the kitchen area, committee room, enquiries office and bar.

To be installed by a competent emergency lighting engineer.

Installation , commissioning and completion documentation to be retained on site for inspection.

The management to instigate monthly flick checks of the emergency lighting in accordance with BS5266-8 by briefly energising them by stimulating a mains power failure on the normal lighting circuit or circuits or individual luminaires. This can be carried out by a "trained" person.

To be recorded in a fire logbook for audit by any relevant person.

Where installed Fire Action Notices are not fully populated. I imagine that this means that they do not describe what is required as the report goes on to say

"Identical fully populated Fire Action Notices to be placed at all exits/MCP's.

It is necessary to provide notices informing the occupants of the actions they should take including :

- If they discover a fire
- If the alarm system sounds
- Locations of assembly point
- Calling the fire service

Improve the “Fire Exit” and directional means of escape signage in and around the building in accordance with BS5499 and BS EN ISO 7010.

Exit signs should be placed over all exits that are available for escape in an emergency and externally to indicate the route to the assembly point.”

This will total 12 sets of exit signs plus outdoor signage from each exit to direct to the assembly point.

The report quotes “Assembly Point” not points but Fire Brigade advice needs to be sought to determine if more than one assembly point is needed as access past the building is limited at the sides and would be unsafe if it was on fire.

There are additional requirements in the report (priority A) that involve inspections , monitoring and training of relevant persons/significant users but these would not include building work costs.

**The Flat Roof over the Bar/Offices/Foyer/Committee Room** is technically lacking and in poor shape but to replace it before re-opening is likely to be prohibitive as it totals about 270m sq and will certainly need replacing shortly. In the meantime it can limp along being cobbled when it leaks.

When replaced it is likely that the deck will need some replacement timber and consideration should be given as to whether or not the rooflights are all needed. Granted they may help to light the areas beneath but how often are those areas used without the lights being turned on? At least one shows signs of leaking and it may be that it is cheaper to remove it and add another patch to the roof that it is to repair or replace it.

Whilst we should be saving energy a set of modern lights use very little energy and the addition of the insulation that will be needed when the roof finish is replaced could more than compensate.

The present roof finish has outlets that discharge down through the inside of the building , the roof has no noticeable falls and the outlets are not only very small but also unprotected and so easily clogged with leaves and bird dropped detritus.

When replaced the new finish can be laid to falls on new insulation to gutters on the outside of the building.

The roof perimeter flashings against the Armstrong Hall and Cossham Hall will also need to be replaced.

**Kitchen** The kitchen worktops are chipped and the chipboard exposed which must present infection risk. Consideration should be given to putting in new worktops.

**Outside Wall** on the High Street side of the building there is a small area of unsound boundary wall which should be re-built and repointed before it falls down which would make it more costly to put right and could cause serious injury if it happened to fall when someone was passing.

**Desirable Works**

Redecoration to the outside (at least the walls facing the courtyard) and inside (at least the foyer).

The other works highlighted in the Easton Bevins Condition Survey are less urgent and can follow in the year or two after opening.

**Appendix D:**  
**Operations**





# Armstrong Hall

Operational Report

for Armstrong Hall Action Alliance

Nick Craney - October 2021

07725523138

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## Introduction

### Brief

I was asked to look at operational possibilities for the Armstrong Hall which is a small multifunctional hall situated just off the High Street in Thornbury, South Gloucestershire.

The hall is currently owned by a trust which consists of one trust member. The trust member is Thornbury Town Council who is interested in passing the entire control of the venue to a third party. The group I met with today, the Armstrong Hall Action Alliance (AHAA), are a possible provider of these services. This report is to assist them in their considerations of the viability of running the entire venue as a Community Interest Company (CIC).

The report will deal with a number of operational areas and any assumptions made are based on plans of the venue provided by the AHAA as well as information on the possible usage of the venue also provided by this organisation.

There are two levels on which such premises as the Armstrong Hall will function, one of which is very basic and the other which allows for a level of customer service.

## Licence and Designated Premises Supervisor (DPS)

The local authority (in this case South Glos County Council) is responsible for issuing a licence to the venue. Licences have a double remit, one of which is to allow Regulated Entertainment while the other is to allow the Sale of Alcohol.

Just about every theatre, concert hall, parish hall or village hall will have a licence, this is known as a Premises Licence.

To apply for the licence applications must be made to the Council usually through their website (<https://www.southglos.gov.uk/business/licences-and-street-trading/licence-alcohol-and-entertainment/premises-licence/>). These pages explain the costs and procedures but it is worth pointing out that every premises licence that has the option to serve alcohol must have a Designated Premises Supervisor (DPS) who is responsible for the sale of alcohol and the maintenance of the regulations set out in the licence including opening times and ensuring that the alcohol laws are maintained. The DPS must be in possession of a Personal Licence for which they need to have a qualification (<https://www.southglos.gov.uk/business/licences-and-street-trading/licence-alcohol-and-entertainment/personal-licence/>).

## The Yellow Book

In this document I will refer to the Yellow Book as a guide to the requirements of a place of entertainment. It is important that the Yellow Book rules are adhered to so that we can be sure that we are making every effort to be a safe environment.

<https://www.abtt.org.uk/product/technical-standards-for-places-of-entertainment/>

This publication provides a set of standards for the buildings, equipment and management of premises which are primarily used for entertainment. Such buildings can present unique hazards to performers, staff and the general public due to the number of people present in unfamiliar surroundings which may be noisy or poorly lit. The standards are intended to apply to indoor venues although much of the guidance will also apply to outdoor events. The intention here is to help licensees, technical

managers and enforcers to understand the requirements and needs of places of entertainment. The aim is to provide simple guidance in an easy format. It does not replace the need for risk assessments but it is a guide to assist in the identification and removal of hazards and can often be cited in any mitigation in risk assessments.

### Health and Safety and Risk Assessments

A Health and Safety policy will be required, governed by the hierarchy of responsibility laid out in it. It will also need a statement from the health and safety lead, to which staff will be able to refer (including volunteers).

Risk assessments will need to be undertaken on many areas, including - working at height, manual handling, the use of chemicals (COSHH assessment), use of electricity, use of plant, lone-working, physical and verbal abuse, robbery and, of course, fire.

It should be remembered that when an audience is in the building they will often be packed in tighter than would normally be comfortable and we need to be sure that they are still able to escape the venue in the event of an emergency.

While the use of the Yellow Book and risk assessments together will reduce the risk to manageable levels, without a doubt the most important thing is to have a Premises Manager who is able to take control of the venue should the need arise. This person will need to be supported by a competent team who are fully trained in what action they should take in emergency situations.

### Testing

Systems need to be tested, and recorded as being tested, regularly. In particular these are:

- Fire alarm (weekly)
- Emergency lighting (monthly)
- Ventilation (monthly)
- Toilets (daily)
- Emergency exits (every event)
- Water testing is important for Legionella and to ensure that the hot water is not too hot.
- PAT testing will need to be undertaken annually for most equipment including all the venue's lighting and audio equipment, as well as catering, IT and any other equipment.(in general, if it has a plug it needs PAT testing
- The entire electrical installation will need to be tested every 5 years.
- The lifts in the hall need LOLER (lifting operations and lifting equipment regulations) testing twice annually to comply with regulations
- It is important to ensure the venue is watertight and that all services are in good condition.
- Ladders need to be inspected on every occasion they are used

### Evacuation and 'Invacuation'

The hall will need procedures for both of these potential situations. Evacuation for emergencies in the building and Invacuation for any incidents that are outside the building that allowing a few hundred people to join would cause problems for the civil authorities.

Generally a fire alarm would not sound in an auditorium to avoid panic (but still be capable of sounding if the space was to be used for a market or fair). In the event of an emergency the Premises Manager should, having made the decision to evacuate, make an announcement asking people to move out of the building thereby avoiding rushing and crushing. In the case of Invacuation they would make people aware that there is an

incident in the surrounding area and police have asked them not to leave the building until it is safe to do so.

These procedures will need to be written down and practised regularly by staff and volunteers. They will form part of the Risk Assessment and will also be a small part of the Fire Risk Assessment.

### Certification of Engineers etc

It is important to be sure that any engineers that are engaged to work in the building are properly qualified, for instance a rigger has to have special qualifications prior to working in the building.

### Venue Maintenance

The venue must be maintained and looked after. It does not take long for a building to become uninhabitable if it is simply left to its own devices. Any plant will need regular servicing and this will include the boiler, any ventilation, electrical plant (see testing above)

The venue will also suffer wear and tear with people using facilities, toilets will get blocked, taps will not stop running or simply not work, handles will come off doors, the list is endless which is why it is important to have someone available to undertake this kind of work. There are companies that will undertake facilities management or this can be managed by the CIC.

## Customer Journey

For the best operational plan we need to undertake the customer journey throughout their stay; from booking tickets to parking their car or bike, their entry into the building and so on until they leave the building at the end of the event.

The two main types of customers are the people who hire the building for an event or activity and those who attend them. Within these two groups Armstrong Hall will have many types of customers with varying needs and requirements from physical needs to those with special educational needs and we need to ensure that all people feel equally welcome and able to participate.

When trying to establish a plan it is important to establish the customer journey. To do this we need to take into account aspects such as the quantity of space in specific areas, the different functions areas may have, as well as customer comfort.

### Audience into Armstrong Hall

- When a customer visits the Armstrong Hall they will enter the foyer having crossed a courtyard, where there is an accessible toilet.
- If they are visiting the main hall they then move into a fairly small area prior to turning left to move into the main foyer area and bar both of which do not appear to have emergency lighting or smoke detection.
- The box office and cloak room are situated in this area and the Ladies and Gents facilities are also here.
- To access the hall there is one entrance through a lobby, which may help with attenuation of sound in and out of the hall.
- Once in the hall, depending on the set-up, customers will need to find their seats on the flat floor area of the venue.

- The stage is at the far end and there is a fire exit either side. There is a pass door on the Stage left side of the auditorium

### Performers into Armstrong Hall

I assume performers enter the Hall either through the foyer area or the door to the rear of the Hall and up two flights of steps to gain access to the two dressing rooms which appear to be on stage level. The stage is not accessible for wheelchair users, or customers with limited mobility. There are two emergency exits from the rear of the stage, one of which is the stage door.

There are two toilets between the two dressing rooms. Behind the stage area there is a run-around or cross-over corridor. The stage is fairly small and may need extending depending on the activity.

There are no steps into the auditorium from the stage.

### Technicians in the Armstrong Hall

To access the projection room technicians are required to climb a cat ladder from the auditorium floor to a platform, some 3m above the floor. This is also the only point of egress.

### Anyone going to the Cossham Hall

These customers enter from the same courtyard as those for the Armstrong Hall and have the use of the same facilities in the foyer. There is a separate door affording access to the space and to the meeting room adjacent to the hall.

Customers turn into the hall via a 1.5 leaf door adjacent to the stage. There is one emergency exit at the far end of the hall, in the middle of the wall and this exit must be kept clear. There is a disused balcony above the exit door. Customers are also able to exit the way they came in, through to the external courtyard.

The forestage in the Armstrong Hall is currently held in place with ratchet straps which is of some concern.

There is meeting room accessible from the lobby which also feeds into the Cossham Hall.

Another door from the meeting room lead to an office which also has doors to the ticket office, cloakroom (coat store), and bar area.

## Staffing

It is important to be sure that all staff, paid or voluntary are properly inducted into the venue operations. They need to understand the structure of the organisation and also be cognisant of the layout and procedures, particularly what to do in the event of an emergency. They also need to be aware of the Health and Safety policy.

### Front of House and Bars

Ideally a venue such as this will have a Premises Manager who could be the DPS [see above] and a caretaker who can undertake first line maintenance around the venue, as well as setting up rooms and ensuring the building is clean and compliant with the licencing regulations.

The venue would need to be cleaned on a daily basis probably by an external company so that they can be flexible with variations of business.



## For events the following areas **MUST** be staffed:

1. Bar could be volunteers – but caution should be taken to engage suitable people.
2. Foyer – Meet and Greet and responsible for directing people in the right direction – this is likely to be the person who takes control in an evacuation (probably an employee)
3. Armstrong Hall – 3 Stewards who are fully aware of evacuation policy and procedures (Could be volunteers)
4. Cossham Hall – 2 stewards who are aware of the policy and procedures for evacuation to assist people in and out of the venue (could be volunteers)
5. Meeting Rooms – Whenever these are occupied the Premises Manager or a deputy, should be on site. This is a requirement of the fire regulations.
6. It is never recommended that people are allowed to be in the building when it is not managed by a member of staff who are authorised by the CIC.

## Key Holders

Emergency services require key holders to be called upon when alarms go off in buildings such as these.

There will always need to be an authorised responsible person available to unlock and lock the building when it is used. Apart from decent customer service this is also required to be sure that emergency evacuations can be carried out.

## Technicians

It is always best to have a technician available who is able to operate the systems, as freelancers are very expensive. This could be a person or team of volunteers who can cover both day events and evenings. The risks are that you cannot get enough volunteers for certain events and far too many for others so one of the duties of the Premises Manager would be to manage this team very carefully.

It is important that technicians are very aware of the equipment they are using and that adequate Risk Assessments are carried out for all the operations they undertake. This should include specialised areas such as electricity at work and COSHH. It will also be important to have Working at Height assessments and Manual Handling assessments. It is likely that these will include the need to use Personal Protective Equipment (PPE).

## Programmer (Diary Manager)

This person needs to be able to understand how the building is working, they need to be able to ensure that the diary makes sense and that there are no clashes that could cause issues – A string quartet in the Cossham Hall whilst a tribute band is in the Armstrong Hall is perhaps not the best experience for all of the customers in the hall. This role would also be responsible for ensuring that the building can be prepared in time for the next event, eg. Late show finish with an early booking the following day.

## Marketing

To promote the hall and events that take place. Social media is important in this area and someone who is social media savvy would need to take this role. Marketing is often connected to Box Office and deals with customer complaints and comments.

It is important to ensure that details of all events are kept as there may be a time when Key Performance Indicators are required, especially to inform funding organisations. This can be the responsibility of the marketing department.

## Development

This is the area that deals with funding and identified grants, trust or sponsorship.

## Finance

Maintains financial reports and control; raises invoices, pays bills, manage staff payroll, premises contracts.

# Venue Considerations

## Bars

Legally the DPS does not need to be present when alcohol is sold but is ultimately responsible should any issues arise. They will need to name the responsible people that are able to authorise the sale of alcohol.

## Bars income

This can be very profitable if handled well. Secondary spend is often the best way of bringing in money to a venue. It is generally recommended that bars in venues should try to maintain a Gross Profit of 70% or above. Having said that it is essential to take into consideration the cost of drinks in the surrounding area to benchmark your prices but 70% is a good level to aim at. If you use volunteers behind the bar this is more of a guideline.

Attached is a spreadsheet to assist with calculating Gross profit

## Storage

This is very important and often forgotten. Multi-purpose venues, by their nature, have very many different guises and this, of course means lots of different layouts and formats. Storage needs to be available for chairs, tables of different sizes, Tensator barriers, pianos, rostra, banquet seating - the list is endless and this needs to be considered. It is a waste of time and energy to have to keep moving equipment about just to get it out of the way.

## Insurance

It is important to have insurance for building, contents, Public Liability (usually circa £5m) employers' liability (to cover volunteers too). It is important to speak to a specialist broker about what you will need.

## Kitchen

The hall boasts a large kitchen. It should be noted that management of the kitchen area should be by people with the Food Hygiene Certificate at least to level 2 unless food is served pre-packed.

## My worries following my visit

The fire alarm is barely adequate for this kind of building?

Emergency fittings need to be installed in the foyer and bar area if not there at present

The accessible loo is simply unacceptable

The access to the projection room is inadequate and non compliant

No wheelchair access to anywhere except the auditoria and meeting room

Floor in Armstrong Hall

Under stage in Armstrong Hall – a real mess

I have not seen the seating for the halls but it is important that they can be set up as auditorium seating as set out in the Yellow book (see above)



## 2019 Regular Users of the Armstrong Hall

Lunch Club	Monthly	3 hours
Art Club	Monthly	3.5 hours
Canasta	Weekly	2 hours
Country Music	Monthly	5 hours
Gardeners Club	Monthly	3.5 hours
Fitness Club	Weekly	2 hours
Lipreading Club	Weekly	2 hours
Film Club	Monthly	4 hours
Flower Club	Monthly	4 hours
Historic Research Club	Monthly	2.5 hours
Quilting Club	Monthly	3 hours
Tea Dance	Weekly	3 hours
Trefoil Guild	Monthly	2 hours
Architecture Club	Monthly	3 hours
Travel & Tourism Club	Monthly	3.5 hours
Wine Club	Monthly	2.5 hours
Dance Club	Weekly	3.5 hours

### **Performances**

TMTG	13 <sup>th</sup> Feb – 24 <sup>th</sup> Feb, 12 <sup>th</sup> June – 15 <sup>th</sup> June, 17 <sup>th</sup> Oct – 27 <sup>th</sup> Oct
NYTC	11 <sup>th</sup> April – 21 <sup>st</sup> April
Arts Festival	26 <sup>th</sup> April – 4 <sup>th</sup> May
TMTG Juniors	5 <sup>th</sup> July – 14 <sup>th</sup> July
Bristol Old Vic	ad-hoc – organised by the Arts Festival
Jazz Festival	23 <sup>rd</sup> March

### **Other**

Blood Donors	all day	Quarterly
Burn's Night	January	Evening
Senior Citizens Christmas Lunch	afternoon	Annually

4 other groups held annual events in the hall including AGM's, shows and presentations

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**Appendix E:**  
**Finance**



## New activities income

Total from this page are added to the income on the first sheet.

For assumptions see document "AHAA Viability Income Assumptions"

(In that document there is an appendix with a calendar of events.)

This shows the scope and variety of **increased usage** (and income) for the AHC

The number or events below are multiplied

here by the anticipated income per event.

Event	Hall	Gross profit calcs per event						£ gross profit/event	
		Income			Cost				
		Capacity	Tickets sold	Price	Ticket £sales	Notes	Cost of Act	Any other costs?	
Popular shows	AH								
Smaller Shows	CH	320?	250	20	5000		1500		3500
Antiques mkt	AH	150?	100	12	1200		450		750
Food/wine mkt	AH		12	100	1200	stalls	0	50	1150
Children's shows	CH		12	100	1200		0		1200
Summer Hols	CH		40	5	200		100		100
			20	10	200	per day	100		100

Event	Hall	£ gross profit/event	Number of events			Year 1 income			Year 2 income			Year 3 income		
			# Year 1	# year 2	# year 3	Worse	Most Likely	Better	Worse	Most Likely	Better	Worse	Most Likely	Better
Popular shows	AH	3500	10	12	12	17500	35000	42000	33600	42000	50400	33600	42000	50400
Smaller Shows	CH	750	16	24	24	6000	12000	14400	14400	18000	21600	14400	18000	21600
Antiques mkt	AH	1150	1	2	2	575	1150	1380	1840	2300	2760	1840	2300	2760
Food/wine mkt	AH	1200	0	1	2	0	0	0	960	1200	1440	1920	2400	2880
Children's shows	CH	100	6	8	12	300	600	720	640	800	960	960	1200	1440
Summer Hols	CH	100	0	5	10	0	0	0	400	500	600	800	1000	1200
<b>Totals</b>						<b>24375</b>	<b>48750</b>	<b>58500</b>	<b>51840</b>	<b>64800</b>	<b>77760</b>	<b>53520</b>	<b>66900</b>	<b>80280</b>
						50%	100%	120%	80%	100%	120%	80%	100%	120%

Copy totals into summary sheet

# AHAA Viability Study Income Assumptions v3

## Introduction

This document describes the method and assumptions used to predict income for the re-opened Armstrong Hall Complex (AHC) for the Armstrong Hall Action Alliance (AHAA) viability study.

Market research has been carried out to assess the potential income. (This document only shows a summary. For more on market research see the separate review.) Hall hire and events have been split into three main types:

1. The “previous AHC users” who hired the venue by the hour,
2. “New events” where the AHC is usually the organiser and promoter, and
3. Bar sales.

“New events” will generate extra income that can turn the AHC from a loss-making concern into a sustainable enterprise and will require new approaches to marketing and sales.

Usage, and hence income, is predicted for the AHC for years 1,2 and 3 from opening. For each of those years the “most likely” income is predicted and a “worse” and “better” estimate made to give a sensitivity analysis. These numbers have been put in the spreadsheet.

The spreadsheet then deducts costs to give the overall financial viability for the project.

### **1. Previous Users’ Hire – market research and assumptions**

The Armstrong Hall Trust (AHT) provided a list of income from 24 previous “significant users”, which totalled £33,100.66 for 2019; and a list of hourly hirers (see Appendices A and B).

AHAA contacted some of these significant users to verify future use and adjusted the figures for financial projections. For example, NYTC is not currently planning future shows.

We also know that an average of £50,700 income was made in the previous 6 years (from Charity Commission submissions) which is approximately £17,600 above the “significant users” total income. This extra occasional use is listed as an additional line item, on the assumption that similar hires will occur in the future.

The sources above are used to predict how many hours of hire are possible for the re-opened AHC. Year 1 is assumed to have lower income due to hesitancy to return fully to pre-covid activity or to move back from other venues.

# AHAA Viability Study Income Assumptions v3

**The table of charges has been simplified but with similar prices to before.** We know that the complexity of booking has been a concern for users and administration staff previously.

Major users such as TMTG will be offered special block booking rates to encourage simpler administration and increased use, e.g. for rehearsals. The previous total annual income for this has been rounded down to reflect a discount, but extra rehearsals have been added along with other potential new group hires.

The hire charging needs to work with the proposed **new ticket booking system** that will be offered by AHC to all users.

Income for years 1 ,2 and 3 of the re-opened AHC are entered into the spreadsheet and shown in the annual calendar of typical events. See Appendix D.

The above is intended solely as part of the AHAA Viability Study and is purely for illustrative purposes to show the variety of usage and income to which the Armstrong Hall Complex (AHC) could be put. There is no commitment by any organisation to guarantee the usage of the AHC.

## 2. New Events – market research and assumptions

Activities of this type are organised by the AHC management (or perhaps by another promoter) and seats or space are sold to the public directly. Typically the AHC management takes the profitability risk, though this may be shared with an act.

AHAA has conducted market research to establish the desire for more activities throughout the year and of what type (musicals, comedy, plays etc). (See the market research part of the viability study.) In summary, there is a strong desire for a wide variety of events throughout the year.

To assess the viability of putting on these extra events and the finances, AHAA has investigated as follows.

AHAA, and previously ACT, have visited numerous theatres or similar venues to assess the management, operations and events offered. For example, recently we have had discussions with Brecon and Ledbury Theatres (personal visits) and Shanklin Theatre (by phone). Trip reports are available for the theatres.

Financial information for other venues is also readily available from the Charity Commission web site.

## AHAA Viability Study Income Assumptions v3

AHAA has also spoken to a booking agent and some sample performance acts to investigate costs, availability etc. We can also use the expertise of those in Thornbury who have booked acts and organised events in the past, e.g. the Thornbury Arts Festival.

We have also consulted Chris Horseman, director of SpiroLux, who is involved with the design and production of events in theatres around the region, and has worked in the Armstrong Hall before.

Nick Craney, General Manager at the Bristol Beacon (formerly Colston Hall), has agreed to work with us and write our operations strategy.

The annual Thornbury Arts Festival organisers also have a wealth of experience in organising and booking big acts for the AHC. Their experience has been used to consider costings, availability, timetabling etc, for those type of acts throughout the year.

Using this information, we have devised a typical timetable of events and likely sales and costs and hence gross profit. (Note that a per hour hall hire is not relevant for these, though hourly costs such as wages need to be added into the spreadsheet expenses appropriately.)

Typical types and numbers of events are proposed for the two halls (Armstrong Hall (AH) or Cossham Hall (CH)). Each of the event types has a predicted gross profit, and those are put in the financial spreadsheet.

Types of events:

- **Popular shows** in the AH such as tribute bands, other popular music, celebrities, or comics.
- **Smaller shows** in the CH, including local performers, such as
  - Small bands,
  - Comedy acts
  - Poetry
  - Specialist music – jazz, opera, classical
  - Live streaming shows projected under licence (needs new equipment)
  - Modern films, etc
- **Other events** in the AH such as
  - Antiques market,
  - Food/wine market in winter,
  - Children's shows.
- **Children's summer holiday workshops** of drama, art, music, crafts, etc from, say, 10 to 4pm in the CH for 5 or 10 days. We will seek to offer workshops/entertainment specifically targeted to the needs of disabled children, which may receive some funding support.

## AHAA Viability Study Income Assumptions v3

The number of events is currently predicted as follows ([see spreadsheet for latest](#)):

Event	Hall	£ gross profit/ event	Number of events		
			# Year 1	# year 2	# year 3
Popular shows	AH	2275	9	12	12
Smaller Shows	CH	630	15	24	24
Live streaming	CH	780	15	24	24
Antiques mkt	AH	1100	1	2	2
Food/wine mkt	AH	1100	0	1	2
Children's shows	CH	220	6	8	12
Summer Hols	CH	100	0	5	10

Income is predicted for the AHC for years 1,2 and 3 from opening based on the number of events. For each of those years the “most likely” income is predicted and a “worse” and “better” estimate made, +/- 20%.

Tickets sold are averaged at 75% of capacity where appropriate.

Year 1 is costed conservatively to allow for start-up inexperience and audience reluctance. The number events are lower, and the “Worst Case” figures are also set lower at -50% (rather than -20%).

The costs used for these events is currently predicted as follows: ([see spreadsheet for latest](#)):

Event	Hall	Capacity	Gross profit calcs per event						£ gross profit/ event
			Income			Cost			
			Tickets sold	Price	Ticket £sales	Notes	Cost of Act	Any other costs?	
Popular shows	AH	300	225	19	4275		2000		2275
Smaller Shows	CH	120	90	12	1080		450		630
Live streaming	CH	120	90	12	1080		300		780
Antiques mkt	AH		12	100	1200	stalls	0	100	1100
Food/wine mkt	AH		12	100	1200	stalls	0	100	1100
Children's shows	CH		40	8	320		100		220
Summer Hols	CH		20	10	200	per day	100		100



## **AHAA Viability Study Income Assumptions v3**

Gross profit includes costs deducted that are directly related to that type of show. Wages, utilities etc are deducted in expenses elsewhere in the spreadsheet.

Gross profit for the “Popular AH” and “Smaller CH” shows have been well researched with quotations, but “Live streaming” and “Markets” need more research.

### **3. Bar sales**

In 2019 and 2020, £4457 and £8596 net profit were made from the bar. However, this is considered to be very low compared to other venues, where bars provide a major income.

Prediction (needs more verification) - Year 1 £10k, year 2 £15k and year 3 £20k.

Year 1 is higher than the past, as a result of more shows and footfall. Years 2 and 3 build on the greatly increased number of shows and activities.

There is also the possibility of opening a café in future to add to revenue, bring in visitors and add to the community feeling.

(In 2006 Pershore made £67,400 from coffee and bar sales including sweets ice creams etc. See Appendix C)

# AHAA Viability Study Income Assumptions v3

## Appendix A

Income from historical users – “2019 Significant Users of the Armstrong Hall” supplied by Jayne Stansfield.

Main users		Whole Complex & Armstrong		Cossham	Excell	Committee
			Stage			
Friday Afternoon Canasta	Committee	374.00				374.00
Arts Festival	Whole Complex	5,246.71	Yes	5,246.71		
Lunch Club	Excell and Kitchen	559.87			559.87	
Country Music	Armstrong	1,505.00	?	1,505.00		
Eastwood Gardeners	Armstrong	825.50	?	825.50		
Eckanker	Committee	244.96				244.96
Fitness & Fun	Cossham	1,008.00		1,008.00		
Lip Reading Classes	Committee	731.00				731.00
Mumbleys Hill WI	Armstrong	173.00		173.00		
NYTC	Armstrong	3,208.00	Yes	3,208.00		
Thornbury Picture House	Cossham	842.00		842.00		
Izzy's Ballet	Cossham	293.50		293.50		
Severn Valley Quilters	Cossham	537.00		537.00		
Severnvale Flower Club	Armstrong	1,684.20	?	1,684.20		
SHRADS	Excell	411.60			411.60	
Tea Dance	Cossham	2,112.50		2,112.50		
Thornbury Art Club	Cossham	884.40		884.40		
TMTG	Whole Complex	11,247.37	Yes	11,247.37		
Wine Circle	Excell	261.00			261.00	
TMTG Juniors	Armstrong	433.50		433.50		
Trefoil Guild	Committee	187.50				187.50
U3A	Armstrong & Cossha	1,018.45	?	1,018.45		
U3A Architecture	Cossham	733.00		733.00		
World Dance	Cossham	1970.00		1970.00		
<b>Income</b>		<b><u>33,100.66</u></b>		<b><u>25,341.73</u></b>	<b><u>4,989.00</u></b>	<b><u>1,232.47</u></b>
					<b><u>1,537.46</u></b>	

# AHAA Viability Study Income Assumptions v3

## Appendix B

“2019 Regular Users of the Armstrong Hall” supplied by Jayne Stansfield.

### 2019 Regular Users of the Armstrong Hall

Lunch Club	Monthly	3 hours
Art Club	Monthly	3.5 hours
Canasta	Weekly	2 hours
Country Music	Monthly	5 hours
Gardeners Club	Monthly	3.5 hours
Fitness Club	Weekly	2 hours
Lipreading Club	Weekly	2 hours
Film Club	Monthly	4 hours
Flower Club	Monthly	4 hours
Historic Research Club	Monthly	2.5 hours
Quilting Club	Monthly	3 hours
Tea Dance	Weekly	3 hours
Trefoil Guild	Monthly	2 hours
Architecture Club	Monthly	3 hours
Travel & Tourism Club	Monthly	3.5 hours
Wine Club	Monthly	2.5 hours
Dance Club	Weekly	3.5 hours

### Performances

TMTG	13 <sup>th</sup> Feb – 24 <sup>th</sup> Feb, 12 <sup>th</sup> June – 15 <sup>th</sup> June, 17 <sup>th</sup> Oct – 27 <sup>th</sup> Oct
NYTC	11 <sup>th</sup> April – 21 <sup>st</sup> April
Arts Festival	26 <sup>th</sup> April – 4 <sup>th</sup> May
TMTG Juniors	5 <sup>th</sup> July – 14 <sup>th</sup> July
Bristol Old Vic	ad-hoc – organised by the Arts Festival
Jazz Festival	23 <sup>rd</sup> March

### Other

Blood Donors	all day	Quarterly
Burn’s Night	January	Evening
Senior Citizens Christmas Lunch	afternoon	Annually

4 other groups held annual events in the hall including AGM’s, shows and presentations

# AHAA Viability Study Income Assumptions v3

## Appendix C

Pershore, No 8 Bar sales for 2006. Pershore's population is 7000, 250 seat theatre.

<b>INCOME</b>	<b>BUDGET</b>	<b>ACTUAL</b>
Salary grant Esmee Fairburn 3rd of 3 payments		10000
Friends of Number 8	11,000	3777
PODS ticket sales 13 performances 90% fill	31240	21488
Live event ticket sales	85000	91561
Film ticket sales	75000	46927
Coffee Bar sales	35000	38000
Bar/ices/sweets sales	32000	29400
	227000	152000

## Appendix D

The Annual Calendar of events – **to be added**

End

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**Appendix F:**  
**Fundraising Strategy**

## 1. Introduction

This is a proposal for the fundraising strategy for the re-opening of the AHC in support of the re-opening viability report.

## 2. Issues

The following are the issues to be addressed:

- Why we need to fundraise.
- The challenges we face.
- Consequences if we fail.
- The potential donors/funders/grants.
- Our case for a donation (Case for Support).
- The Fundraising Committee.
- How will we run any campaigns.
- How much fundraising will cost.
- How we develop long term donors.
- What Governance regime we will follow.

## 3. Why we need to fundraise

AHHA have a limited amount of funds. These amount to £25,000 by way of a donation.

There are pledges of a further (circa) £13,000 yet to be received.

It is certain that to re-open the AHC and to subsidise initial envisaged operations, further funds will be required.

## 4. Fundraising Strategy

The following sets out the proposed fundraising strategy.

The fundraising aim is to raise the funds predicted to be required for the re-opening and year 1 funding shortfalls

The objective is to apply recognised fundraising techniques and to comply with the Code of Fundraising Practice and the General Data Protection Regulation (GDPR).

### 4.a. Step 1: what funds are required

From the financial model, we can identify the level of funds required.

### 4.b. Step2: fundraising fundamentals

We will need to identify the following:

- Potential donor sources
- Establish a Fundraising team
- Set out our “Case for Support”
- Establish a budget for the cost of fundraising
- Identify what fundraising campaigns we will implement
- Establish how donations are to be received
- Develop a delivery plan for each fundraising campaign

#### **4.c. Potential donor sources**

We have established that the following are potential funding sources as shown in the main report and are summarised below:

1. Grants
  - Government lead:
  - SGC
  - CL grant
- Lottery  
National Lottery
- Trusts/Foundations
- Companies
- Community
- Individual

There will be an on-going exercise to identify further potential donors by way of:

- Research studies
- A plan of how they are approached
- Application of the “donor pyramid” technique
- How we would involve potential donors
- How we will maintain our donor interest

#### **4.d. Establish a Fundraising team**

We have identified that a fundraising group will be established from which roles and responsibilities of a team will be developed.

#### **4.e. Set out our “Case for Support”**

A “Case for Support” will be crucial to fundraising the higher amount campaigns; the Viability Report will form the basis from which this will be developed.

<https://inspiringfundraising.co.uk/writing-a-case-for-support/>

#### **4.f. Establish a budget for the cost of fundraising**

We have estimated that we will require fundraising funds at various stages; these are in the Financial Model

#### **4.g. Identify what fundraising campaigns we will implement**

We feel currently the focus should be on separate campaigns; these will be developed in the pre-opening plan.

#### **4.h. Establish how donations are to be received**

It is important to be accountable for the funds receive and to manage how they are collected and controlled

We feel that the use of a 3<sup>rd</sup> party should be considered when funding allows.

<https://www.cafon line.org/>

<https://fastpayltd.co.uk/blog/fundraising-strategy-building-a-campaign-from-scratch/>

<https://www.goodbox.com/2019/06/developing-a-fundraising-strategy/>

#### **4.i. Fundraising delivery plan**

To meet our fundraising aim we will develop a fundraising plan based on other successful fundraising plans/campaign.