



Business Plan

2021-2025/6

The Greig
Alcester
Version 04:
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Mission Statement

The Greig Hall in Alcester is a distinctive and rare auditorium.

The intention is for the Greig Hall to become the most valuable community venue in the area and an inspiring example for community involvement in cultural, artistic, creative and entertainment activities.

Core Beliefs

- That everyone, regardless of age, gender, race, ethnicity, socio-economic status, disability, sexual orientation should be able to engage in the cultural, artistic, and creative life locally.
- That the community are significantly involved in the development, design, and delivery of plans for the Greig Hall.
- That the Greig Hall is an important part of Alcester's history and should be relaunched as a Community Hall and Events Venue for the use and enjoyment of the whole community.
- To work alongside other activities and services in the community.
- Always remember that the Alcester community is our reason for being.

Engaging With the Young People of Alcester

The Greig Hall was built in 1958, with finances supplied by Mr David Greig, a respected and successful businessman, who ran a chain of grocery stores. His wife, Hannah Susan, had committed herself to working for and with the youth of Alcester and when she died her husband built the Hall in her memory.

The Hall was built to support, encourage, and help the young people of Alcester. To instil in them the ambition and confidence to open their minds, uncover their abilities and skills, search out opportunities and take advantage of what might be ahead of them in that post war era.

Today, many of our young people suffer similar problems to those experienced by their predecessors such as food poverty, homelessness, and domestic abuse.

The Henley, Studley and Alcester Joint Strategic Needs Assessment (JSNA) carried out in 2018 reported that the three-year average self-harm rate for 10-24 year olds in the area is 52.7 per 10,000 of population, higher than the County average of 43.00 and the three-year rate for emergency admissions of 15-24 year olds was 144.7 per 10,000 compared to the County wide average of 119.6. The rate of "Children Looked After" in the JSNA area was 35.03 per 10,000 compared to the district rate of 32.75.

We are committed to continuing the Greig Hall founding ethos to ensure that provision for young people in Alcester is at the heart of all our plans.

History

The Greig Hall was built in 1958 by David Greig, a respected local businessman as a lasting memory to his late wife Hannah Susan Greig, for the benefit of the Young People of Alcester in recognition of Hannah Susan's lifelong dedication to them.

The Greig Charitable Trust was formed in 1963. A sports hall was added in the 1970's and this was extended in 2005 to include a gym and dance studio.

The Trust secured grants from Stratford District Council and Alcester Town Council in 2005 to underpin the outline plans for launching a programme of change to meet the needs of a wider community. Unfortunately, it became evident early on that the Trust had lost sight of the planned objectives. Revenue was insufficient to absorb the business overheads.

This resulted in the closure of the Greig Charitable Trust in 2007 and a new Greig Company was formed.

This new company decided to consolidate the business model around the sports hall, gym and dance studios and suspended promotion of the hall. This proved to be a serious error of judgement resulting in the complete closure of the Greig Hall.

Following the conclusion of legal proceedings, Stratford District Council (SDC) acquired the whole property in 2020.

Alcester Town Council (ATC) acquired a 125-year lease on the Main Hall and Squash Court in April 2021 separating themselves from the Leisure Centre, resulting in a considerable reduction in overheads as a result.

Overview - The Venue Today

The Greig Hall and Squash Court occupy around half of The Greig site in Alcester. The remainder of the site houses the Sports Hall, all year-round Sports Court, Car Park and Scouts Hut.

The Greig Hall is an adaptable space which, when renovated, would be capable of holding an audience of up to 300 with facilities available to local groups and organisations.

Over the years the Greig Hall has suffered from underuse and the lack of sufficient revenue to fully maintain the building. The Greig Hall has been completely closed for 10 years with no operational activity taking place and inevitably some deterioration has occurred.

Whilst the fabric of the building is in a poor decorative state the overall structure is better than originally imagined, although some essential repairs are needed to bring the buildings to a point where the Greig Hall could reopen.

The Auditorium

The auditorium is the most distinctive feature of the Greig Hall. It is the largest public performance space in Alcester and has the potential to host a wide range of significant cultural, entertainment, arts, and community events.

In order to maximise the potential of the auditorium we have studied other similar sized buildings operating as events venues and will attempt to replicate the successful elements of their businesses where they fit comfortably with our core beliefs.

The results of these studies make clear the importance of mixed-use activities to avoid financial shocks or overoptimistic projections. The deliberate intention is that the main auditorium will provide a wide range of mixed daytime, early evening, and late evening events for different audiences/markets. Other spaces in the building are configured to generate several different revenue streams, including rent from anchor tenants, room hire, and café/bar sales. The availability of short - medium and long-term tenants is evidenced by the enquires received from local, high calibre, organisations.

Update on Refurbishment Work

Through the fundraising efforts of the Friends of The Greig shop, substantial funds have been raised and together with grants received from local sources some essential work will start immediately.

While we have a sense of the refurbishment needed which are expressed in the accompanying table, it is only when these essential repairs are underway that we will be able to develop a detailed schedule of works to be undertaken, in stages, over an estimated five-year period. This is anticipated to include some structural work and upgrades to the heating and electrical systems amongst other things.

The scheduled programme of refurbishment is contingent on obtaining grants from local government and charitable trust funds. Potential sources of local government grants are being pursued alongside work in identifying possible Charitable Trust Funds.

In the table that follows is the first assessment of refurbishment costs

Income generation from the Friends of The Greig shop is expected to be ongoing together with additional revenue from planned events and space rental. Future forecasting indicates that these combined revenue streams will cover the day-to-day operating costs creating a sustainable future for the Greig Hall.

Further information on revenue is provided later in this report.

Preliminary Refurbishment costs. These costs are subject to change.

Cost Heading	Essential works	When Funds Allow	Improvement
Externally			
Pitched roof over front wings	200		
Parapet Gutters	400	2006	
Flat roof coverings front and rear	10000	15000	
Rainwater goods	100		
Replace missing and re-bed copings	2000	8030	
Clean and clear brickwork			
Isolated repointing and brick repair	175		
Concrete repairs	800		
Replace all glazed windows and doors			124110
Replace 8 timber external doors	4800		
Repairs to stage steps			
Scaffolding and access	4000	4000	
External Works Total	22475	29036	124110
Internally			
Clear contents			
Replace damaged area of floor to function room		1240	
Water damaged plaster function room		442	
Spot repairs Terrazzo floor		2000	
Sand down and re-treat timber flooring	2000	12076	
Replace carpet in Bar area	2290		
Replace vinyl in WC's and kitchen		3275	
Green room WC's		4500	
Deep clean to WC's			
Plaster repairs to ceilings (kitchen/Function)		292	
Make kitchen fit for purpose		400	
Repairs to storeroom		300	
Redecoration	500	500	
Provisional building sum for items at 3		5000	
Asbestos management			
Mechanical and Electrical			
Ventilation			
Replace kitchen extractor fan and canopy		15000	
Mechanical vent to Hall			50000
Mechanical vent to WC's		10000	
Cooling			
Comfort cooling to Hall			20000
Heating			
Improve plant room ventilation.3500	3500		
Replace heating circulation pump		5000	
Chemical clean and flush system	6000		
Repairs to heating system after 3.03.3 above	20000	20000	10000
Provide thermal insulation to heating system			
Renew heating system			80000

Preliminary Refurbishment costs – continued
These costs are subject to change.

Cost Heading	Essential works	When Funds Allow	Improvement
Heating - continued from previous page			
Replace fan convectors		30000	
Provide TRV controls		4000	
Gas supply (common to all)			
Provide solenoid valve at gas entry (connect to fire)	18000		
Domestic services			
New cold-water storage (& cold-water booster pump)			15000
Replace electrical hot water heaters	1000	5000	
Chlorinate the system	4000		
Automatic controls			
Unspecified		25000	
Electrical Works			
Low voltage distribution			
(Urgent to) Check Main incoming supply	1000		
Test and inspect	5000		
Small Power			
Replace any age expired sockets	2000	1500	
Fire detection and Alarm			
Review manual call points	1000		
Replace Fire Alarm Detection System			20000
Fire Risk Assessment (on site to ensure correct coverage is provided)	2000		
Provisional allowance for repairs to electrical installation (safety repairs)	40000	38500	
Lighting			
Replace light fittings and switches		20000	
Test and service stage lighting	2000		
Test and upgrade external lighting	2000	3000	
Upgrade emergency lighting included in 3.09.3 above costing			
Lighting Protection			
Review needs for lighting protection system	1000		
Internal Works Total	113290	207025	195000
In Summary:			
External Works Total	22475	29036	124110
Internal Works Total	113290	207025	195000
TOTAL EXTERNAL AND INTERNAL WORKS	135765	236061	319110

The refurbishment will be phased over a five-year period.

Business Strategic Approach

The foundation of the business aims, and objectives are entrenched in the belief that establishing a sustainable and value-added community venue in Alcester is influenced significantly by community involvement at the development, design, and delivery stages of the plans for the Greig Hall.

Aim	Objective
Become an available resource for the benefit of the community and surrounding area	Develop and promote a variety of activities making use of the Greig Hall and producing a table of fair and affordable charges for the hire of all facilities
Develop wide-ranging cultural, artistic, creative and entertainment activities	Be mindful that events programmes must be affordable to accommodate a wide range of interests for participants that will engage, inform, and entertain
Understand how the venue could add social and economic advantages whilst supporting other existing community events	Introduce a monitoring mechanism that assesses the impact the Greig Hall has on local businesses and social groups in Alcester and the surrounding area
Achieve a self-sufficient and sustainable operation to secure the venue's activities for the future	Put in place management disciplines from the beginning that will progress over time to ensure the venue's activities remain up to date to accommodate the changing community environment and social interests
Identify and build strong links with possible partners, stakeholders, and sponsors	Achieve buy in from prominent members of the community, and established businesses

During the Covid-19 pandemic the people of Alcester, once again, exhibited the tremendous community spirit that symbolizes this town. We intend to harness that enthusiasm by providing an exciting and rewarding opportunity for volunteering. Already 160 community volunteers have been enlisted with skills ranging from electricians, bar staff, accounting, DIY, plumbing, front of house events, stage management, audio & video, music, decorating, and many more that would take too long to mention. A small army of general helpers will provide the grass roots basic day to day essential care and attention before, during and after events. In addition, a group will focus on sourcing stock for the shop, in store display and sales.

When the time is right an Entertainments Manager will be appointed to begin the important role of developing a programme of events which we hope to commence in the second quarter of 2022

Strategic Approach

- 1. Become an available resource for the benefit of the community and surrounding area by evolving and promoting a variety of activities making use of the Hall and producing a table of fair and affordable charges from the hire of all facilities.**

The Greig Hall has a mixture of amenities allowing the venue to be exceptionally versatile in its approach to repeated organised events and individual residential and corporate hire of the main auditorium. Short, medium, or long-term tenants can also be accommodated.

Communicating the Greig Hall's versatility within residential and commercial communities in and around Alcester is important if we are to inspire interest in the many cultural, artistic, creative and entertainment opportunities available.

Engagement with residential and business communities is a fundamental element that will secure the Greig Hall's success. To help achieve this in the short-term, we shall competitively subsidise the charges for private and business event hire. Loyalty Membership packages, low entry cost events and family focused activities will become a feature of early promotion activity. In the fulness of time sponsorship packages could also become a feature.

- 2. Develop wide-ranging cultural, artistic, creative and entertainment activities by being mindful that events programmes must accommodate a wide range of interests for participants that engage, inform, and entertain.**

All events held at the Greig Hall will try to meet the challenge to engage, inform and entertain participants, with a minimum requirement to match two out of the three criteria.

Offering the venue for school musical performances, amateur drama shows, and charitable concerts, up to a maximum of 4 times a year, without charge for the use of the auditorium, will help to create awareness by osmosis within the town.

Alcester will see a population growth over the next five years as 350 new houses come on stream. Similarly, Bidford on Avon will experience greater growth from the completion of new housing developments with residential numbers approaching an extra 2000+ over the next five years.

A series of low-cost ticket offers for events targeting families, and the wider public will be available to help stimulate engagement and capitalise on this growth potential. Seniors make up a large proportion of the population in Alcester and is a growing demographic. We will develop programmes aimed at this older generation where there maybe gaps in the local area.

The purpose of these initiatives is to support residents, including those with low disposable income that might otherwise lose out on experiencing the community benefits of the Greig Hall.

3. Understand how the venue could add social and economic advantages whilst supporting other existing community events by introducing a monitoring mechanism that assesses the impact the Greig Hall has on local businesses and social groups in Alcester and the surrounding area.

Post event satisfaction survey returns and recording informal feedback by word of mouth, will be some of the ways to monitor The Greig Hall's effect on local businesses and social groups.

Data collection from hirers and attendance numbers at shows and exhibitions will also be an informative method of measurement. Gathering information from visitors travelling from outside the area will enable the venue to encourage partnerships with local shops, restaurants, and local attractions which may offer special introductory discounts to support the Alcester Totally Locally initiative.

Collaborative advertising with local food venues offering pre-show dinners and after show takeaways will also produce intelligence on the Greig Hall's impact.

4. Achieve a self-sufficient and sustainable operation to secure the venue's activities for the future by putting in place management disciplines from the beginning that will evolve over time to ensure the venue's activities remain up to date to accommodate the changing community environment and social interests.

Overtime more sophisticated monitoring tools can be employed to ensure that the Greig Hall keeps pace with the needs and wants of our customers in an ever-changing social interest environment.

The ongoing income generated from the Friends of The Greig shop sales coupled with grants secured from local sources, alongside the army of volunteers already recruited to support the development, design, and delivery of plans for the Greig Hall means that the preparation to get this events venue off the ground will commence in May 2021.

5. Identify and build strong links with possible partners, stakeholders, and sponsors by achieving buy in from prominent members of the community, and established businesses.

Creating a wide range of collaborative relationships with the following

- Educational/Learning partnerships with local schools
- Partnerships with business tenants and business support networks
- Special deals with local pubs, restaurants, and food retailers
- Arranging guest local brewery beer in bar and guest butcher produce in café amongst other things.
- Exhibition space for local artists
- Becoming a showcase for local businesses, public sector, voluntary and community organisations and offering advertising space in event publicity, on named theatre seats, brass plaques, role of subscribers etc.

Financial Strategy

Financial sustainability is the central aim.

Refurbishment cost assumptions allow for a phased programme and are reliant on small grants, loans, donations, and sponsorship from a range of identified sources, a portion of which is already secured.

The following pages illustrate budget forecasts pertaining to potential turnover and gradually increasing operational expenses.

Actual costs associated with the Eric Payne Community Centre in Alcester, a venue with a successful history of community engagement, together with financial operating information gathered from the studies of similar sized buildings operating events venues in Warwickshire and Worcestershire, form the basis for these assumptions. A degree of caution reflects the reality that this is a new business venture without the benefit of historical financial information.

A more detailed budget will be produced once a full calendar of events has been organised and the potential rental income of available space is confirmed.

The financial year runs from April to March.

GREIG HALL MANAGEMENT ACCOUNTS BUDGET FORECAST 2021-2025/6

Income	Year 1	Year 2	Year 3	Year 4	Year 5
Friends of the Greig Shop beginning April 2021	35,700	35,700	35,700	35,700	35,700
BUSINESS RESTART GRANT APRIL 2021	2,500				
Ticket Sales	-	6,250	12,500	25,000	37,500
Fixed Space Rental income	-	2,000	2,000	2,000	2,000
Private Venue Rental	-	625	1,875	3,125	3,750
Total Income	38,200	44,575	52,075	65,825	78,950
Expenses (based on EPCC Annual Figures)					
Business rates 1100	1,100	4,000	4,000	4,000	4,000
Water Rates 900	900	923	946	969	993
Electricity 2335/2/12	1,200	1,230	1,261	1,292	1,325
Gas (assumed at EPCC electric annual costs)	2,335	2,393	2,453	2,515	2,577
Insurance	1,000	1,025	1,051	1,077	1,104
Broadband and Land Line rental	500	1,513	1,550	1,589	1,629
Events Manager			15,000	15,375	15,759
Cost of hiring acts		500	1,500	2,500	2,500
General Maintenance costs/fire extinguishers - renewals, alarm testing		2,000	3,000	4,000	5,000
Audit Fees			2,000	2,000	2,000
Marketing/Printing Material		3,000	3,000	3,000	3,000
Total Expenses	7,035	12,583	31,760	34,317	35,887
Trading Net Profit/(Loss)	31,165	31,992	20,315	31,508	43,063

Budget Projection Assumptions

Income :

- Based on actual running rate of Friends of the Greig shop
- Known National Government Grants
- Based on ticket sales of 125 at £10 each for each planned event per year. 5 events year two, 10 events year three, 20 events year four, 30 events year five (increases in years four and five assumed as a result of appointing an Events Manager in year 3)
- Space rental income from medium to long term tenants is based on competitive office space rates within Alcester.
- Private rental income based on 5, 15, 25, 30 from year 2 to year 5, each with an average room charge of £125.

Expenses:

- The running expenses of the EPCC are used as a base for the budgeted annual expenses with an assumed gas usage estimate equal to the annual electric costs of the EPCC.
- Best estimate values are used for all other expenses shown.

Recognition of potential risk to the success of the project and introducing actions to mitigate that risk.

Risk

Action

The refurbishment project will fail to secure the required levels of capital funding	Develop a dedicated team that will focus on Charitable Trusts where their values match our core principles. Align priorities of the Refurbishment sub-committees to targeted benevolent organisations. Demonstrate that the income streams will prove sustainability
No demand for some of the uses outlined for the events hall.	Invest time with organised community focus groups, businesses, and existing community facility providers to avoid duplication and determine needs. Create a diverse programme of commercial and community events, avoiding dependency on any single type of use.
Limited onsite Car Parking spaces	Partner up with schools close by to cross share their parking space with the Greig Hall facilities. Reorganise the outside space around the building to provide up to 40 additional spaces to add to the existing 50 shared car park spaces currently available.
Failure to Obtain Local Buy-in through failing to communicate affectively	Social media activity, dedicated website and 'come & see' events leading up to the relaunch are planned

Governance.

Initially the Greig Hall Working Group consisting of Alcester Town Councillors and the originators of the Friends of the Greig will manage the refurbishment and relaunch of the Greig Hall for a period of approximately twenty months commencing April 2021.

During this period, a Charitable Incorporated Organisation (CIO) will be set up and Trustees will be appointed.

Once the CIO is established, and to separate the corporate responsibilities from the daily operational roles, it is anticipated that a Greig Hall Management Committee will be formed and will meet monthly, with alternate months being General Meetings open to all members and interested parties.

Trustees, when appointed, will meet monthly, and attend Management Committee meetings.

The CIO when appointed will be supported by membership of the various professional organisations detailed below.

Advisors

- The National Council for Voluntary Organisations (NCVO)
- The Theatre Trust (the statutory body for the Theatre Industry)
- The Small Charities Coalition

Membership of these groups has the added benefit of free legal advice.

Other information updates – such as Health & Safety – are available through various Government update services.

The Greig Hall will be a charitable company registered in England & Wales. The Trustees, when appointed, will follow the principles established in the Charities Governance Code.

In Conclusion

The impact of Covid-19 cannot be overstated and has severely hampered the ability to raise funds. Arts funding in particular has been dramatically cut. Central and local Government have also been affected by a reduction in financial resource.

Warwickshire is a beautiful County with masses of history which, in normal times, attracts visitors from the UK and overseas in their droves. Understandably the unprecedented fall off in visitor numbers has had serious financial implications which have reverberated across the whole county. Despite this, funding is in place to cover all initial costs.

The planned timeline to get The Greig ready to open to the public coincides with the rollout of the Covid vaccine, which is a huge positive, although the commencement of works may still be delayed by a few months.

Notwithstanding this possible delay it was anticipated, and the strategy reflects the real probability that income generation will be challenging. The Greig will continue to attempt to obtain help with certain projects and capital costs whilst aiming to cover its operating expenses through its primary activities. Self-sufficiency and sustainability are the two factors that will determine if the Charity and the venue will continue to serve the community for many years to come.

The Working Group believe the financial forecast to be realistic and that the Greig Hall will be covering operating costs within the first full trading year.