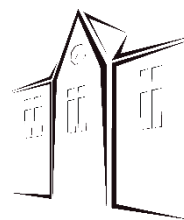




GRASSINGTON DEVONSHIRE INSTITUTE

(A Charitable Incorporated Organisation – Registered Charity no. 1185815)



BUSINESS PLAN 2020-23

DECEMBER 2020

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Fire Safety and Emergency Evacuation Policies
Fire Risk Assessment and associated action plan
H&S Policy
Risk Assessment and Covid-19 Risk Assessment
Terms and Conditions for Room Hire
Hire Charges and Booking Policy

Available on request:

Building Condition Survey (2019)
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1. EXECUTIVE SUMMARY

1.1 Introduction

Grassington Town Hall, operated and maintained by Grassington Devonshire Institute, is a lifeline to our rural community. The building has expanded, since its foundation in the 19th century, to become the focus for the majority of community events in Upper Wharfedale. An entirely volunteer-managed, community charity, it provides services such as events, room hire and venues for many organisations and societies, both commercial and charitable, local and national. It also offers community outreach services, such as a Lunch Club, in partnership with our local Hub.

We actively engage with other community groups such as Grassington Hub, Grassington Primary School, Upper Wharfedale School, Grassington Festival, Parish Council, Chamber of Trade, Pantoloons, Players, Singers, Dickensian Festival, 40s Weekend and many other organisations in the area. We also have established relationships with Leeds University, Yorkshire Dales National Park Authority.

Trustees make a huge contribution to the work of the Institute. They, together with the many village organisations and volunteers, take tremendous pride in providing our cherished Town Hall amenity. We are confident of continuing success and enjoy the support of our community, but if we are to continue to provide these essential services, we need to achieve financial stability as our reserves diminish. We have sought grant support in the past and we do fundraise locally but our income is generally entirely dependent on our ability to host and stage events with a small amount of public subscription. Our annual running costs are in excess of £30k but in 2020 when Coronavirus closed our doors for 8 months, our income from hires and events dropped to zero.

This Business Plan has been developed by GDI Trustees in consultation with its members. GDI's future plans must include as a minimum our governance arrangements, membership development, events programme and strategy, repair and maintenance requirements, building developments and financial forecasting. The purpose of this plan is to define precisely our tasks and objectives both during this challenging year and for the next five years to help us achieve our aims.

1.2 Our mission

The objectives of GDI are laid down in paragraph 2 of its constitution. They are to 'manage and control the Town Hall at Grassington' and 'to provide facilities for recreation and other leisure-time occupation of the inhabitants of Grassington and its immediate neighbourhood with a view to improving their conditions of life'.

1.3 Our Business Objectives

These achieve the aims embedded in our constitution.

To:

- Adhere to a sound business framework with a clearly defined management structure
- Responsibly maintain and improve our facility through the development and implementation of a planned maintenance programme

- Achieve financial stability and self-sufficiency through income streams, grants, fundraising initiatives and sound financial management
- Maintain Health and Safety legal standards through a planned Risk Assessment and remedial works programme
- Invest in our own future, fulfil our constitutional obligation and engage with our community through a planned membership/ public subscription programme
- Offer a relevant and financially viable annual events programme for residents and visitors
- Provide an efficiently-managed and financially-sustainable events, venue hire and room booking service to residents, visitors, traders and businesses.
- Effectively market our services.
- Work together with other local organisations and societies for the benefit of our community.
- Offer community outreach services to all ages and social groups through community partnerships with an emphasis on combating social and geographical isolation.
- Provide an excellent volunteer experience to all who actively support GDI's aims.
- Utilise appropriate personnel management procedures to support GDI's two employees.

2. THE BUSINESS

2.1 Background

Grassington Town Hall was gifted to Grassington by the Duke of Devonshire in the mid-19th century to provide an amenity and support to local people and is an important and greatly valued community facility.

The Town Hall is the property of the people of Grassington. Ownership is vested in Grassington Parish Council (GPC), which is responsible for the maintenance of the exterior and for the insurance of the building. In principle, the building is operated, through agreement with the Council, by Grassington Devonshire Institute (GDI) which is responsible for the maintenance of the interior and for the upkeep, renewal and improvement of all of the facilities therein. The GDI also pays the care-taking, statutory inspection, licensing and all utility costs.

In consideration of their legal duties and responsibilities, the Trustees of GDI decided, in 2019, to make an application to the Charity Commission to transfer the status of the Institute from 'unincorporated charity' to 'Charitable Incorporated Organisation' (CIO). Having had the transfer approved, the charity's name, 'Grassington Devonshire Institute', has been carried forward by the new organisation from 1st January 2020. A new constitution was agreed, new bank arrangements made and our two employees consulted on the change (to which they agreed). The Trustees' meeting in January 2020 was the first under the new constitution and we look forward to making best use of our new status and working on our two main conditions of approval, namely developing membership of the organisation and creating a lease for the premises with Grassington Parish Council.

2.2 Services and activities

2.2.1 Room Hire

There are several fully equipped and accessible rooms available to hire, either alone or as part of a package for a 4-hour session (morning, afternoon or evening). These include the

Main Hall, Octagon Theatre, two meeting rooms, kitchen, snooker room, changing rooms and bar. Free wifi is available throughout the building. Revised in October 2020, there are three pricing tiers:

- **Standard:** commercial and non-local bookings.
- **Special User Rate:** individuals may qualify for special user rate if they are members of the GDI (a full year's membership must be current at the time of hire) and a local person living in Grassington or adjoining villages (Conistone, Hebden, Kilnsey, Linton, Long Ashes, Thorpe, Threshfield) or a 'not-for-profit' organisation or registered charity which must have at least 2 GDI members living within Grassington or adjoining villages.
- **Established User Rate:** Rehearsals (excluding dress rehearsals) such as: Panto, Players, Singers, keep fit, wellbeing, and teaching type sessions such as Zumba, Pilates, Meditation, Dance

Regular 'drop in' sessions are also offered for table tennis, snooker and bowls. If the Main Hall is available, it can be hired per hour at drop-in rates for table tennis, badminton, football etc. by contacting the caretaker. Wedding, party and block booking packages are also popular. Most local organisations and societies value the space, facilities and technical services GDI offers as a meeting venue. Our local Primary School Cluster gathers annually for its Christmas show. In recent years, GDI has offered venue hire to both national and international production companies as Grassington becomes increasingly attractive as a screen location. The hire fees represent good value for money and are kept under regular review by the Trustees, with due consideration of local competitors' rates.

2.2.2. Events

Upper Wharfedale's annual social calendar is punctuated by a cycle of GDI events. It has the facilities and equipment to host a wide variety of events all year round. These include cultural events such as theatre, lectures, art, food and drink, horticulture, pantomime, music (of all genres) and cinema plus 'live screened' and 'live recorded' ballet, opera and Shakespeare. Sports, social and leisure activities such as Lunch Clubs, markets, jumble sales, bowling, snooker, badminton, playgroups, meditation, Zumba and other forms of fitness or dance are also regularly offered. The main hall has a standing capacity of 300 people and 283 seated. The Octagon can seat 87 people.

In 2019, the following activities (not a complete list) took place at the Town Hall:-

22 performances (live, live screened or live recorded) of ballet, opera, Shakespeare and popular music in the Octagon Theatre which has a capacity of 87 people.

1 live musical performance in the Main Hall with a seated capacity of 283 people.

1 live musical performance in the Main Hall with a standing capacity of 300 people.

15 days of live performances, both in the Octagon and Main Hall as part of Grassington Festival, some of which were sold to capacity.

4 live musical performances in the Main Hall as part of Grassington's 40's weekend celebrations.

12 Community cinema events for adults in the Octagon, organised by Grassington Hub.

12 Community cinema events for children in the Octagon, organised by Grassington Hub.

Live performances of plays, pantomimes, organised by Grassington Players and Pantomimes.

Meetings of Grassington Horticultural Society.

12 meetings of Upper Wharfedale Field Society.

12 + Meetings of Grassington Parish Council.

11 Lunch Club events in the Games Room with capacity for c40 local 'seniors'.

Term time playschool, operated by Dales Playschool (regulated by Ofsted) for up to 20 local children.

4 days hosting around 50 local tradespeople as part of the Dickensian Festival market. In 2019, over 2,000 people visited the Christmas Market stalls in the Town Hall.

4 half day sessions hosting the Wharfedale Beer Festival, attracting almost 1,000 people over the weekend.

52 Zumba classes with a capacity of c20 people.

40 indoor bowling sessions with a capacity of c12 people.

Open door snooker room.

These events may be in house, charitable or commercial, one off or regular, part of a Festival or seasonal and they target all age groups. There are many examples of local youngsters who have found their eventual vocation through participation in community events at GDI. Children learn confidence and life skills on the stage as part of the Panto chorus and adults enjoy socialising and participating in singing, acting or helping backstage at events. Fund-raising events are a lifeline for many charitable organisations, including our own. GDI is the centre of activity in the village and dale.

2.2.3 Electronic Ticketing

An online ticketing facility is available (via Ticketsource). Our website offers online sales and Grassington Hub currently offers a local box office service for GDI events on commission for those who do not wish to buy their tickets online.

2.2.4 Community Outreach and Partnerships

Grassington Lunch Club A joint outreach venture with our Community Hub, volunteers offer a monthly social event for about 40 local people who appreciate a companionable meal. Guests enjoy a two-course meal in a warm friendly environment and a chance to meet old friends and make new ones. GDI has excellent access, kitchen and dining facilities. The volunteer group takes as much pleasure from this event as the guests and many volunteers have qualified with a Level 2 Food Hygiene Certificate. In 2019, the facilities acquired a '5 star' Food Hygiene Rating.

Our community partnerships include YDNP, Grassington Festival, Hub, Chamber of Trade (40s and Dickensian weekends), Players, Pantomimes, Singers, Clubs and Societies, Schools and Toddlers' groups. GDI is an active member of Grassington's Village Forum.

2.2.5 Health and Safety/ Risk Assessment programme

Conscious of our statutory obligations, a full assessment and review of health and safety practices and procedures has taken place. Fire Safety and Emergency Evacuation policies have been created following an external Fire Risk Assessment (in 2018) and liaison with

North Yorkshire Fire and Rescue Service. An ongoing risk assessment process is in place. The 2020 Coronavirus pandemic led to the production of new safety procedures for the building's use and all hirers now receive a comprehensive risk assessment and are asked to produce their own before such hires take place.

2.2.6 Maintenance.

The Town Hall comprises three discrete parts: the original building, dating back to mid-19th century, the Main Hall, added in the 1920's and in 1998, an Octagon Theatre including new access corridors. During 2018, GDI embarked on a significant programme of fire safety improvement, involving the installation of new and replacement fire doors, improvements to and regular maintenance of the fire detection and fire-fighting systems. Trustees and other user groups took part in fire awareness training in autumn 2018 and training on 'working at height' was provided to the Caretaker and volunteers. In 2019, attention turned to improving the internal appearance of the building, with new blackout blinds, new flooring and mood lighting for the Octagon, new flooring in the ladies' and gentlemen's toilets and re-painting and decoration in the most neglected parts of the building.

In 2020, considerable funds were allocated to address an acute structural issue which was compromising future GDI activity and bookings. A building condition survey and subsequent structural engineer's report highlighted that the main stage gantry and high-level equipment was unsafe. Every supporting structure above the stage, every light, every rope and pulley and every curtain were removed. Three new pieces of steel were lifted into place and all loose plaster was removed from the rear wall. A new LED lighting system has been installed. New curtains ('reds') have been purchased after a generous donation from Linton Parish Council. North Yorkshire County Councillor, Gillian Quinn contributed significantly to a Main Hall curtain appeal, which raised over £3,000 in private donations. Grassington Players and Upper Wharfedale Field Society also contributed to the refurbishment. Some of the old fittings have been sold or re-cycled. The Main Hall and Games Room were re-decorated in the latter part of the year, taking advantage of the coronavirus-related closure and lack of booking. Trustees committed £20,000 to the scheme and another £5,000 to improve the sound system in due course.

2.2.7 Public Subscription/GDI Membership

A 'Lucky Dip' monthly draw was launched in 2017 as a means of producing a regular source of income. In 2020, and in accordance with the terms of the new Constitution, this was converted to a new membership scheme, affording Members the right to attend and vote at general meetings as well as the Annual General Meeting (AGM). Other important powers under the Constitution include the ability to appoint and re-elect (or otherwise) Trustees. The scheme also conveys a number of 'benefits' exclusive to members, including early notification of the events programme, discounts for drop-in sessions and a regular newsletter. By mid-December 2020, 132 local people had 'signed' up to become members.

2.3 Competitors

Our community activities and services are not exclusive to Grassington. It is the largest Hall in Upper Wharfedale and no other local venue offers such a diverse range of services and facilities. Grassington Hub runs its own website with community listings but it does not compete with the GDI's website which offers venue hire information and other GDI-specific information. There is competition locally for funding and community donations from other organisations and these organisations also 'compete' with GDI for volunteers.

2.4 Advantages

We have the monopoly on the services we offer and have always enjoyed a good reputation in the area. We have considerable goodwill in the village which is demonstrated by the success of our events and the willingness of public donation when fund-raising events and appeals have been held. The Town Hall occupies a central location and offers nearby parking. The resident Caretaker ensures that the building is always ready for each event.

A large retired professional population results in a diverse skill base and an ethos of community participation within the villages. This results in a healthy number of volunteers for events.

3 STRATEGY FOR GROWTH

3.1 THE BUILDING

It is our responsibility to maintain and improve the facilities within the resources at our disposal to allow us to pass on the Town Hall to the next generation of GDI Trustees. Overall, our plan for growth is to assess and where necessary improve the existing lettable areas and to investigate developing existing spaces which could be converted to lettable areas. At present we only have the revenue streams detailed in section 6 as funding sources for the projects below.

3.1.1 Front of Hall Project

The Town Hall ground floor comprises the Grassington Parish Council's 'chamber', Caretaker's accommodation, Ladies' room and main entrance. This project has two stages:

- Converting the disused play school rooms under the Octagon Theatre into a two bedroom flat for the Caretaker.
- Clearing the whole of the ground floor, presently the Caretaker's subterranean and sub-standard flat at the front of the building, to make a large lettable space or indeed space for new facilities such as externally-accessed public toilets.

The ground floor of the Octagon Theatre comprises a large changing room with toilet, small changing room, kitchen, disabled toilet and purpose designed but disused play school area. The former play school room and disabled toilet will be re-furbished to make a two bedroom and bathroom ground floor flat with access to Moor Lane and internal access to the main building. The existing kitchen will be converted to a disabled toilet for the changing rooms.

The front of the Town Hall ground floor area will be opened up to create a lettable space with access through the existing main entrance door. The existing light well behind the Caretaker's old flat will be developed to form a disabled toilet and storage.

In the absence of interest in leasing the whole of the ground floor space, consideration will turn to converting the 'Council chamber' into public toilets as there are none in the village itself.

Overall, the benefit of this work will be to create an easily accessible, lettable space at the more convenient end of the building, provide larger, quieter, private and modern accommodation for the Caretaker, potentially offer income generating public toilets and utilise the light well area at the back of the building.

Timescales:

2020 – The former Dales Playschool space will be cleared and a detailed design/plan produced for conversion to residential accommodation. GDI Trustees to confirm an estimated budget for the work of £20k.

2021 – All necessary permissions will be sought and the work undertaken, funded by the GDI's reserves. The Caretaker will be re-located into the new accommodation and the ground floor of the building will be cleared. The Parish Council will be re-allocated meeting and secure filing space. Discussion will take place, as a priority, with Grassington Hub and Community Library to confirm their interest in re-location and to commence work on a design. North Yorkshire County Council has already indicated its support for a re-location of library to services to the Town Hall. Potential funding sources to be researched and the potential for a local fund-raising appeal considered.

2022 – Work undertaken, leading to the agreement of a 'sub-lease' for the ground floor of the building, re-location of the Hub and establishment of mutually-beneficial arrangements for co-operative working.

3.1.2 Foyer project

The drinks bar which is licensed, by Craven District Council, to sell alcohol for consumption on the premises, is situated in the foyer and has a light well behind overlooking the main entrance. By flooring in some of this area, it will enable the bar serving space to be moved back to enlarge the customer circulation area in the foyer. The project includes display fridges, glass washer, glass storage, optic display and beer piping from the cellar below.

The benefit of this work will be to increase the customer capacity in the bar, form a heat saving barrier between the foyer and the main entrance and provide a 'ready to go' bar facility. The bar can be hired by customers promoting events or operated by the GDI volunteers as a revenue stream.

Timescales:

2021 – Design produced for the project and all necessary permissions obtained. Funding sources will be considered after the final design is costed. Subject to the availability of funds, the project will be undertaken and completed in year.

3.1.3 Octagon Project

The Octagon Theatre was built in 1998 and is accessed by staircase from Moor Lane or a sloping ramp circumnavigating the main hall. It was designed for theatre in the round productions and is also used for the community cinema, meetings and similar events. The theatre comprises performing space with retractable seating for 76 people, small stage and small kitchen. The theatre extension sits on a sloping site, consequently the floor is level with the children's play area on Moor Lane.

The children's play area front wall will be moved back to provide 3 disabled parking spaces. A walk way, partially elevated, will give level access to the theatre through what is currently the kitchen. The staircase to the changing rooms will be removed (alternative access will be provided) and the stair head will become the kitchen. A door will be provided in the back of the Octagon stage to access the ramp and changing rooms.

The benefit of this work will be to provide disabled parking where currently there is none and level access into the theatre for patrons with mobility issues. It will greatly improve the emergency exiting of the theatre avoiding the steps and long ramp. It will provide access to

the back of the stage allowing greater flexibility. The walkway and proximity of the garden area will make the entrance space more attractive for celebration functions.

Timescales:

2021 – Design produced and all necessary permissions obtained. The final design will be costed.

2022 – Fund-raising efforts launched within the local community and the potential for grant income will be explored.

3.2 REPAIRS AND MAINTENANCE AGREEMENT

GDI Trustees currently take responsibility for internal maintenance. Two building condition surveys have been commissioned from external companies in recent years (in 2018 by Grassington Parish Council and in 2019 by GDI Trustees). Both reports indicated a requirement for considerable backlog maintenance with significant estimates of cost. Some of this cost has been mitigated, via works undertaken or by discussion with professional bodies, such as North Yorkshire Fire and Rescue Service. An initial assessment of priorities suggests essential expenditure of around £50k in the next 10 years. This figure does not include the likelihood that significant repair to or replacement of one or more boilers within the building will be required.

Timescales:

2021 – We will seek to develop an agreement with Grassington Parish Council to commit a fixed sum per annum, from the Parish precept, for the repair and maintenance of the Town Hall. We will explore funding options, including grant funding for high-cost repair or replacement projects.

2022 – We will use the evidence available from building inspection and subsequent professional assessment to produce a prioritised and costed plan for repair and preventative maintenance.

3.3 ASSET REGISTER UPDATE

The assets of the GDI are currently recorded in an Asset Register, produced for insurance purposes, to Grassington Parish Council, in 2019. This is attached as an appendix.

Timescales:

2021 – We will review and update the Asset Register on a two-year cycle.

3.4 LEASE

Discussions, with Grassington Parish Council, re-commenced in August 2020 to explore the possibility of a 25 year ‘full repairing and insuring’ lease being granted to GDI. Whilst two meetings have been held to date, a legal issue, concerning ownership of the land on which the Town Hall stands, will need to be resolved before any final agreement can be reached. It is hoped however, that as a minimum, an agreed ‘statement of intent’ can be issued, followed as soon as possible by a legally-binding agreement which will fully place the Town Hall in the hands of GDI Trustees for the purpose of operating, repairing, maintaining and developing the premises.

Timescales:

2021 – We will conclude discussions with Grassington Parish Council on an agreement, lease or other mutually-acceptable arrangement to take repair and maintenance responsibilities for Grassington Town Hall, supported by an agreed annual community contribution.

3.5 BUSINESS SYSTEMS

3.5.1. Booking System

Significant progress has been made in adopting an online system for booking and confirming hires. 'Skedda' is a retrospective recording and monitoring system and not an inclusive booking system. Work is being undertaken to develop such a system which will enable volunteer administrators to input booking data and generate invoices, ideally linked to 'Skedda'.

Specifically, Skedda and associated technology should:-

Create an ability to keep records of what space is rented, what the dates are, what the event is.

Generate an invoice for a holding deposit

Generate the final invoice

Provide the Treasurer with information to populate all sales invoices

Provide clarity of forward sales bookings

Provide instruction and guidance to the Caretaker of what events to set up and how.

Provide on-line guidance to potential clients to see what space/rooms are available for their own events

Provide clarity to the Events Planning Team of where the gaps are and what sort of events to plan.

Provide an important contact address list for future reference.

Timescales:

2021 – We will develop an online, inclusive booking system, capable of being managed by volunteer administrators, which will streamline and unite our current systems and provide important data for analysis and monitoring. We will seek to utilise the information contained within the system to inform Trustees' planning of future facilities and events and to seek to maximise income for the benefit of the charity and the community it serves.

3.5.2 Website

The current website was built and is currently maintained by the GDI's former Chair. The content and functionality of the website is in need of review, especially in view of the fact that GDI wishes to attract people from outside of its 'catchment' to participate in the activities and attend events.

Timescales:

2021 - We will seek professional, voluntary support to review and, where necessary develop the website to improve the customer experience, increase marketing opportunities and enhance the contribution of members to the business of the GDI.

3.6 LONG TERM FINANCIAL PLANNING

Through prudent financial management over recent years, the GDI has developed relatively healthy reserves. The obligation, placed on the GDI by the Charity Commission, to ensure reserves are always available at an amount equivalent to six months' operating costs, continues to be fulfilled as evidenced by the Annual Accounts. However, expenditure on internal repairs and improvements, since 2018, of over £55k, requires an assessment of future income, both in terms of source and volume. As such there are four main review areas:

3.6.1 Community contribution

Firstly, to start to build funds that will be used for repairs to the building. It is anticipated that some of this fund will be sourced from the Parish precept, with every household in Grassington contributing a fixed amount, determined and agreed between the GDI and Grassington Parish Council, towards the upkeep of the Town Hall as a community asset. Project-specific grants and private donations in response to community fund-raising efforts, will add to the funds available.

3.6.2 Income from hires and events

Secondly, all forms of hire-related income will be assessed, with a view to improving sustainability. The nature and type of events will be reviewed to determine whether greater diversity is required in order to attract a wider audience. Ticket prices, for GDI-promoted events and hire rates will be reviewed annually. The opportunity to gain grant income, sponsorship for events and/or facilities and providing additional facilities at events promoted by others, will be explored.

3.6.3 Income from Membership

Thirdly, the GDI's membership scheme will be further promoted and modified, in order to attract a greater number of community-based supporters. Private donations, which may be specific to projects or appeals, will be encouraged and welcomed.

3.6.4 Grant income

Fourthly, we will need to identify sources of grant and other potential income to support capital and other projects and enhance our capability and expertise in compiling bids and applications.

Timescales:

2021 – A financial commitment, from the Parish precept, supported by Grassington Parish Council for the maintenance of the Town Hall, will be determined and a planned programme of repairs and preventative maintenance drafted.

2022 – We will publish a five year forward programme of specific and costed works which will guarantee proper maintenance of the building.

3.7 FINANCIAL CONTROLS

A monthly statement of income and expenditure is provided to meetings of the Trustees. This will be developed into a budget statement which will provide improved financial forecasting.

Event-specific costing has been adopted to ensure every event is monitored for cost, income received and profit margin.

The GDI will introduce a facility for cashless-payments, which will encourage drop-in sessions and some events to 'pay as taken'. Receipts will be provided, on request, to customers but GDI will rely on an online statement of sales, as part of the 'contract' with the service supplier.

Cash payments will likely remain in the majority (in relation to bar and refreshment sales) and a system for counting and counter-signature will be put in place for all events, with all documentation and monies passed to the Treasurer as soon as possible.

Financial reporting will be characterised by the following:-

November - Budgets for the following year developed

December - Budget proposals discussed and adopted for the following year

Monthly Trustee meetings - Results vs Budgets presented to explain performance.

June - A revised forecast of where we expect to finish the year is presented

January - An annual review and proposals made to recommend where we deposit funds to get the best return on interest rates.

We are currently developing new accounts spreadsheet which will provide month by month budgeting to compare with actual monthly performance. This will enable Trustees to project annual outturn more accurately than before.

2021 – We will refine, approve and apply a new spreadsheet in time for the new financial year 2022.

3.8 FUND RAISING

Historically, the Town Hall traded for 11 months of the year, incurring losses between January and November. December produced profits to a level that made the whole of the year profitable. This 'all eggs in one basket' approach, meant that the GDI was entirely reliant on the income streams generated by the Dickensian weekends, and as this was not a GDI-owned event, we were reliant on both the success of the Dickensian team to plan a good event, and of course, the winter weather could always have an influence. It was and still is a concern, that should the Dickensian Festival stop altogether, GDI would have a large hole in its finances. Working with partners including Trafalgar Releasing (previously More2Screen) and the Globe Theatre, as well as local acts and performers, a regular programme of GDI-organised events was put in place to generate much-needed funds, more evenly distributed throughout the year.

This situation has not changed and the need to plan and arrange our own events continues to be very relevant today and in the future.

Timescales:

2021 – We will work with local organisations to ensure we understand their needs for facilities and premises in order to satisfy their event requirements. This will include an exploration of partnerships for events rather than the traditional, ‘customer’ approach of the past. We will seek to develop a diverse programme of events which can be GDI-initiated and run, to dovetail with village activities and key dates.

3.9 MARKETING

GDI has a presence on social media via Facebook but continues to use ‘hard copy’ advertising for its events and promotions. The development of a Membership Scheme provides opportunities to mail direct to interested parties as does the facility contained within the Ticketsource, online ticketing system. In 2019, GDI initiated an events brochure, professionally-designed and printed and delivered to 2,000 homes in the locality. The format has been developed and the third edition, produced in October 2020, has been used to launch the new Membership Scheme, advertise a pre-Christmas programme of events and launch an appeal for donations towards a new curtaining scheme for the Main Hall. GDI news has also featured in the editorial pieces in local media.

GDI has recently developed a new eye-catching logo and letterhead. There is currently no corporate email domain name, using instead a combination of gmail and Trustees’ own email addresses to facilitate member and external contacts. This is neither desirable nor sustainable for the future.

Timescales:

2021 – We will further develop our corporate image and brand to create eye-catching, marketing and publicity material, posters and literature to enhance our professional image. We will overhaul or design a new website which is ‘fit for purpose’ and reflects the GDI’s role in the community and the activities it can support and promote. We will develop a new, corporate approach to electronic communications.

3.10 KITCHEN AND BAR

The proposed development of the bar and foyer area demonstrates the significance of this area in the fund-raising effort of GDI. In future, consideration will be given to additional catering options, for example a kitchen ‘offering’ in addition to the normal bar products. This could improve revenues but will, of course, require additional voluntary effort.

Discussion has been opened with local groups, for example Grassington Players, which explores the extent to which a greater ‘partnership’ approach could be adopted for non-GDI-organised events, which could involve bar and kitchen services being provided and costs/income shared.

Fundamentally, the type and quality of food and beverages sold at events must be reviewed in terms of customer comments and willingness to purchase. Sales of traditional ‘lines’ or sub-standard quality products will be discontinued where there is evidence to support these actions. Bar and kitchen produce prices will be regularly reviewed.

Timescales:

2021 – Design bar and foyer scheme and commence project, subject to funding constraints.

3.11 TRUSTEES

In the future, GDI must attempt to attract new or existing Trustees to oversee Event planning, Bookings, Marketing, Volunteers, Bar/Kitchen, Ticket sales, Media/website, Membership and Property Maintenance. In 2020, the six existing Trustees have fulfilled many of these roles, in some cases with external, voluntary support, but the creation of a team with a Trustee lead is the optimal position for the future. Team 'M', a maintenance team and Team 'B', a bookings team assembled under the auspices of a Trustee are models for duplication in the other areas referenced.

These specialist roles will help to share the workload more evenly, and will allow each Trustee to report on their areas of responsibility at each monthly Trust meeting, to both report progress as well as to apply for funds to undertake their aims and goals as required. The Trustees should attempt to identify and encourage volunteers to share the workload in each area bringing in new skills and experience.

Trustees are acutely aware that younger people are not well represented within GDI at present. To date, efforts to recruit and retain younger people to the Trustee ranks have failed and there needs to be a fresh approach to this, possibly linked to a specific events programme for younger people and/or the nurturing of younger volunteers.

Timescales:

2021 – Engage with members to identify individuals with expertise and/or experience which may be nurtured as part of the Trustee or volunteer team. Engage with local schools to develop GDI offering appropriate to a younger audience e.g. to screen plays studied during the school term.

3.12 MEMBERS

The development of a Membership Scheme presents many opportunities for the GDI. In particular, a greater awareness of the business, its aspirations and goals will be helpful in generating local support, ideas and suggestions. It is essential that communication with and involvement of the first cohort of 100 members is appropriate to their needs and fulfils their expectations and those of the Trustees. The annual subscription fee of £24 will become an increasingly important source of revenue and this fee will be kept under regular review.

Timescales:

2020 – The Membership Scheme is developed and publicised with all existing 'Lucky Dip' participants invited to convert to the new scheme. The scheme will have 130 members by year end. All members will be allocated a discrete membership number, which will enable them to take advantage of any benefits and discounts made available under the Membership Scheme.

2021 - We will sign up 100 additional people to membership and will consider the potential to offer 'corporate membership' to organisations and local groups. A clear and regular process of communications, inviting comments, suggestions and ideas, will be developed and actioned. We will develop a 'members section' on the GDI website to enable discussion

in a confidential environment. A 'meet and greet' event will be established to thank members for their commitment and to provide an update on plans and activities.

3.13 VOLUNTEERS

Volunteers are essential to our continuing success. Through the development of the membership scheme and the collection of contact data from customers, GDI has a ready-made contacts list from which volunteers could be drawn, however there is no current website facility for enquiries about volunteering. Given the 'workload' going into every event, it is clear that the GDI can only flourish if supported by a large group of willing volunteers.

We will have a Trustee who is responsible for looking after the Volunteers, and it is envisaged that this will include Newsletters, explaining what is required per event from the Volunteers, express thanks to those Volunteers who have helped, highlight noteworthy contributions, and be the 'champion' who looks after our valuable Volunteers.

Volunteers will be called in to support wherever help is required with event set up/take down, Bar, Kitchen, leaflet distribution, poster distribution and event stewarding.

Timescales:

2021 – We will develop volunteer enquiry and contact systems and volunteer experience lists. Develop and maintain a schedule of volunteer hours which offers a useful insight into the operation of the Town Hall.

4 THE NEED

4.1 Demand and need

Our services are well used and valued. We have formal proof of this and as far as possible quantify it for the purposes of audit and evidence for potential funders.

4.2 Our client base

Although we wish to serve the entire area of Upper Wharfedale, in practice the vast majority of our customers are from the Ecclesiastical Parish of Linton, i.e. the civil parishes of Grassington, Threshfield, Linton and Hebden. This equates to a population of 2,516 (2011 Census).

The population is predominantly elderly, white British. This, together with the highly rural nature of the area, means that loneliness and isolation are significant issues, which reinforces the relevance of our projects and services to National Strategy such as the Jo Cox Loneliness Initiative (2017).

We do draw audiences from further afield for some events, such as Grassington Festival, Dickensian and 40s Weekend plus, as a tourist destination, visitors often attend events after spotting a poster or checking our website. The village is a current film location for All Creatures Great and Small which also generates interest and could be capitalised on by the GDI.

5. EVALUATION

5.1 Methods

We measure and evaluate our outcomes and outputs by a variety of means. To date, we have relied on anecdotal evidence, verbal and written feedback but we recognise the need to provide measurable qualitative and quantitative outcomes data. We are currently gathering data by occasional survey, membership updates, written comments, website feedback and uptake statistics. Data for our Facebook page is available. Grassington Festival completes a comprehensive annual survey-based evaluation of all its events held at GDI.

These will then be evaluated by the Trustees and subsequent service improvements planned and implemented.

Volunteer inputs (by way of hours contributed) will be recorded.

Timescales:

2021 - We will develop a formal method to capture and evaluate customer experience and to seek and act on member and customer suggestions for future improvement.

6. FINANCIAL POSITION

6.1 Current position

Reserves Policy: The Trustees seek to hold a financial reserve equivalent to one half of the annual costs of running the Institute. At December 2020, the GDI had unrestricted reserves of approximately £90,000.

Restricted or Designated Funds: The Trustees can confirm that none of the Institute's funds are restricted or designated.

Non-Monetary Assets: Ownership of Grassington Town Hall is vested in GPC. In principle, the building is 'leased' by the Parish Council to the GDI Trustees who are responsible for the maintenance of the interior and for the upkeep, renewal and improvement of all the facilities therein. Under the terms of the pre-existing agreement with the Parish Council, all furniture and equipment purchased by the Trustees for use in the building becomes the property of the Parish Council. This position is being reviewed as part of the negotiation over a new lease arrangement therefore it is subject to change.

6.2 Income

GDI's income in 2020 stands at £62k as at 30th November 2020. 60% of this income is derived from Covid-related support in the form of two grants and several months of support from the Government's Job Retention Scheme. The current financial deficit for the year (of c£13k) is significantly distorted by this fortuitous income, when the reality is a loss of c£50k over the year. Income sources come from many streams. In 2019, our income was £69k.

Rents & Hire: Local Organisations £6,924 (£23,347 in 2019); Other £550 (£3,084 in 2019)

Events/ Fundraisers organised by Town Hall: £9,915 (£34,121 in 2019) through live screenings, musical performances, hosting of Christmas Fair etc.

6.3 Expenditure

The Institute is responsible for fulfilling the objectives set out in the opening paragraph of this document and for complying with statutory requirements and local regulations.

Maintenance, Insurance and Utility Costs (to 31st October 2020): Maintenance £27,247 (£27,640 in 2019); Insurance £2,131 (£4,019 in 2019); Utilities £7,393 (£6,114 in 2019)

Staff Costs (to 31st October 2020): £17,511 (offset by £9,826 from Job Retention Scheme) (£19,156 in 2019)

Essential Repairs. GDI premises are over 100 years old and requires ongoing maintenance as well as capital investment. Annual building maintenance costs are estimated to be c£10k. At present, these remain a GPC responsibility. However, GDI allocated £20k from reserves in 2020 to address an acute structural issue which was compromising some future Town Hall activity and bookings. This work has been completed during Covid-19-enforced closure by volunteers on time and on budget but it represents an unrecovered cost in 2020.

A complete monthly budget against actual sheet is attached in the appendices.

6.4 Shortfall

Sadly, the Dales Playschool closed permanently in early 2020 leaving a £5k per annum recurring deficit in GDI income. There have been only two events in the Town Hall since March 2020. Cancellations (and 2019 income) include Grassington Festival (£5k), Wharfedale Beer Festival (£3k) and Dickensian Festival (£19k) plus other local organisations such as Players, Pantaloons, Grassington Singers and Community Cinema. Our annual fundraising programme has also been severely compromised in 2020.

Community outreach activities such as the Lunch Club also traditionally diminish our reserves.

We have a budgeted shortfall of c£50k in 2020, based on 2019 figures, which will be met from our reserves, bolstered by income from Government grants, Job Retention Scheme payments and donations. Assuming our present rate of income and expenditure is maintained, the GDI has approximately 34 months of reserves left.

7. **FUNDRAISING AND FUNDING**

7.1 Potential sources of funding

GDI raises funds via these principal methods:

- External funders
- Public donations/Public Subscription Membership Scheme
- Sponsorship
- Local fundraising
- Regular events
- In House events
- Subletting/ venue hire

7.2 External funders

We are actively seeking external funding for some of our continuation costs and to support a number of projects set out in this document. Our target is to achieve £100k from external funders over the next five years. In 2020, grants including £27k from Craven District Council Coronavirus Grant Scheme and £1,506 from Linton Parish Council's Community Fund for new stage curtains ('Reds').

Timescales:

2021 – We will explore funding sources for our capital projects and ongoing maintenance costs.

7.3 Public donations/Public Subscription Membership Scheme

Raising funds locally is vital and we recognise that we need to seek public donations. We should aim for around £10,000 annually by these means. We have created a membership scheme with an associated monthly number draw. Individual membership costs £2 monthly with the opportunity to win up to £50 in the monthly draw. Members are encouraged to pay by standing order (monthly or annually) which may provide greater longevity of their subscription than one off cash or cheque payments. Other membership benefits include discounted hire charges, and rates for ad hoc use, regular newsletters and updates on forthcoming events and influence in GDI initiatives. As at 21st October 2020, 132 people have subscribed.

Timescales:

2021 – We will engage members and the local community in our plan of works and seek to establish schemes which are conducive to gaining private interest and financial support.

7.4 Sponsorship for specific projects

We have successfully sought sponsorship locally for small projects. In 2020, we were granted £1,506 by Linton Parish Council towards the cost of the Main Hall's stage project, £400 from Grassington Players for a new stage ladder, £500 from Councillor Gillian Quinn and £100 from Upper Wharfedale Field Society towards the cost of new curtains for the Main Hall. A 'sponsor a seat' campaign successfully paid for new Octagon theatre cinema seating in 2016. Currently we are inviting sponsorship for new curtains for the Main Hall, which will cost £6,600. Private donations reached £3,100 by the end of November 2020.

There is only a handful of larger businesses in the area who we may contact to elicit sponsorship. However, it is unlikely that this will bring many rewards as they are oversubscribed. Marketing is essential to successfully achieve our sponsorship goals but publicity options were limited while the building was closed.

Timescales:

2021 – We will seek to learn from local organisations any lessons regarding sponsorship of events, activities or premises and attempt to establish one or more such sponsorship in year. We will seek sponsorship for our events brochure.

7.5 Local Fundraising

GDI manages a local annual fundraising programme of events comprising a Coffee Morning, Jumble Sale, Curry & Quiz, plus 40s Weekend and Dickensian participation when refreshments are sold to people attending events organised by hirers of the building. These events are managed and staged by our volunteers. It is planned that these events will eventually generate £20k per year. We will continue to fundraise in this way as we believe that it demonstrates commitment, increases awareness, creates a local presence and also provides an opportunity for our volunteers to participate in the future success of our Town Hall.

Timescales:

2021 – We will seek opportunities to present new, one-off events and to work with private and organisational partners to offer events and activities, diverse in nature, which will achieve greater footfall and hence income than those in previous years.

7.6 Regular Events

Regular events such as the Indoor Christmas Market, run in conjunction with the village's Dickensian Festival and 'staffed' by Trustees and volunteers are an important source of rental income. Likewise, Grassington 40s Weekend and the Wharfedale Beer Festival. These three events, along with all the others in 2020 have been cancelled, leaving a large income deficit.

Timescales:

2021 – We will continue our support for the village's events programme and seek to enhance the quality and variety of services and activities offered.

7.7 In House Events

Events organised by GDI Trustees and volunteers have provided essential income streams in recent years. A ballet, opera and theatre season has run successfully for four years and has become embedded in the local social calendar. Other music events managed and run by the Trustees and volunteers, including folk and brass bands, have also been very successful. Bar sales contribute greatly to the profit in these events. They are very labour-intensive and rely heavily on volunteer goodwill.

Future fundraising remains very uncertain as Government restrictions and diminished public confidence may create ongoing difficulties. A carefully-planned public reopening took place on 22nd October 2020, which allowed almost 50 people to enjoy a 'live-recorded' screening of the ballet, 'Giselle', in a coronavirus-safe environment. Sadly, closure was enforced on 5th November and the building remained closed until 2nd December 2020 before re-opening for the final event of 2020.

Five further events have been advertised and tickets placed on sale for the January to March 2021 period. When open, all facilities will be 'bookable' via the usual contact details but rooms are subject to reduced capacities and access to the kitchen will be restricted. A risk assessment has been carried out, to comply with national guidance and all hirers must ensure that their events conform with this guidance.

Timescales:

2021 – We will develop a series of regular events, diverse in nature, which will achieve greater footfall and hence income than those in previous years.

7.8 Subletting/venue hire

Commercial organisations hire GDI for various purposes and are charged higher rentals than are charged to local people, clubs and non-profit-making bodies who are the beneficiaries of the charity. Other amounts are raised by fees for the use of the snooker table, table tennis tables, indoor bowls, dance and fitness classes

The funds thus raised enable the GDI to provide accommodation and facilities to local people at reduced prices, effectively subsidising these activities from funds raised from events and corporate/commercial use of the Institute. This encourages use by many local groups for a variety of social, artistic and sporting activities, as well as individual bookings for private functions. The Main Hall is used for the village pantomime, amateur dramatics, musical events, the 40's weekend, Wharfedale Beer Festival and is now the main venue for Grassington Festival. The Trustees regard service to the community as being of the utmost importance; fund-raising is extremely important, but only as a means to an end.

Timescales:

2021 – We will keep our booking rates and hire arrangements, including terms and conditions under annual review.

8. MARKETING STRATEGY

8.1 The need to market GDI

The GDI would benefit from professional advice as our marketing campaigns need to be successful. The public need to be aware of what we do and the amount we need to raise. Additionally, we need to attract audiences to all our events and maximise venue hire opportunities.

8.2 Target groups

Residents
Potential sponsors
Visitors
Wider public

8.3 Means of reaching target groups

GDI hosts and administers a website: www.grassingtondevonshireinstitute.org which includes a co-ordinated GDI events calendar, electronic ticketing and room and venue hire information. A community website offers a service to residents, visitors and the local economy. It is contemporary, interactive and compatible with most tablets and mobile devices. Advance ticket purchase by credit card is also an essential marketing tool in 2020 combined with our local box office at Grassington Hub.

We are aware of the importance of effective marketing using social media, e-mail, newsletters and frequent good press to raise awareness of our activities and encourage public subscription. We have a well-subscribed Facebook profile which effectively markets our fundraising initiatives, events, services and other activities. Our use of social media and website to advertise our events programme has expanded considerably and by the end of December 2019 almost 1000 tickets had been sold for the various events.

The programme of events for 2019/20, published in our quarterly printed brochure and distributed by volunteers to local homes and businesses was warmly received by our community. We were also able to support our local friends and colleagues in other organisations by publicising their activities thus improving GDI's offer to the community. We have taken professional advice regarding branding and now have an eye catching GDI logo, which is now used to advertise GDI-organised events. Traditional marketing methods are also used such as newsletter drops, foyer and local poster advertising. We have a comprehensive GDPR compliant e-mail list and use the marketing platform MailChimp for targeted campaigns.

8.4 SWOT analysis

(see following page)

<p>STRENGTHS</p> <ul style="list-style-type: none"> • A record of success • Goodwill in the village • A willing and skilled volunteer workforce • High volunteer retention rates • An engaged and energetic group of Trustees • Capable paid caretakers • Suitable premises in central location • Free wifi • Up-to-date policies and procedures • Established, effective communication between employees, Trustees and volunteers • Developing diverse sources of income • Strong financial management • Partnership working with other organisations • Positive and caring culture • Future vision and plans 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Inability to income generate through trading during 2020 • Grant income does not cover maintenance and core costs • Insufficient survey data to present to funders. • Not good at collecting or using data gathered at/following events • Literature produced but not always widely distributed. • Limited numbers of Trustees.
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Myth busting /raising awareness • Getting more people involved in marketing – volunteers, community • Community engagement with the issues facing the village through village forum • Co-operation with other organisations and funding opportunities. • Adoption of full repairing lease 	<p>THREATS</p> <ul style="list-style-type: none"> • Premises maintenance issues • Inexperienced in marketing • Diminishing reserves due to Covid • Uncertain re-starting of all activities and lettings due to Covid

Timescales:

2021 – Develop policies in line with recommendations.

9 LEGAL, OPERATIONAL AND STAFFING

9.1 Legal

The GDI is constituted as a Charity (No. 1185815) with 'Charitable Incorporated Organisation' status, approved by the Charity Commission in October 2019 (brought into effect on 1st January 2020). A new Constitution was produced and adopted to ensure compliance with our CIO status. An annual general meeting is held in April.

Financial controls: The Treasurer presents Management Accounts monthly in the form of an income and expenditure statement. A full account of the cash reserves is presented monthly at the meeting of Trustees. At the year end, a full 12 months of Management Accounts are audited by an independent Accountant and the subsequent Charity Commission and year-end report are filed as required.

2021 – We will develop a detailed method of financial forecasting and budgeting which will enable deeper analysis of data.

9.2 Operational Structure

Constitutionally, the structure of the CIO comprises:-

- (a) the MEMBERS, being individuals who meet the criteria for membership established by this Constitution and by the Trustees;
- (b) the TRUSTEES, being individuals appointed or elected from amongst the membership in accordance with the Constitution.

Trustees are formally elected at the AGM which is held each year before the end of April, details of which are posted outside the building and at other village notice boards, or co-opted during the year.

The GDI is administered by volunteers. Trustees operate within a clearly defined business framework and have a clear vision of our future challenges and goals. All Trustees also volunteer for operational and administrative duties in addition to their strategic role. GDI Trustees are committed to enriching village life for residents and visitors, reducing social isolation and working together with other local organisations. Full details of the appointment and responsibilities of Trustees are to be found in GDI's Constitution.

A full time and part time paid Caretaker maintain GDI's high standards and give practical support, communication and consistency.

Our volunteer Treasurer manages day to day book keeping, bill payments, invoices and maintains GDI financial records.

Our external auditor examines our end of year accounts for filing with the Charity Commission.

As a charity, the GDI relies heavily on its volunteers to ensure that it continues to be an important community focal point. We are fortunate to be supported on an ad hoc basis at events or for fundraising activities by about 20 local people who find volunteering for GDI to be purposeful, varied, interesting and fun.

9.3 Personnel Development

Trustees support the personal and 'professional' development of the Caretakers and volunteers, through the provision of certificated training, including 'working at height', 'fire safety', 'first aid' and 'food handling'. Trustees participate, where appropriate, in networked meetings of local village halls, organised by Community First Yorkshire and Craven District Council.

Volunteering opportunities include administration, supporting events and assisting at the Lunch Club. Our members and volunteers are our strength and we strongly believe in transparency and information sharing. We communicate regularly, seeking feedback, ideas and suggestions. GDI's undoubted success is largely due to the hard work and dedication of our volunteers to whom thanks are owed for their support and commitment

Many have specific skills that are recognised and utilised. We believe strongly in inclusivity, welcoming and supporting volunteers with physical or other limitations where possible.

9.4 Community involvement

GDI has earned an excellent reputation locally, evidenced by the comments we receive, new volunteers, and our increasing events footfall.

Our 'in house' programme of 'live by satellite' and 'live recorded' opera, ballet and theatre has a loyal core audience of around 50 people.

Volunteer numbers have steadily increased and we now have a pool of 20 people engaged in various activities, mainly associated with organising, publicising and supporting events.

The Lunch Club uptake averages 38 attendees per month and has a team of over 20 active volunteers.

We support multiple local organisations, charities, groups and societies, commercial organisations and small businesses.

We have issued three newsletters to members in 2020 to ensure they are made aware of developments and future intentions. Our Facebook updates have regularly been seen by upwards of 400 people.

9.5 Premises

We operate from premises at 48 Main Street, Grassington, North Yorkshire BD23 5AA. There is a resident Caretaker and a dedicated car park is available just 100 yards beyond the building's entrance.

9.6 Facilities and equipment

The premises comprise three distinct component parts. An original building, dating back to the mid-19th century, a main hall, added in the 1920's and the Octagon Theatre, including access corridors to the rest of the building, added in 1998.

9.6.1 Main Hall

The Main Hall was refurbished in 2020 with significant safety and improvement work undertaken on the stage. New curtains and acoustic curtaining have been added and the hall repainted. The hall offers the biggest meeting space in the area, providing seating for almost 300 people. The hall is large enough to be used for activities such as badminton, indoor bowling and children's roller skating, as well as providing an auditorium for live and screened

theatrical and musical events. It has a large, raised stage with sound and lighting equipment, which is continually updated.

9.6.2 Octagon Theatre

The 'Octagon' provides an 'up close and personal' venue for live music and other performances, plus its ever-popular 'live by satellite' and live recorded events. The seating was refurbished, following generous private donations, in 2015/16. There is banked seating, which can be retracted to open up floor space for large meetings, for 76 people with an overall capacity of almost 90. The facilities include a small kitchen and access to the dressing rooms below.

9.6.3 Conference Room (known locally as the 'Games Room')

This is an ideal space for business meetings and small training or educational sessions. Comfortably seating 20 people, the room has direct access to the main kitchen. The room was re-painted in 2020. The space will be developed as a 'fully kitted out' 'Conference Room meeting space.

Timescales:

2021 – A small scheme will be produced to provide modern, 'business meeting' facilities and equipment in this space.

9.6.4 Other space

There are two dressing rooms, two smaller meeting rooms, a kitchen and a snooker room. The foyer is host to a purpose-built and fully-licensed bar, which is used for specific events during the year. The kitchen has been awarded a five star food hygiene rating for the practices adopted by its users.

9.7 Governance and compliance

- Our accounts are audited and submitted annually to the Charity Commission
- Written Constitution
- Fully compliant with relevant Health and Safety Legislation
- Annual and ongoing risk assessment strategy
- Written policies on equality, safeguarding, and inclusion
- The Trustees hold minuted, monthly meetings. These notes are displayed on the website www.grassingtondevonshireinstitute.org as soon as they are adopted at the following month's meeting. An AGM is also held.
- GDPR compliant

Appendix 1

Summary of Actions

2020

Capital Projects and improvement schemes

We will clear the space formerly occupied by the Dales Playschool and produce a detailed design/plan for conversion to residential accommodation.

We will confirm an estimated budget for the work of £20k.

Membership

We will develop the Membership Scheme and publicise it widely, with all existing 'Lucky Dip' participants invited to convert to the new scheme. The scheme will have 130 members by year end.

We will allocate a unique number to every member, which will enable them to take advantage of any benefits and discounts made available under the Membership Scheme

2021

Capital Projects and improvement schemes

We will seek all necessary permissions and undertake the work (to develop a new Caretaker's flat) funded by the GDI's reserves. The Caretaker will be re-located into the new accommodation and the ground floor of the building will be cleared. The Parish Council will be re-allocated meeting and secure filing space.

We will discuss, as a priority, with Grassington Hub and Community Library, to confirm their interest in re-location and to commence work on a design. Potential funding sources to be researched and the potential for a local fund-raising appeal considered.

We will, in conjunction with relevant partners, produce a design for the 'front of building development project and all necessary permissions obtained. Funding sources will be considered after the final design is costed. Subject to the availability of funds, the project will be undertaken and completed in year.

We will design a bar and foyer scheme and commence project, subject to funding constraints.

We will produce a small scheme to provide modern, 'business meeting' facilities and equipment in the 'Games Room'.

Lease and maintenance funding

We will seek to develop an agreement with Grassington Parish Council to commit a fixed sum per annum, from the Parish precept, for the repair and maintenance of the Town Hall.

We will explore funding options, including grant funding for high-cost repair, new development or replacement projects.

We will review and update the Asset Register on a two-year cycle.

We will conclude discussions with Grassington Parish Council on an agreement, lease or other binding arrangement to take repair and maintenance responsibilities for Grassington Town Hall, supported by an agreed annual community contribution.

We will develop a planned programme of repairs and preventative maintenance.

We will engage members and the local community in our plan of works and seek to establish schemes which are conducive to gaining private interest and financial support.

We will seek to learn from local organisations any lessons regarding sponsorship of events, activities or premises and attempt to establish one or more such sponsorship in year.

We will seek sponsorship for our events brochure.

Booking/Marketing/Events

We will develop our use of the Skedda or other suitable system to improve customers' experience in searching for information related to the availability and cost of suitable facilities.

We will develop an online, inclusive booking system, capable of being managed by volunteer administrators, which will streamline and unite our current systems and provide important data for analysis and monitoring. We will seek to utilise the information contained within the system to inform Trustees' planning of future facilities and events and to seek to maximise income for the benefit of the charity and the community it serves.

We will seek professional, voluntary support to review and, where necessary develop the website to improve the customer experience, increase marketing opportunities and enhance the contribution of members to the business of the GDI.

We will work with local organisations to ensure we understand their needs for facilities and premises in order to satisfy their event requirements. This will include an exploration of partnerships for events rather than the traditional, 'customer' approach of the past.

We will seek to develop a diverse programme of events which can be GDI-initiated and run, to dovetail with village activities and key dates.

We will engage with local schools to develop a GDI offering appropriate to a younger audience e.g. screen plays studied during the school term.

We will seek opportunities to present new, one-off events and to work with private and organisational partners to offer events and activities, diverse in nature, which will achieve greater footfall and hence income than those in previous years.

We will continue our support for the village's events programme and seek to enhance the quality and variety of services and activities offered.

We will keep our booking rates and hire arrangements, including terms and conditions, under annual review.

Corporate image

We will further develop our corporate image and brand to create eye-catching, marketing and publicity material, posters and literature to enhance our professional image. We will

overhaul or design a new website which is 'fit for purpose' and reflects the GDI's role in the community and the activities it can support and promote. We will develop a new, corporate approach to electronic communications.

We will develop a formal method to capture and evaluate customer experience and to seek and act on member and customer suggestions for future improvement.

Membership/Volunteers/Trustees

We will engage with members to identify individuals with expertise and/or experience which may be nurtured as part of the Trustee or volunteer team.

We will sign up 100 additional people to membership and will consider the potential to offer 'corporate membership' to organisations and local groups.

We will develop a clear and regular process of communications, inviting comments, suggestions and ideas, will be developed and actioned.

We will develop a 'members section' on the GDI website to enable discussion in a confidential environment.

We will hold a 'meet and greet' event to thank members for their commitment and to provide an update on plans and activities.

We will develop volunteer enquiry and contact systems and volunteer experience lists. Develop and maintain a schedule of volunteer hours which offers a useful insight into the operation of the Town Hall.

Financial and Policy control

We will develop a detailed method of financial forecasting and budgeting which will enable deeper analysis of data.

We will refine, approve and apply a new spreadsheet in time for the new financial year 2022.

We will develop policies for the Institute as required by regulation and local circumstances.

2022

Capital Projects and improvement schemes

We will undertake work, leading to the agreement of a 'sub-lease' for the ground floor of the building, re-location of Grassington Hub and Library and establish mutually-beneficial arrangements for co-operative working.

Lease and maintenance funding

We will launch fund-raising efforts within the local community and the potential for grant income will be explored.

We will use the evidence available from building inspection and subsequent professional assessment to produce a prioritised and costed plan for repair and preventative maintenance.

We will publish a five year forward programme of specific and costed works which will guarantee proper maintenance of the building.

DRAFT

Appendix 2

Address of the Institute and Trustee details

Address of the Institute	The 'Town Hall' 48 Main Street Grassington North Yorkshire BD23 5AA	Telephone (Caretaker) 01756 752637
Chairman	Mr David Wood Browfield, Raines Lane Grassington North Yorkshire BD23 5NJ	01756 751801
Treasurer	Ms Penny Clover Four Leaves Cottage Grass Wood Lane Grassington North Yorkshire BD23 5DF	01756 229254
Independent Examiner	Mr Andrew Walker Arthur E. Walker & Co. 6 Water Street Skipton North Yorkshire BD23 1PB	01756 799577
Trustees	Mrs Hanne Barton (Deputy Chair), Mr Barrie Doyle Mrs Marion Field Mr Stephen Parry Mrs Jean Slater	