

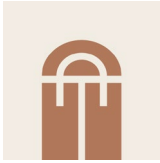


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A R M S T R O N G

GATHER • CELEBRATE • INSPIRE

A Case for Support



THE ARMSTRONG

Introduction

This Case for Support aims to demonstrate that the re-opening of a local community venue, The Armstrong, will bring benefit to the town of Thornbury and its surrounding area.

The case is put that the closure of the venue five years ago has detrimentally impacted on local communities and residents, and that along with other impacts (such as COVID-19) there is a need to reverse this consequence, and therefore re-opening The Armstrong will have numerous advantages.

We are seeking financial support. The re-opening will require a substantial renovation of the existing venue enabling operations to recommence, and the establishment of a viable business focused on community benefits.

We hope you will enjoy reading of our journey and endeavours and can find a way to support our case for helping people in this area.

Executive Summary

Thornbury Community and Arts CIO (TCA) was born of the need to stop decline in our town and district. We are seeking £1.1m to complete the restoration of our community centre to its former use.

It was a devastating loss to Thornbury and surrounding area when the beloved Armstrong Hall Complex (since renamed The Armstrong) was closed indefinitely during Covid.

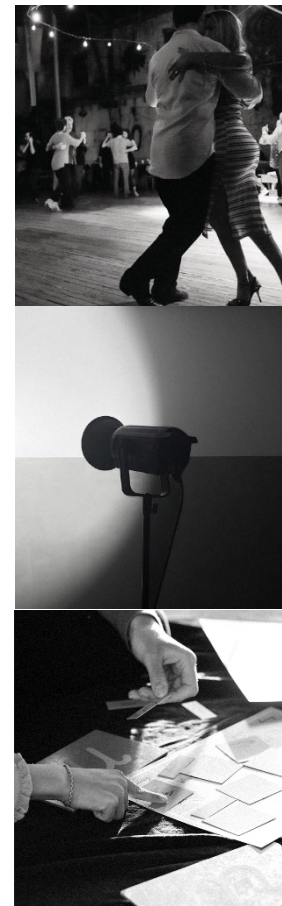
Local people were deprived of a venue for an array of activities both needed and enjoyed by the community.

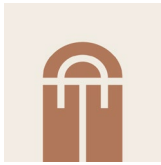
TCA's mission is to restore these spaces for community use, to provide entertainment for the local community and to develop a financially sustainable business.

Thornbury's community has grown, but with little investment in amenities. We want to transform the 2-hall complex into a thriving community hub and a superb venue for an array of events to meet the call from residents.

We are seeking a grant from The Garfield Weston Foundation to help us meet the shortfall in our capital funds to create much-needed performance, arts, social and community spaces for the benefit of people living in and around Thornbury.

The estimated capital funding required to restore The Armstrong is £2.6m, of which an incredible £1.5m has already been secured. Now we are focusing on raising the remaining £1.1m.





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The reopening of The Armstrong will bolster a sense of belonging and identity for the community. The wide range of activities will build relationships, inspire creativity, foster friendships and combat loneliness. It will support community cohesion, a place where people find comfort and joy and where generations from the town and surrounding area come together.

Should The Armstrong not fully open, it cannot survive. Without it, there is no alternative venue for the town's growing population. If The Armstrong does not reopen, there will be a detrimental impact on:

- ❑ The revival of community activity.
- ❑ The desired and called for performance and art related activities.
- ❑ The cohesion of the community, caused by social isolation.
- ❑ The opportunity to improve youth services, mental health and general well-being.
- ❑ The opportunity to enhance education benefits for all ages.
- ❑ Support for local businesses from increased town centre activity.

The Armstrong

For over 5 decades The Armstrong has been a community hub open to all walks of life. It has provided spaces for meetings, performance art and exhibitions, and a multitude of specialist events. Sadly, it is no longer open.

The Armstrong comprises two adjoining halls: the Cossham Hall, which was acquired in 1888 and the adjoining Armstrong Hall which was added in 1972. Additionally, there is a foyer that provides further facilities. The plan is to renovate the existing structure, raising it to modern standards and updating its tired appearance.



The Armstrong Hall complex

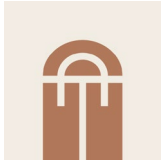
The Armstrong has fallen into a dilapidated condition, catalysed by its closure during the pandemic. It is in dire need of an overhaul to restore its function.

It is estimated that an investment of £2.6m will be required to enable full re-opening to then enable a viable business to prevail. To date, **£1.5m has been secured.**

*Further information on the background and context of The Armstrong can be found in **Appendix 1.***



The Cossham Hall



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Community Need

We have widely investigated the community need and this is central to how we will develop our operational plan and business model.

Below is the culmination of our findings, further detailed in **Appendix 2** with Case Studies in **Appendix 3**.

There has been a drive to re-open The Armstrong to re-provide this community hub and support the on-going recovery of social cohesion that has been lost in recent years. The Armstrong is needed to support **youth development**, to address the needs of the **elderly** and **vulnerable**, to improve **mental health** and to enable people to meet again to put on drama productions, concerts and art exhibitions, for the enjoyment and inspiration of all. It must be emphasised Thornbury has grown in population by more than 20% in the last decade with little investment in amenities.



Any early Armstrong theatre production

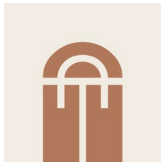
Local consultations have clearly shown that the previous community feeling and welcoming atmosphere have diminished, that many desire it to return, and that re-opening The Armstrong provides a significant path to achieving this. This is supported by national and local reports.

The need is widespread over all age groups, genders, abilities, ethnicities, interests and social backgrounds, and addresses everyday community challenges.



Youth Theatre production of Hairspray at The Armstrong

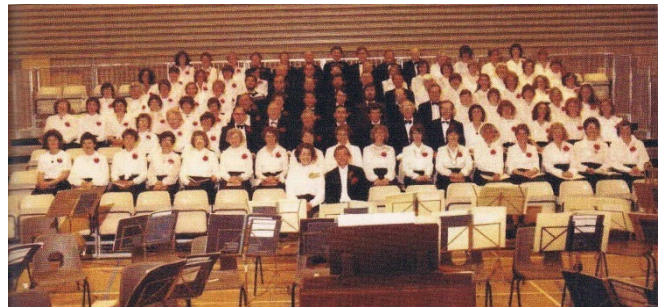
New residents do not have as many opportunities to integrate with more established inhabitants, as facilities have diminished. There are no public transport links to a cinema, and there is a concern around the lack of activities on offer for young people, new families feeling isolated and the lack of arts opportunities for both young and old, especially for the many struggling to make ends meet in the present economic climate.



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Thornbury Musical Theatre Group



Thornbury Choral Society

Thornbury, like many towns on the perimeter of a larger city (Bristol), has a declining high street, detrimentally impacting the sense of community but also economically on local businesses. We are losing our central hub for commerce, social interaction and community identity. Our community consultation demonstrates a real feeling of loss and uncertainty since the closure of the venue. When The Armstrong is re-opened it will have a hugely beneficial impact on the town, revitalising many aspects of community life and commerce, improving social cohesion, local distinctiveness and pride, and helping to reduce loneliness.

Status

The re-opening of The Armstrong has commenced: the Phase 1 renovations of the Cossham Hall and foyer area will be completed in autumn 2025, and the centre will be operational again in early 2026. Phase 2 to renovate the larger Armstrong Hall is planned for 2026, and will see the full revitalisation of the venue.

Thornbury Community and Arts CIO (TCA) have a long lease on the venue from which to operate and are spearheading the renovations. They will operate the events and activities undertaken at The Armstrong. We are rooted in Thornbury, and knowledgeable about the needs of the community.

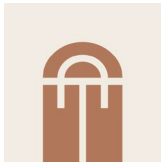
The last five years has culminated in our current status. This has been achieved by a team of volunteers and professionals who have prepared a sound business plan that demonstrates the long-term sustainability of the enterprise. The defined scope of works will enable TCA to re-provide the required facilities, engendering wide community support for the venture.



The Cossham Hall

The Challenge

The estimated capital costs total £2.6m. The £1.5m secured so far enables Phase 1 renovations to proceed. Thus the balance for Phase 2 renovations is £1.1m, which we are actively seeking to raise.



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Our challenge is to re-open the whole of The Armstrong as quickly as possible, which will be achievable once the final funding is secured.

Our Goals

Our primary goal is to re-provide the benefit The Armstrong can bring to Thornbury and its surrounding area. With the population growth, we aim to reverse the reduction in community facilities that has occurred through the closure of this key venue.



The Armstrong Hall

The Vision

We envisage a venue that provides spaces to support the community's needs, an attractive and welcoming environment and a place where people find comfort, inspiration and a sense of belonging and identity.

We see The Armstrong becoming a thriving community hub, providing the potential for life enrichment. We aim to provide a wide range of activities to help build relationships, inspire creativity, foster friendships and combat loneliness. It will support community cohesion, as generations from the town and surrounding area come together.

Our vision includes improving social welfare, advancing education opportunities, improving mental well-being, enabling further recreational and leisure activities and enhancing the lives of the residents.

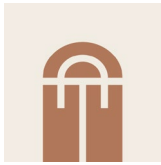
There will be a focus on supporting shows, performances, theatrical productions, concerts, club meetings, exhibitions and private parties.

We wish to re-provide a space for musical theatre, concerts, shows, recitals, screened live performances and presentations.



The proposed foyer area 1 for The Armstrong

We aspire to enable people to build relationships, improve community connectiveness, foster friendships and combat loneliness and social isolation. The venue will support community cohesion, as generations from the town and surrounding area come together, as they have done for many years.



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Our mission is to re-open The Armstrong and to operate as a viable business for the foreseeable future. It will revive what has been lost.

Our Values

The guiding spirit of TCA is about co-operative working towards a shared goal. We recognise the potential for life enrichment among those who engage positively in joint endeavour, and welcome all to experience such benefit through helping to recreate and sustain activity at The Armstrong.

All our values ensure that each person involved in any way with the venture can expect to be treated with consideration and respect in a safe environment.

TCA takes the broadest possible view of diversity. We value the visible and invisible qualities that make individuals who they are, and we welcome the unique perspective and experience that everyone has to offer.

We will strive to ensure good practice in diversity, equality and inclusion in the operation of the community hub. Inclusivity underpins every aspect of our enterprise. We aspire to listening to, understanding and meeting the needs of each individual, as well as those of the majority.

Our charitable objects are to further or benefit the residents of Thornbury and the neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for the residents.

Outputs and Impact

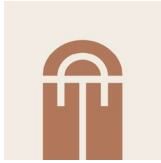
Our primary output will be to create a multi-functional space and return The Armstrong to its former glory and for the venue to be an asset to the growing community of Thornbury.

In addition to an exciting performance and arts programme, which is likely to attract audiences from further afield, we are confident that the spaces within the building will be well used, generating income in a variety of ways. From our community consultation, individuals expressed the desire to host the activities set out in our Operations Plan. Details of our consultations are in **Appendix 4**.

A wide range of activities will be made available for local residents, supplying opportunities for learning, work experience, finding new purpose, developing social skills and combating loneliness.



Proposed reception area at The Armstrong



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A significant outcome will be the community benefits as detailed above. We have described the benefits this venture will bring, and we see the overall impact being the improvement in the well-being of the residents of Thornbury.

Thornbury

Thornbury is a former market town in South Gloucestershire, located north of Bristol. It has a strong history and has been centred around a traditional high street and a hub for local villages and hamlets. Further information can be found here: [More about Thornbury](#).

In recent years, the town and surrounding areas have seen significant population growth, with thousands of new build homes. In 2021 the population was 14,500 and by 2023 an estimated 19,000 with more new builds completed in 2024, plus another 595 new builds approved.

Thornbury historically is renowned for its arts festival and talented musical theatre and drama groups, which have had to find other locations to put on their performances, taking custom elsewhere, and leaving the town poorer as a result.



Thornbury

Our achievements

We have developed a business plan that is realistic, founded on market research, applies sound financial modelling and assesses business risks. The business case and supporting financial model are available here:

[Business Case and Financial Model from February 2025](#).

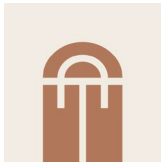
The business case includes:

- ❑ Our aims and objectives
- ❑ Our structure
- ❑ Workstreams for the delivery
- ❑ Strategies for: fundraising, stakeholder engagement, marketing and communications
- ❑ Our Operational Plan framework including the approach for events and activities
- ❑ Governance

Extracts from our current financial model are in **Appendix 5**.

Our other achievements include:

- ❑ Securing £1.5m of funding.
- ❑ Establishment of TCA as a CIO.
- ❑ Securing a 30-year lease from the owner of The Armstrong. Refer to **Appendix 6** for details.



- ❑ Developing a scope of works for the renovations; developing designs to bring The Armstrong up to modern standards of compliance and enhance the visitor experience. Refer to **Appendix 7** for details.
- ❑ Awarding a contract to undertake the renovation works. Refer to **Appendix 8** for details.
- ❑ Undertaking market research to test the need, assessed comparator venues to support the business planning and progressed a stakeholder engagement strategy.
- ❑ Establishment of an Operating Plan for the management of The Armstrong when re-opened early in 2026.

TCA

TCA is a registered Charitable Incorporated Organisation (CIO) with a registered charity number: 1213120.

TCA is structured by way of Trustees who follow the requirements set out for a CIO.

There is a Management Board who manage the re-opening activities and report to the Trustees to enable the Trustees to ensure compliance with our charitable objects and assess risks to TCA.

Our Constitution

We have a governing document that has been accepted by The Charity Commission.

A copy can be found here: [TCA governing document](#).

The Business Strategy

We recognise that we need to build a sustainable business. Our strategy is to support the community activities and events through a subsidised charging model, funded by other entertainment and leisure events. To achieve this, we have an operating plan that blends a mix of professional and amateur community-based performances and activities.

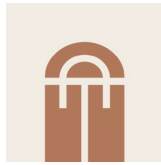
Our Plan

Our focus now is to raise the remaining £1.1m of funding through a campaign that has been developed in liaison with a professional fundraising consultancy, Good Fundraising. More details about Good Fundraising can be found on their website: [Good Fundraising website](#).

Once funding is secured Phase 2 can be completed. It is anticipated that the process followed to deliver Phase 1 will continue for Phase 2.

The coming months will see us refining our Operations Plan which will focus on:

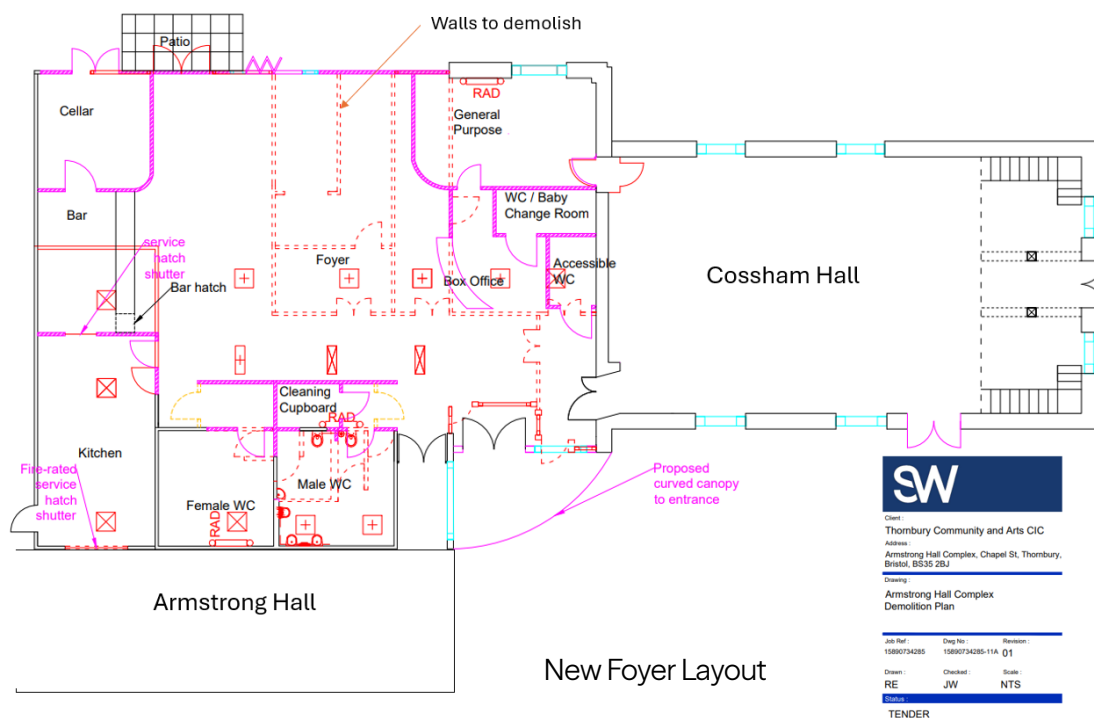
- ❑ The day-to-day operations

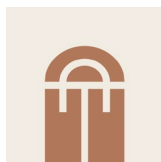


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- ❑ The roles and responsibilities of personnel involved in the operations.
- ❑ The level of staffing required.
- ❑ The customer journey.
- ❑ How licensing will be approached.
- ❑ Health & Safety.
- ❑ Safeguarding.
- ❑ Accessibility and equality.
- ❑ Systems testing.
- ❑ Ticketing and booking systems.
- ❑ Support services (e.g. catering, bar).
- ❑ Marketing.
- ❑ The approach to public relations and stakeholder management.

From our consultations with other similar venues, we are very confident our plans align with best practice.





Project Management

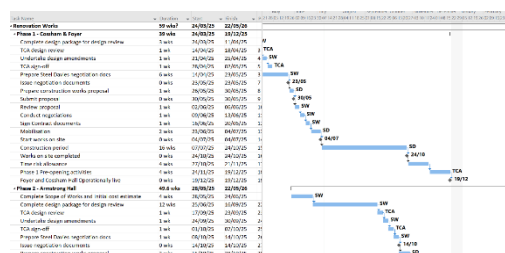
TCA has six trustees who fulfil the roles expected of them by the Charity Commission.

The re-opening activities are undertaken by a team of volunteers and professionals via the TCA Management Board.

The Management Board comprises four individuals who volunteer their time in pursuit of the delivery of this project.

Chris Roberts has taken the overall lead role as Project Manager. Chris is a professional project manager with over 40 years' experience of construction related projects, several with community related outcomes and fundraising campaigns.

Chris is supported by Jill and Steve Dimond and Olivia Riddiford, who collectively have a blend of skills relating to professional event management, community activities (especially performance production and community engagement) as well as project management.



Timescale plan for The Armstrong

The Management Board have developed an implementation scheme which accords with proven project management techniques for a typical project delivery plan.

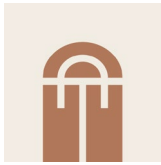
Monitoring and Evaluation

Once building renovation phases have been completed, we will use a range of evaluation tools to collect and analyse data to assess the project's overall community impact, effectiveness and efficiency, as well as the programme of activities taking place in the newly renovated community space. The tools to be used will include surveys, questionnaires, interviews, focus groups, case studies and observational techniques. We will gather both qualitative and quantitative data for TCA's Annual Report, which will be submitted to the Charity Commission.

We will also build an online community to foster engagement as a vehicle for sharing stories or impact.

Volunteering

We have a significant collective of volunteers. We have over 20 people actively supporting the Management Board. Most have supporting skills and experiences ranging from performance production, events management, marketing, market research, bars and licensing, fundraising, audio visual and digital services, corporate governance, stakeholder engagement, charity work, facilities management, data management, IT and public relations. It is an impressive group of individuals.



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We have an active campaign to gather volunteers to support our operations, typically from stewarding, communications and back of house support.

In our recent consultations, over 70% of respondents said yes to our enquire of “interested in supporting the project through volunteering”, which provides us with the confidence to expect sufficient resources to sustain the business.

Professional services

We have engaged professional services as part of our journey to date and intend to continue with these:

- ❑ Fundraising consultant
- ❑ Operational Planning
- ❑ Building Surveyor and supporting services
- ❑ Interior Designer
- ❑ Branding consultants
- ❑ H&S support
- ❑ Building Contractor and supporting design services

These services have added great value to the Management Board and demonstrated that we have taken a professional approach to key aspects of our tasks.



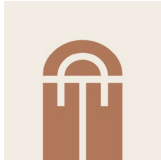
Marketing, Communications and Public Relations

As part of the business planning, we recognised the vital role marketing, communications and public relations play in achieving a sustainable business.

Our strategy is described in the business and operations plans.

The project is currently publicised via social media channels (Facebook, LinkedIn and Instagram) and on our website. Our local radio station, newspapers and magazines are keen to publicise our progress and regularly approach us for the latest news. Our highly experienced marketing team are developing a strategy to ensure that appropriate statements are issued at the right time and delivered in ways which appeal to our market.

An opening event will celebrate the completion of the building and will be used to promote the new space to the local community.



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Stakeholder engagement

We consider it essential that we engage with those that have a stake in this venture.

We have been speaking with the town's education providers, businesses, charities and Chamber of Commerce, and are widening the engagement to others (religious groups, amateur dramatic groups and community organisations such as U3A).

Comparator Venues

We seek to learn all we can from others and apply their experiences within our own operations.

We have liaised with a range of similar venues:

Merlin Theatre Frome, The Memorial Theatre, Frome, Ledbury Theatre, Brecon Theatre, the Neeld Community and Arts Centre, Chippenham, Peckham Theatre, South London, The Subs Room, Stroud, Tetbury Goods Shed, Tetbury and The Regal, Tenbury Wells, and others.

Branding

As part of the modernisation of The Armstrong, we have re-branded the facility. The re-branding style is available via this link: [The Armstrong branding stylebook](#)

We use our branding for our social media, web page and general marketing communications:

Social Media Campaign

We have an active social media campaign through our website and our Facebook page.

[The Armstrong Website](#)

[The Armstrong Facebook page](#)

We also have a presence on Instagram and LinkedIn.

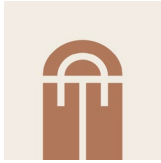
This is being well received, actively used and proving an effective manner of communicating.

Business Sustainability

TCA is a not-for-profit organisation in which all income generated will be used to improve facilities for our users, and the premises will be maintained in a self-sustaining way for our community.

Income generation is used to cover operational costs and other services that are a direct result of usage.

Income will also be used to maintain and repair the building by way of a planned preventative maintenance programme. This will contribute to its future sustainability.



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Environmental Sustainability

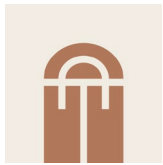
TCA aspires to minimising the environmental impact of the centre. It has done so initially by renovating the existing buildings in preference to demolishing and rebuilding. It seeks to re-use materials wherever possible and recycle those which cannot be used.

The Armstrong is installing air source heat pumps and roof insulation for heating to reduce the use of damaging fossil fuels.

Our Request

We would like support from The Garfield Weston Foundation to meet our **£80,000 shortfall in our 2025 budget**. Donors to our capital appeal will be acknowledged on the site with funder logos present on billboards, mentioned on social media, press releases and on promotional literature, or as requested.

We thank you for considering this application.



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Appendix 1: Background and Context

Thornbury Town Council is the sole Trustee of the Armstrong Hall Charitable Trust (charity registration number: 272883) (**AHT**) and steward of the Armstrong Hall Complex, closed since 2020.

AHT has agreed to lease the premises to the newly established charity Thornbury Community and Arts CIO (registration number 1213120) (**TCA**), to renovate the buildings and manage the ongoing charitable operation of the town's asset, for a thirty-year period.

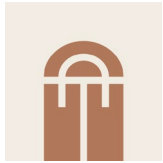
The TCA team has been involved in the scheme for over four years, developing it into a viable project that is funding ready. We are rooted in Thornbury, and knowledgeable about the needs of the community.

Since closure, the population growth has seen thousands of new build homes provided, increasing the need for facilities. In 2021 the population was 14,500 and by 2023 an estimated 19,000 with more new builds completed in 2024, plus another 595 new builds approved.

Thornbury has a wealth of talented musical theatre and drama groups which have had to find other locations to put on their performances, taking custom elsewhere, and leaving the town poorer as a result. The most recent local consultation conducted in October 2024 highlighted the need for the restoration of the community activity formerly available at the venue, as well as the provision of vital youth theatre facilities, and access to arts and culture for both young and old.

The community currently lacks identity and cohesion; there is a sense of “us and them” between residents in newly built housing estates and those living in the older parts of the town. Recent actions imposed on the town by the local authority have detrimentally impacted on local people, leaving many feeling disenfranchised and bitter.

The Armstrong Hall Complex needs a comprehensive upgrade to meet environmental and legislative requirements to enable it to reopen. The work also comprises cosmetic renovations to the two halls, foyer, toilets, bar and kitchen areas. We want to realise the asset of the buildings and provide performance and meeting spaces of the size required for local groups in the shortest possible time.

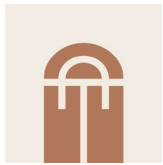


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The Premises

Centrally located within the heart of the old town, just off the High Street, the site, all at ground level, comprises:

1. The 19th century Wesleyan Chapel gifted to the town by local philanthropist Handel Cossham, retaining his name. It seats up to 130 people, and is appreciated by musicians for its acoustics, and by artists and all who visit for its historic ambience.
2. Added in 1972, a large hall which seats up to 300, with a traditional proscenium arch stage and backstage facilities.
3. Connecting the two halls, a large foyer and services area.
4. A small car park to the rear, and an open courtyard to the front.



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Appendix 2: Community needs

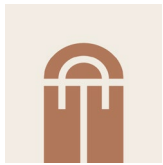
Our Youth

Previously The Armstrong provided a strong outlet to develop our youth with many forging careers based on their early experiences in theatrical, performance and arts activities.

It is well known that performance and art activities foster creativity, critical thinking and self-expression in young people. These skills contribute to their overall development and wellbeing. Our community stated the need to get younger people on board in all aspects of arts and culture and were concerned about the “lack of safe space for tweens / teens, antisocial behaviour, vandalism and drugs”.

Having a place to take part in theatre for the young people of Thornbury is a great way to boost creativity and imagination. Being involved with theatre groups helps young people express themselves in new and unique ways and pushes them to come up with innovative ideas. In theatre, young people don't just act; they create entire worlds. They learn about different characters, their stories, and how to bring these stories to life on stage. Moreover, theatre helps young people deal with complicated emotions and situations. It is a great grounding for real life, where feelings and ideas can be explored safely. Theatre is more than just performing, it teaches valuable life skills, such as empathy, communication, and problem-solving, in a fun and engaging way. Theatre education also enhances communication skills. For young people, learning to perform on stage teaches them how to express their thoughts and feelings clearly and confidently. And it's not all about speaking; it's also about learning to convey emotions and stories through body language and facial expressions.

When young people get involved in theatre activities, it opens up a new world for them. They get a safe space where they can express themselves freely, which is great for building confidence and self-esteem. In theatre, everyone's input matters, from the ideas they bring to the table to the roles they play and to the production members making everything happen. This teaches them that they are valuable and capable. Theatre is also a place where being vulnerable is okay. Young individuals learn to see their vulnerabilities not as weaknesses, but as opportunities to grow stronger. Watching theatre is a great tool for helping young people grasp a variety of viewpoints, it nurtures empathy and expands how



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young people see the world around them. When attending a play, young people are not just sitting in a seat; they're stepping into someone else's shoes. Plays often feature stories, characters, and cultures that are entirely new to the audience. They get to see life through someone else's eyes, which is a powerful way to learn about differences and similarities among people. (Source: Royal Shakespeare Company).

The elderly

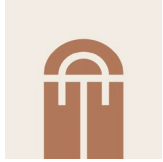
The elderly benefited from events, clubs and societies that used The Armstrong. It has been shown that the closure of venues such as this has negatively impacted social cohesion and added to social isolation and loneliness. A re-opening will aid the reversal of this.

Loneliness

Loneliness and social isolation - social isolation is a major health issue as it has many other adverse health outcomes including dementia, heart disease, stroke, and premature death. From our consultation we know that 17% in our community are suffering with loneliness and or social isolation and many cited concerns about loneliness in elderly residents.

Social cohesion

- responses to our consultation have informed us that people in the area are concerned about social cohesion, saying that there are "hardly any social events or community events", "we need the community spirit and atmosphere that Armstrong Hall had back again", "rebuilding a feeling of community and positive feeling about the town through arts and entertainment" and staging a "division between the old part of town and new bit."



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Community space for all

– despite the growing population there has been a reduction of amenities. From our consultation many expressed the desperate need for a venue that is flexible enough and big enough to suit all age groups: “people need to be able to socialise”, “growing population without vibrant commerce or relevant services and nothing for people to do”, “Thornbury has a wealth of talented musical theatre / drama groups who would all benefit from having a permanent home and for groups to have a meeting place”.

Sustainable local economy

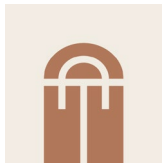
– the lack of an entertainment venue and a fully functioning cinema for the community takes spending power to businesses in other locations, “...need to encourage people to come to Thornbury for recreation and to spend locally.”

Youth Development

- art activities foster creativity, critical thinking and self-expression in young people. These skills contribute to their overall development and wellbeing. Our community stated the need to get younger people on board in all aspects of arts and culture and were concerned about the “lack of safe space for tweens / teens, antisocial behaviour, vandalism and drugs”.

Provision of inclusive community activities

- having a public meeting place owned by the town within easy walking distance of the high street will encourage a greater level of equity and inclusivity in our town. We've learnt from our consultation that 17% locally are living with a physical disability, 4% have a learning disability and 12% identify as neurodiverse. Many of the groups that will operate from our new vital community space will be for or work hard to include groups and individuals currently underserved in the community. We are engaging local stakeholders, to find out how we can best serve them. These include:



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- The schools.
- Charities Age UK and Jigsaw which support the families caring for children and young people with a full range of additional needs.
- Thornbury Chamber of Commerce.
- The groups which have historically provided arts and cultural activity in the town.
- The churches and other community centres, to see how we can work together for the benefit of the community.
- U3A.

Mental health

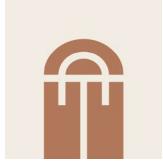
There are mental health challenges locally and there is clear evidence that a venue such as The Armstrong can support the improvement of mental health.

A public meeting place owned by the town within easy walking distance of the high street will encourage a greater level of equality and inclusivity in our town. We've learnt from our consultation that 17% locally are living with a physical disability, 4% have a learning disability and 12% identify as neurodiverse. Many of the groups that will operate from our new vital community space will be for or work hard to include groups and individuals in the community currently underserved.

Loneliness is a public health challenge associated with premature mortality and poorer health outcomes. Social connections can mitigate loneliness and there is much evidence that arts can support social connectedness. (NHS Confederation). Furthermore, the role of arts in improving health and wellbeing is widely documented. Arts can play a significant role in enhancing health and wellbeing in the following ways.

- ▣ Reducing stress: whether you're creating art or appreciating it, the process can be calming and therapeutic.
- ▣ Boosting Immunity: attending concerts, performances, social activity groups or participating in creative activities contributes to overall health.

Without the reopening of The Armstrong and providing a vital space for theatrical performances, to host film nights, concerts, club meetings and for families to celebrate birthdays the social and health outcomes of Thornbury and surrounding areas will decline further.



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Economic impact

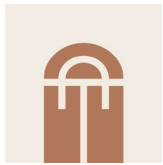
Thornbury still struggles to recover from Covid and with the changes to how we use our towns, the loss of a venue such as this impacts the whole community including the small businesses that rely on its townsfolk to survive. The Armstrong can assist in this recovery.

The new residents in Thornbury have expressed a desire to utilise the facilities The Armstrong will provide. Without it there is a drive to venture away to other areas to fulfil needs, to the detriment of the local economy.

The restoration of this town centre-based amenity will undoubtedly encourage a sense of pride of place and identity amongst local people.

The project expects to contribute increasingly to the local economy, by attracting a wider circle of people to attend interesting events held at the venue.

Community facilities are important to foster connection. Community is not just an entity or a group of people, it's a feeling. It's feeling connected to others, feeling accepted for who you are and feeling supported. Having connections can help us feel wanted and loved, and help people achieve their full potential. This project to renovate and reopen The Armstrong, so that it can be a vital community hub and space to host a wide range of activities and groups, will deliver the benefits detailed in this Case for Support



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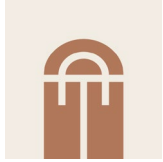
Appendix 3: Case Studies

Former individual performers on the Armstrong Hall stage report as follows:

"I have been performing at the Armstrong Hall for nearly 40 years. During this time, I have made many fantastic memories and performed with some wonderful people, some of whom are no longer with us. I first joined Thornbury Operatic Society (as it was) in 1982, when I was 21. Because I had just moved away from home for the first time and was working in Thornbury, I took up this new hobby. The Armstrong Hall and the group I was associated with became everything to me, as I was away from my family, I was young and the people I performed with looked after me and taught me my craft really. Not many years after I joined the group, I started doing set design and painting both with Northavon Youth Theatre group and with Thornbury Musical Theatre Group. It was often the case that I was there first to start painting, and, on many occasions, I was there last as we rushed to get the show ready for our first performance. The Armstrong Hall is a really special place for me, and should I never get the chance to perform there again, I will grieve for it as I would a friend. I find when I'm at the hall I am close to some of the friends we have lost over the years. I pray and hope that this wonderful performing space, which could be so much more to the people of Thornbury, continues to be available to all of its users. I have played parts large and small over the years and now approaching 60, my performing time is possibly getting limited. But in all the parts I've played, just being there on the Armstrong Hall stage was a joy and if I just stood there now, every memory and wonderful moment of the last 40 years would come flooding back to me. I hope that Thornbury Community and Arts CIO can help to save this building which is so dear to me." Alison Hennessy, Thornbury Musical Theatre Group.

Linda Slade is a British actress, residing in the UK and Los Angeles. She is known for her work with the BBC, and film and TV work in the USA. She has also been a producer and director abroad and is an accent coach. Her most recent local work was on tour across the UK with Theatre Royal Bath/David Pugh Productions (Nigel Havers Theatre Company) in Private Lives by Noel Coward. Linda remembers the importance of the Armstrong Hall to her:

"I am writing this article as a professional actress and director who has spent the last 20 years working in Los Angeles. In fact, I am currently writing this from my dressing room at The Bath Theatre Royal. I write – not to boast about my career in the film and TV industry, but to highlight



THE ARMSTRONG

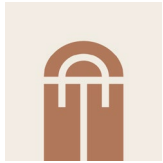
the significance of the Armstrong Hall in my life having grown up in the area, and how having access to such a theatrical resource, was a catalyst for my journey as a creative. The Armstrong Hall gave me the right to dream. If there is any building, I associate for inspiring me to the dizzy heights of Hollywood and the film industry, it was The Armstrong Hall. The Armstrong Hall is not just a theatrical space, it is the heart and soul of a community: it is a place of inspiration, education and collaboration. Without such a centre, Thornbury might become a bland, conglomerate of housing estates and businesses. My experience tells me it is the artistic hub that provides the spirit of community. The Armstrong Hall needs to reopen! It needs to be the source of learning and encouragement for new families arriving in Thornbury, providing the same opportunities and aspirations that it provided for me. Is that not what life is about?"

Appendix 4: Consultations

The most recent community consultation took place in Autumn of 2024. Respondents included both people who remembered using the building in the past, and others in the community who were unaware of the facility but who indicated they would want to use the spaces when reopened. Consultation took the form of questionnaires completed both on paper and on-line.

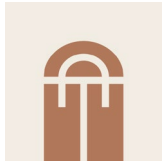
The community were asked about their memories of the building, what benefits they felt it brought to the local community before its closure, what events they would like to see in the venue, what they felt were the current community issues affecting Thornbury and about activities they might like to host in the venue. There was also the opportunity for people consulted to comment about whether they wanted a food and drink option at the venue: 86% indicated they would, and whether they would use local commercial outlets when using the hall: 87% said yes, they would. In total the views of 305 people were captured, and the results helped to inform and shape the project plans. The events that residents said they or their family members would like to see in the venue are:

- A thriving arts programme
- Art / Craft and wellbeing workshops
- Activities for young people
- University of the Third Age



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- Home Education groups
- Parties and events
- National Theatre Live Screenings and a Cinema
- Musical Theatre groups
- Events for young families, baby, toddler groups etc
- Community events and indoor sports
- Private functions

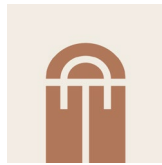


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Appendix 5: Financial Model:

Financial model summary 3 years after reopening.

Type	Category	Total	2024 (Actual)	2025 (Forecast)	2026 Forecast	2027 Forecast	2028 Forecast	Notes
Expenditure	CapEx	2,630,138	6,670	1,423,718	1,199,750	0	0	see CapEx tab
Expenditure	OpEx	389,125	0	24,853	93,512	125,664	145,096	see Opex Tab
Income	Events revenue	395,830	0	0	71,060	142,120	182,650	see Events tab
	Nett required	2,623,433	6,670	1,448,571	1,222,202	-16,456	-37,554	
	Donations	1,429,000	75,000	1,354,000	0	0	0	
	Balance	1,194,433	-68,330	94,571	1,222,202	-16,456	-37,554	
	Cumulative		-68,330	26,241	1,248,443	1,231,987	1,194,433	



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Estimate of Capital Costs

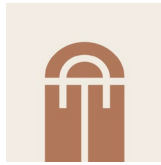
Type	Category	Item	Total	2024	2025	2026	2027	2028
Construction	Armstrong Hall	Armstrong Hall inc thermal reduced allowance	879,750		-	879,750		
Construction	Armstrong Hall	Armstrong Hall dressing rooms addn area	40,000		-	40,000		
Construction	Armstrong Hall	Armstrong Hall audio/visual, seating, interiors	80,000		-	80,000		
Construction	Armstrong Hall	Ext works excl courtyard	25,000		-	25,000		
Construction	Armstrong Hall	Topographical	1,500		1,500			
Construction	Cossham Hall/Foyer	Courtyard Design + Works	25,000		25,000			
Construction	Cossham Hall/Foyer	Building works incl interior design	1,091,000		1,091,000			
Construction	Cossham Hall/Foyer	SW fees + other costs	97,552		97,552			
Construction	Cossham Hall/Foyer	Loose furniture	25,000		25,000			
Construction	Cossham Hall/Foyer	Kitchen fit out	40,000		40,000			
Construction	Cossham Hall/Foyer	Bar specialist equipment	10,000		10,000			
Construction	Cossham Hall/Foyer	Misc equipment/tech/security	10,000		10,000			
Construction	Cossham Hall/Foyer	Lighting equipment	5,000		5,000			
Construction	Renovations	Nikelmon Services Ltd	1,020		1,020			
Construction	Renovations	Alpha Rod	780		780			
Construction	Renovations	Structural assessment	1,500		1,500			
Construction	Risk cost allowance	TCA contingency	100,000		-	100,000		
Consultancy	Accountancy	Annual end of year accounts	5,000		-	5,000		
Consultancy	Armstrong Hall	SW fees + other costs	70,000		-	70,000		
Consultancy	Branding	Voodoo design works	7,530		7,530			
Consultancy	EPC advisor	EPC Choice	450		450			
Consultancy	Fundraising	Good Fundraising	15,720	5,400	10,320			
Consultancy	H&S	Health & Safety advice	-		-			
Consultancy	Interior design	Element Seven interiors	5,636	270	5,366			
Consultancy	Legal	Cloude Law	2,220		2,220			
Consultancy	Operational Plan	Host	5,480	1,000	4,480			
Consultancy	Signage	Voodoo signs	5,000		5,000			
Contingency	Risk cost allowance	Contingency on CapEX	60,000		60,000			
Operations	Insurance	AHT insurance	15,000		15,000			
Operations	Insurance	TCA insurance	5,000		5,000			
	Totals		2,630,138	6,670	1,423,718	1,199,750	-	-



THE ARMSTRONG

Estimated Operational Costs

Type	Notes	Annual Cost	Totals	2024	2025	2026	2027	2028
General operations	Till etc	£660 year 1	6,601		6,601		-	-
General operations	Outsourced accountant	1583.14	4,990			1,583	1,662	1,745
General operations	Based on £933 print and stationery costs 20/21	1158.48	5,651		2,000	1,158	1,216	1,277
General operations	Till etc	£700 (will be waived and year 1)	700		700		-	-
General operations	Till etc support	£54 x 12 = £648 support pa	2,043			648	680	714
Lease, building insurance	Based on buildings insurance cost. Based on last year of operation + inflation £3380). Currently the trust is being charged £9k pa as it is unoccupied but this status will change when open.	4196.86	13,228			4,196	4,406	4,626
Licenses	The cost depends on what's played and how often and can be expensive! This needs looking into once we have a clearer idea of what copyright music is likely to be performed.	£2000 estimate	6,305			2,000	2,100	2,205
Licenses	Based this on band E - rateable value the highest for worst case	£635 initial application fee (year 1)	635		635		-	-
Licenses	Annual	£350 per year	1,103			350	368	386
Licenses	Advertising in local press	Year 1 only	300		300		-	-
Licenses	The streaming of films to show in public requires licensing.	170	536			170	179	187
Licenses	MPLC Blanket Licence	£146 for AH	-				-	-
Licenses	MPLC Blanket Licence	£95 for Cossham	299			95	100	105
Licenses	Agents fees	Peter Rosser?	700		700		-	-
Maintenance & repairs	Cleaning	Fortnightly deep clean of all areas approx £150 x 24 = £3600	11,349			3,600	3,780	3,969
Maintenance & repairs	Refuse collection	3485.38	11,736		750	3,485	3,659	3,842
Maintenance & repairs	Till etc	£732 till cost year 1	732		732		-	-
Maintenance & repairs	Water safety testing - logbook and monthly testing	£720 pa	-				-	-
Marketing/Branding	Estimate only	£10,000 (year 1)	39,600		5,000	10,000	12,000	12,600
Staff Salaries	Business (events) manager, part time.	£30,000 pa equivalent, 22 hours	73,207			23,222	24,383	25,602
Staff Salaries	Centre manager, full time, and adding staff.	£25,000 pa, and adding staff.	115,000			25,000	40,000	50,000
Utilities and Rates	Electricity & Gas	25741.17	77,223		6,435	12,871	25,741	32,176
Utilities and Rates	Based on £2693 20/21	3343.83	10,539			3,343	3,510	3,686
Utilities and Rates	Internet & Phone lines	1791.74	6,646		1,000	1,791	1,881	1,975
		Totals	389,125	-	24,853	93,512	125,664	145,096
Type	Total (estimated costs)	Total (sensitivity analysis)	Variance				5%	5%
General operations	19,985	21,983	1,998					Inflation
Lease, building insurance	13,228	14,551	1,323					
Licenses	9,879	10,679	800					
Maintenance & repairs	23,817	17,863	- 5,954					
Marketing/Branding	39,600	43,560	3,960					
Staff Salaries	188,207	141,156	- 47,052					
Utilities and Rates	94,408	76,821	- 17,587					
	389,125	326,613	- 62,512					

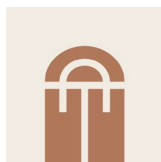


T H E

A R M S T R O N G

Schedule and costs for Events/Activities

						Annualisation factor		61,060	122,120
Table of Events/Activities								50%	
Event	Category	No per year	Notes	revenue	costs	2024	2025	2026	2027
Acting Workshop	Acting workshops	1	1 day	900	300			300	600
Musical Theatre	Amateur dramatics	2		4,200	600			1,800	3,600
Pantomime	Amateur dramatics	1	7 day hire	7,500	600			3,450	6,900
Annual concert	Amateur dramatics	1		5,500	500			2,500	5,000
Thornbury Arts festival	Arts festivals	1		8,000	1,000			3,500	7,000
Battle of the Bands	Battle of the bands	4		1,500	500			500	1,000
Male voice Choir	Choirs/orchestras	2		3,750	1,000			1,375	2,750
Gospel Choir	Choirs/orchestras	1		5,500	2,500			1,500	3,000
Business conference	Commercial events	4	Inc in additional revenue					-	-
Remembrance Sunday service	Community events/activities	1	Free					-	-
Society conference	Conferences	2	Inc in additional revenue					-	-
Food & Drink show	Cooking demonstrations	1		6,000	1,000			2,500	5,000
Sip and Paint	Crafts and Art	4		875	150			363	725
Craft & Natter	Crafts and Art	4	Foyer	200	50			75	150
Artist Exhibition	Crafts and Art	2	Free					-	-
2020's Disco	Discos	3		4,000	1,500			1,250	2,500
Silent Disco	Discos	2		4,000	1,500			1,250	2,500
Valentines Disco	Discos	1		4,000	1,000			1,500	3,000
90's disco	Discos	1		4,000	1,500			1,250	2,500
80's Disco	Discos	1		4,000	1,500			1,250	2,500
Noughties disco	Discos	1		4,000	1,500			1,250	2,500
Creative writing class	Educational activities	4		875	425			225	450
Photography workshop	Educational activities	4		875	425			225	450
Schools Out Party	Educational activities	2		500	350			75	150
local legends, ghosts and histroy tales	Educational activities	1		1,750	600			575	1,150
Stargazing event	Educational activities	1		1,500	500			500	1,000
Wreath making class	Educational activities	1		1,000	500			250	500
Easter Holiday activities	Educational activities	1	Free					-	-
Grow & Bloom	Environmental	4		3,450	250			1,600	3,200
Plastic Free Thornbury	Environmental	1		900	50			425	850
Live stream opera	Film and live streaming	2		6,000	2,000			2,000	4,000
Family Film Club	Film club	10	Sat afternoons	500	100			200	400
Oktoberfest	Food and drink	1		3,000	1,250			875	1,750
Italian Pop up restaurant	Food and drink	1		3,000	1,250			875	1,750
The great Thornbury Bakeoff	Food and drink	1		1,500	500			500	1,000
Indian pop up restaurant	Food and drink	1		1,500	750			375	750
Time to Talk today	Health related activities	6	No charge					-	-
Wellness Festival	Health related activities	1	5 day event	8,000	4,000			2,000	4,000
U3A	Large group meetings	4	Inc in additional revenue					-	-
Lecturer	Lecturers	2		1,500	250			625	1,250
Covered Market	Markets	4	Charitable donation					-	-
La Boheme	Operas	1		5,000	1,500			1,750	3,500
Comedy Club	Popular entertainment	4	1 Night	3,500	1,250			1,125	2,250
The Santa Show	Popular entertainment	1		10,000	5,500			2,250	4,500
Michael Buble at Christmas	Popular entertainment	1		6,000	2,000			2,000	4,000
The magic of mowtown	Popular entertainment	1		6,000	3,000			1,500	3,000
Magic Show	Popular entertainment	1		2,200	1,000			600	1,200
The Strictly Experience	Popular entertainment	1		3,000	2,000			500	1,000
Quiz Night	Quiz nights	4		620	300			160	320
Hindu Wedding	Religious gatherings	2		2,500	150			1,175	2,350
Shantry band	Singers/bands	1		2,000	900			550	1,100
Big Band bash	Singers/bands	1		1,500	875			313	625
Annual dinner	Social gatherings	2		2,500	500			1,000	2,000
Tea Dance	Tea Dances	4		950	650			150	300
Tabletop Sale	Themed events	4	whole AHC	600	100			250	500
Chinese New Year party	Themed events	1		1,500	750			375	750
New years party	Themed events	1		1,500	750			375	750
Bridgerton by Candlelight	Themed events	1		2,100	1,500			300	600
Comedian	Touring comedians, comedy c	2		4,000	1,500			1,250	2,500
Shakespeare Play	Touring theatre groups	2		5,000	1,500			1,750	3,500
West End show	Touring theatre groups	2		5,000	1,500			1,750	3,500
Fleetwood mac songbook	Tribute bands/Drag shows	1		7,500	3,500			2,000	4,000
Taylor & Ed tribute	Tribute bands/Drag shows	1		6,000	3,000			1,500	3,000
The Ella Fitzgerald Experience	Tribute bands/Drag shows	1		6,000	3,000			1,500	3,000
Wedding	Weddings	2	Inc in additional revenue					-	-

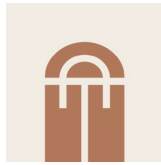


T H E

A R M S T R O N G

Events & Activities summary

	2026	2027	2028	Total	
Events and Activities revenue	£ 61,060	£ 122,120	£ 152,650	£ 335,830	
Additional Dry Hire revenue per year	£ 10,000	£ 20,000	£ 30,000	£ 60,000	
Total event, activites and dry hires	£ 71,060	£ 142,120	£ 182,650	£ 395,830	
	2026	2027	2028	Total	
Assume events calendar is too optimistic - reduce income	-£ 18,000	-£ 24,000	-£ 42,000	-£ 84,000	
Total adjusted event, activites and dry hires	£ 53,060	£ 118,120	£ 140,650	£ 311,830	
Table of Event/Activity types					
Pick list	No of Events	No of events per year	2026	2027	2028
Popular entertainment	6	9	£ 7,975	£ 15,950	£ 19,938
Amateur dramatics	3	4	£ 7,750	£ 15,500	£ 19,375
Discos	6	9	£ 7,750	£ 15,500	£ 19,375
Tribute bands/Drag shows	3	3	£ 5,000	£ 10,000	£ 12,500
Arts festivals	1	1	£ 3,500	£ 7,000	£ 8,750
Touring theatre groups	2	4	£ 3,500	£ 7,000	£ 8,750
Choirs/orchestras	2	3	£ 2,875	£ 5,750	£ 7,188
Food and drink	4	4	£ 2,625	£ 5,250	£ 6,563
Cooking demonstrations	1	1	£ 2,500	£ 5,000	£ 6,250
Environmental	2	5	£ 2,025	£ 4,050	£ 5,063
Film and live streaming	1	2	£ 2,000	£ 4,000	£ 5,000
Health related activities	2	7	£ 2,000	£ 4,000	£ 5,000
Educational activities	7	14	£ 1,850	£ 3,700	£ 4,625
Operas	1	1	£ 1,750	£ 3,500	£ 4,375
Themed events	4	7	£ 1,300	£ 2,600	£ 3,250
Touring comedians, comedy clubs	1	2	£ 1,250	£ 2,500	£ 3,125
Religious gatherings	1	2	£ 1,175	£ 2,350	£ 2,938
Social gatherings	1	2	£ 1,000	£ 2,000	£ 2,500
Singers/bands	2	2	£ 863	£ 1,725	£ 2,156
Lecturers	1	2	£ 625	£ 1,250	£ 1,563
Battle of the bands	1	4	£ 500	£ 1,000	£ 1,250
Crafts and Art	3	10	£ 438	£ 875	£ 1,094
Acting workshops	1	1	£ 300	£ 600	£ 750
Film club	1	10	£ 200	£ 400	£ 500
Quiz nights	1	4	£ 160	£ 320	£ 400
Tea Dances	1	4	£ 150	£ 300	£ 375
Commercial events	1	4	£ -	£ -	£ -
Community events/activities	1	1	£ -	£ -	£ -
Conferences	1	2	£ -	£ -	£ -
Large group meetings	1	4	£ -	£ -	£ -
Markets	1	4	£ -	£ -	£ -
Tabletop sales	0	0	£ -	£ -	£ -
Weddings	1	2	£ -	£ -	£ -
			£ 61,060	£ 122,120	£ 152,650



T H E

A R M S T R O N G

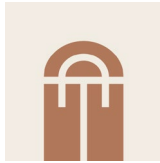
Events & Activities analysis

						Annualisation factor		61,060	122,120	152,650
Table of Events/Activities						50%		125%		
Event	Category	No per year	Notes	revenue	costs	2024	2025	2026	2027	2028
Acting Workshop	Acting workshops	1	1 day	900	300			300	600	750
Musical Theatre	Amateur dramatics	2		4,200	600			1,800	3,600	4,500
Pantomime	Amateur dramatics	1	7 day hire	7,500	600			3,450	6,900	8,625
Annual concert	Amateur dramatics	1		5,500	500			2,500	5,000	6,250
Thornbury Arts festival	Arts festivals	1		8,000	1,000			3,500	7,000	8,750
Battle of the Bands	Battle of the bands	4		1,500	500			500	1,000	1,250
Male voice Choir	Choirs/orchestras	2		3,750	1,000			1,375	2,750	3,438
Gospel Choir	Choirs/orchestras	1		5,500	2,500			1,500	3,000	3,750
Business conference	Commercial events	4	Inc in additional revenue					-	-	-
Remembrance Sunday service	Community events/activities	1	Free					-	-	-
Society conference	Conferences	2	Inc in additional revenue					-	-	-
Food & Drink show	Cooking demonstrations	1		6,000	1,000			2,500	5,000	6,250
Sip and Paint	Crafts and Art	4		875	150			363	725	906
Craft & Natter	Crafts and Art	4	Foyer	200	50			75	150	188
Artist Exhibition	Crafts and Art	2	Free					-	-	-
2020's Disco	Discos	3		4,000	1,500			1,250	2,500	3,125
Silent Disco	Discos	2		4,000	1,500			1,250	2,500	3,125
Valentines Disco	Discos	1		4,000	1,000			1,500	3,000	3,750
90's disco	Discos	1		4,000	1,500			1,250	2,500	3,125
80's Disco	Discos	1		4,000	1,500			1,250	2,500	3,125
Noughties disco	Discos	1		4,000	1,500			1,250	2,500	3,125
Creative writing class	Educational activities	4		875	425			225	450	563
Photography workshop	Educational activities	4		875	425			225	450	563
Schools Out Party	Educational activities	2		500	350			75	150	188
Local legends, ghosts and history tales	Educational activities	1		1,750	600			575	1,150	1,438
Stargazing event	Educational activities	1		1,500	500			500	1,000	1,250
Wreath making class	Educational activities	1		1,000	500			250	500	625
Easter Holiday activities	Educational activities	1	Free					-	-	-
Grow & Bloom	Environmental	4		3,450	250			1,600	3,200	4,000
Plastic Free Thornbury	Environmental	1		900	50			425	850	1,063
Live stream opera	Film and live streaming	2		6,000	2,000			2,000	4,000	5,000
Family Film Club	Film club	10	Sat afternoons	500	100			200	400	500
Oktoberfest	Food and drink	1		3,000	1,250			875	1,750	2,188
Italian Pop up restaurant	Food and drink	1		3,000	1,250			875	1,750	2,188
The great Thornbury Bakeoff	Food and drink	1		1,500	500			500	1,000	1,250
Indian pop up restaurant	Food and drink	1		1,500	750			375	750	938
Time to Talk today	Health related activities	6	No charge					-	-	-
Wellness Festival	Health related activities	1	5 day event	8,000	4,000			2,000	4,000	5,000
U3A	Large group meetings	4	Inc in additional revenue					-	-	-
Lecturer	Lecturers	2		1,500	250			625	1,250	1,563
Covered Market	Markets	4	Charitable donation					-	-	-
La Boheme	Operas	1		5,000	1,500			1,750	3,500	4,375
Comedy Club	Popular entertainment	4	1 Night	3,500	1,250			1,125	2,250	2,813
The Santa Show	Popular entertainment	1		10,000	5,500			2,250	4,500	5,625
Michael Buble at Christmas	Popular entertainment	1		6,000	2,000			2,000	4,000	5,000
The magic of mowtown	Popular entertainment	1		6,000	3,000			1,500	3,000	3,750
Magic Show	Popular entertainment	1		2,200	1,000			600	1,200	1,500
The Strictly Experience	Popular entertainment	1		3,000	2,000			500	1,000	1,250
Quiz Night	Quiz nights	4		620	300			160	320	400
Hindu Wedding	Religious gatherings	2		2,500	150			1,175	2,350	2,938
Shantray band	Singers/bands	1		2,000	900			550	1,100	1,375
Big Band bash	Singers/bands	1		1,500	875			313	625	781
Annual dinner	Social gatherings	2		2,500	500			1,000	2,000	2,500
Tea Dance	Tea Dances	4		950	650			150	300	375
Tabletop Sale	Themed events	4	whole AHC	600	100			250	500	625
Chinese New Year party	Themed events	1		1,500	750			375	750	938
New years party	Themed events	1		1,500	750			375	750	938
Bridgerton by Candlelight	Themed events	1		2,100	1,500			300	600	750
Comedian	Touring comedians, comedy c	2		4,000	1,500			1,250	2,500	3,125
Shakespeare Play	Touring theatre groups	2		5,000	1,500			1,750	3,500	4,375
West End show	Touring theatre groups	2		5,000	1,500			1,750	3,500	4,375
Fleetwood mac songbook	Tribute bands/Drag shows	1		7,500	3,500			2,000	4,000	5,000
Taylor & Ed tribute	Tribute bands/Drag shows	1		6,000	3,000			1,500	3,000	3,750
The Elia Fitzgerald Experience	Tribute bands/Drag shows	1		6,000	3,000			1,500	3,000	3,750
Wedding	Weddings	2	Inc in additional revenue					-	-	-



Fundraising “Pyramid of Funds”

Net sum required	2,623,433					
Secured to date	1,429,000					
Further donations required	1,194,433					
Excludes operating costs/revenue						
Timing	2024	2025	2026	2027	2028	Total
Nett required	6,670	1,423,718	1,199,750	0	0	2,630,138
Secured to date	75,000	1,354,000	0	0	0	1,429,000
Balance	-68,330	94,571	1,222,202	-16,456	-37,554	1,194,433
Further donations required	68,330	-26,241	-1,248,443	-1,231,987	-1,194,433	
Pyramid	No of donors	Ave Donation	Totals	cumulative	Range (low)	Range (High)
Principal donations	1	200,000	200,000	1,194,450	150,000	250,000
	4	100,000	400,000	994,450	50,000	150,000
	14	27,500	385,000	594,450	5,000	50,000
	25	2,750	68,750	209,450	500	5,000
	211	300	63,300	140,700	100	500
	1032	75	77,400	77,400	50	100
		Total	1,194,450			



Financial Model Risk Analysis

<p>The following are a list of Employer and Contractor risks for the risk register for the contract.</p> <p>The risks relate to the post contract signing period</p> <p>The Employers risks have been assessed and analysed to inform the Employers cost and time risk allowances.</p> <p>Contractor costs risks are for the Contractor to assess and allow within his Price.</p> <p>Contractor time risk allowances are allowed for within the accepted programme.</p>						
Risk Area	Risk Category	Risk Item	Risk description	Consequence	Likelihood	Mitigation
					1	
CapEx	Works	Unforeseen works	Works required not seen during design	Additional works, time and cost	high	90% Undertake surveys and inspections during design stage
CapEx	Scope	Change in TCA requirements	TCA change their requirements after design completed	Additional works, time and cost	low	10% Manage TCA requirements during design stage
CapEx	Legislation	Change in legislation	Legislation and laws change	Additional works, time and cost	unlikely	0% Likely changes known about
CapEx	Legislation	Design fails to meet building regs	The design never achieves building regs compliance	Re-design and increased time and cost	unlikely	0% Building Control guidance will be provided
CapEx	Legislation	Thermal requirement not met	The works need to include thermal requirements	Additional works, time and cost	unlikely	0% EPC "D" will suffice. Building control will advise
CapEx	Legislation	Asbestos	Asbestos presence not known	Health & Safety risk to personnel Cannot open	unlikely	0% R&D Asbestos survey completed
OpEx	Revenue	Audience	Ticket sales below expectations	Reduced revenue	medium	50% Use marketplace led intelligence to assess likely sales
OpEx	Revenue	Events Programme	Events programme too ambitious	Reduced revenue	medium	50% Use marketplace led intelligence to assess likely sales
OpEx	Revenue	Bars sales	Bar sales are reduced from current estimates	Reduced revenue	medium	50% Use marketplace led intelligence to assess likely sales
OpEx	Revenue	Utilities	Utility costs may be higher than expected	Increased costs	medium	50% There is no current mitigation as marketplace estimating of this



THE ARMSTRONG

Appendix 6: The lease

We have an Agreement for Lease which is a legally binding obligation on both parties to the agreed lease for a period of 30 years.

DATED 16th June 2025

AGREEMENT FOR LEASE

relating to

Armstrong Hall, Chapel Street, Thornbury BS35 2BJ

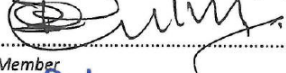
between


Armstrong Hall Trust

and

Thornbury Community and Arts CIO

Signed by the Landlord acting by two members:


.....
Member


.....
Member

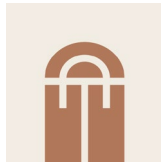
Star☆Legal

Star Legal Limited, 40 High Street, Thornbury BS35 2AJ
T – 01454 414 342 / E – Thornbury@star-legal.co.uk

Signed by the Tenant acting by a trustee:


.....
Trustee

Contractual Term: a term of years from and including the date of this lease to and including 2055.



THE ARMSTRONG

Appendix 7: Scope of Works

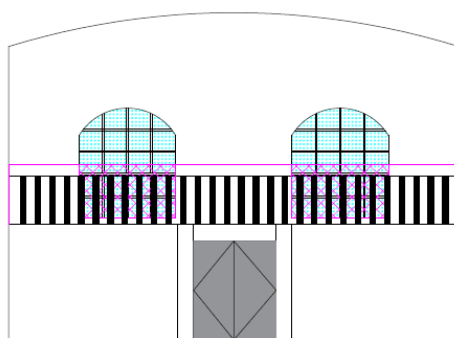
We have developed a full and comprehensive set of designs and a full contract of works.

The designs have been completed by our Building Surveyor, Sanderson Weatherall (click here for the [Sanderson Weatherall website](#)) complimented by our interior design from Element Seven Weatherall (click here for the [Element Seven website](#)).

The designs have been informed from several surveys: condition survey, asbestos R&D survey, drainage, topographical, EPC and structural.

A full scope of works has been developed and a set of contract documents produced based on the JCT Minor Works contract with contractor's design.

A sample of the designs are below:



Key

- New safety rail
- New impact protection

SW

Client:
Thornbury Community and Arts CIC

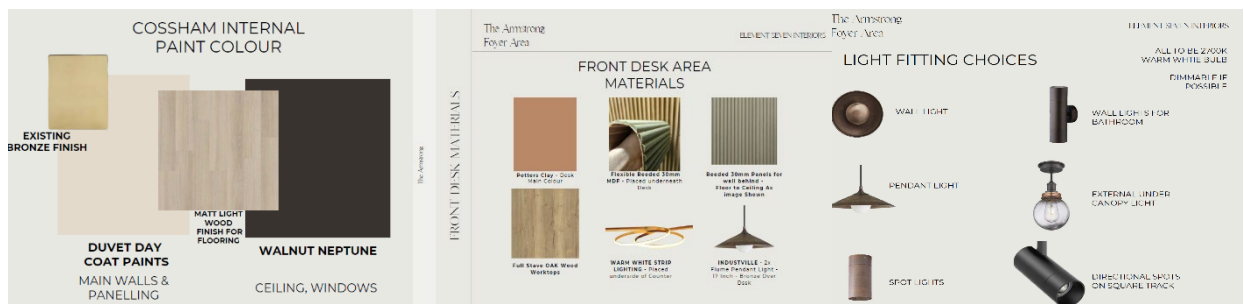
Address:
Armstrong Hall Complex, Chapel St, Thornbury,
Bristol, BS35 2BJ

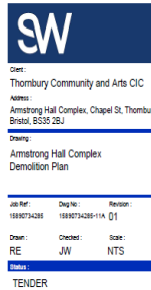
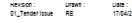
Drawing:
Armstrong Hall Complex
Section B-b (Proposed)

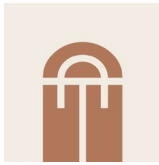
Job Ref: 15890734285 Draw No: 15890734285-15 Revision: 02

Drawn: RE Checked: JW Scale: 1:50 @ A3

Status: TENDER







Appendix 8:
Construction Contract

Below is evidence of the construction contract.

MWD 2024
ARMSTRONG HALL COMPLEX - Minor Works Building Contract with contractor's design, 2024 Edition

25/06/2023 09:16 UTC
204620104

JCT

This document has changed from the published version. A comparison document must be provided.

MWD 2024
Minor Works Building Contract
with contractor's design 2024

2024
MINOR WORKS BUILDING CONTRACT

MWD 2024
ARMSTRONG HALL COMPLEX - Minor Works Building Contract with contractor's design, 2024 Edition

25/06/2023 09:16 UTC
204620104

Execution under hand

As witness
the hands of the Parties
or their duly authorised representatives

Signed by or on behalf of
the Employer
Chris Roberts

In the presence of:
witness signature
witness name
witness address

Signed by or on behalf of
the Contractor
Mike Gingell

In the presence of:
witness signature
witness name
witness address

Now it is hereby agreed as follows

Article 1 Contractor's obligations
The Contractor shall carry out and complete the Works in accordance with the Contract Documents.

Article 2 Contract Sum
The Employer will pay the Contractor at the times and in the manner specified in the Conditions the VAT-exclusive sum of
One million, fifty-five thousand, one hundred and seventy-five pounds and forty-one pence, (£1,055,175.41) (the Contract Sum)
or such other sum as becomes payable under this Contract.

Article 3 Collaborative working
The Parties shall work with each other and with other project team members in a co-operative and collaborative manner, in good faith and in a spirit of trust and respect. To that end, each shall support collaborative behaviour and address behaviour which is not collaborative.

Article 4 Architect/Contract Administrator
For the purposes of this Contract the Architect/Contract Administrator¹ is
Sanderson Weatherall LLP
of
330 Queen Square, Bristol, BS1 4ND
or, if it ceases to be the Architect/Contract Administrator, such other person as the Employer nominates (such nomination to be made within 14 days of the cessation). No replacement appointee as Architect and/or Contract Administrator shall be entitled to disregard or overrule any certificate, opinion, decision, approval or instruction given by any predecessor in that post, save to the extent that that predecessor if still in the post would then have had power under this Contract to do so.

Article 5 CDM Regulations – Principal Designer and Principal Contractor
For the purposes of the CDM Regulations:
The Principal Designer is the Architect/Contract Administrator
(or) [redacted]

2.3
Works commencement date
30th June 2025
Date for Completion
24th October 2025
or such later date for completion as is fixed under clause 2.8