

Spilsby Sessions House Business Plan A Phased Approach To Re-Development

October 2020



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1 EXECUTIVE SUMMARY

This is the Business Plan for the Grade II listed Spilsby Sessions House [SSH]. The Business Plan is based on a major programme of conservation and repair works that will be undertaken to SSH that will prevent further deterioration to the extent that it is no longer on The Theatres Trust's At Risk Register. The goal is to restore a Lincolnshire landmark of local and national significance to bring people together in a celebration of arts, heritage and community.

The Vision for SSH is to be a 'first-class heritage and cultural centre, bringing quality experiences to inspire, engage and to play an active role in the life of its community'. It will do this by providing a broad programme of live performances and cinema as well as community activities, a café and rentable workspaces. The Business Plan provides an insight into the future staffing structure and the income streams that will be pursued as during the the building's phased reopening based upon a financially sustainable operational business model

The Business Plan responds to the project's phased approach as recommended by NLHF, with the capital works delivered in three distinct elements so as to spread the capital cost and to build-up the organisation's operational capacity. The Phase One construction work would enable temporary or 'meanwhile' use of the old courtroom space and some smaller rooms. It would make the building waterproof with repairs to the full roof, guttering and 1st floor windows.

Key activities in Phase 1 include; heritage research and interpretation, collating information about the lives and history of Spilsby and its Sessions House, maintaining community arts activities and existing audience/community groups loyalty and, creating an arts/community programme based around heritage activities in order to engage new audiences.

The Market Appraisal identified that within the main audience segments there is a significant market for activities which are fun, family friendly and educational, ranging from drop-in sessions to longer, more structured activity classes. Recognising that Spilsby is one of the best performing small town economies in East Lindsey, SSH can play a key role in making Spilsby a more attractive place where people want to live and work.

The separate phases require different elements of funding. Phase one is almost entirely project based whereas Phase 2 moves to a much more full-time venue operational model. The Funding Strategy acknowledges that in the current fundraising landscape (i.e. consequences of Covid-19 crisis), the targets for the SSH project will be challenging. Capital funding will be predominantly sought from NLHF and Trusts & Foundations.

Spilsby Sessions House Ltd is a Limited Company with an application for charitable status pending with the Charity Commission. Strategic direction of the project will be undertaken in Phase 1 by a Strategic Project Board made up of SSH Trustees who will approve designs and any changes to plans, and will monitor expenditure and progress of the project.

SSH takes a strategic approach to Monitoring and Evaluation. As a complex organisation in a rapidly changing context it recognises that it is vital that it understands how well it is performing. It will undertake monitoring and evaluation through three aims; Evidence based and timely decision making, Learning and development to assess how well SSH is doing and what it can do better and, Accountability to demonstrate to all stakeholders how effective Sessions House is being operated and managed

Risks for SSH include deterioration of the building before the project delivery starts, design and construction costs over-runs and the possibility of the NLHF bid not being successful. The risks will be mitigated by rigorous planning and costing of the development and the appointment of an expert professional team to oversee implementation of the works, maintaining effective and dynamic partnerships with key partners and gaining support from NLHF and the Project Board on a long-term, financial basis.

2 ABOUT OUR ORGANISATION

The Organisation

Spilsby Sessions House Ltd (SSH) is the organisation now managing the restoration Spilsby's Grade II listed former courthouse and police station and the transformation of the building into thriving cultural centre for the benefit of the public. SSH has a charity application pending and it is intended that The Sessions House CIC, the organisation that has taken the first steps towards initiating a restoration project, will become a subsidiary of the charity.

A Board made up of four trustees, will undertake governance and strategic direction of the project. The SSH Board will approve designs and any changes to plans, will approve and monitor expenditure and progress of the project. It will meet on a monthly basis during the capital works phase, and four times a year thereafter. It will meet more frequently if circumstances require.

SSH has emerged from a community that is passionate about preserving one of Lincolnshire's most iconic historic buildings and maintaining its use as a cultural venue. In 1984 the building became Spilsby Theatre. This use continued up until 2015 when the auditorium was closed due to structural issues in the roof, leaving only the bar and one other room operational.

Following the auditorium closure, a group of local people created The Sessions House CIC (TSH). TSH enabled Spilsby Theatre to be listed on the Theatres Trust, Theatre Buildings at risk register and encouraged owners to take action to prevent the collapse of the main auditorium ceiling. Volunteers raised initial starter funds by staging a theatre production and attended conferences and workshops (BRICK, The Heritage Trust Network, Theatres Trust) growing knowledge and appreciation for the complexities of heritage restoration.

In December 2017 the whole site had to close for reasons of safety. The community burst into action and by February 2018 one space was able to be reopened following remedial safety work. A regular volunteer run programme of events was then established in the thirty five seat venue and this was maintained up until the Covid-19 outbreak. TSH successfully galvanised public support and raised the funds needed to undertake initial project work.

In April 2019 SSH was formed by three initial trustees experienced in organisational development, heritage management and fundraising. SSH has reviewed all previous viability study work and overseen the phasing study. SSH, as a charity, will progress the project and ensure all aspects provide public benefit.

Vision and Mission

Restoring a Lincolnshire landmark of local and national significance to bring people together in a celebration of arts, heritage and community

Our Vision

To be a first-class heritage and cultural centre, bringing quality experiences to inspire, engage and to play an active role in the life of its community.

We will:

- ▶ Contribute significantly to the local economy, and to well-being and quality of life
- ▶ Provide a venue which is welcoming, inspirational, inclusive and innovative, within an organisation which will be a regional centre of excellence for engagement with the arts, learning and heritage
- ▶ Always look to the future and aim to be a self-sustaining with ambitious yet achievable plans

Our Mission

To inspire people to engage with both heritage and the arts. We will:

- ▶ make a positive difference to people's lives
- ▶ inspire and challenge people to explore their world and look at things differently
- ▶ raise aspirations and helps build a strong and cohesive community
- ▶ Be a powerful learning resource for people of all ages, needs and backgrounds
- ▶ Be a compelling driver for rural regeneration contributing to the local economy

SSH will do this by:

- ▶ Providing exciting and inclusive activities and programmes
- ▶ Facilitating access to a heritage property and space that holds stories of the role of Spilsby in the history of the UK
- ▶ Establishing a creative hub in East Lindsey, connecting regional arts organisations and practitioners; producing high quality work and build capacity in the sector
- ▶ Producing high quality artistic work that communicates the stories of local heritage in exciting ways
- ▶ Reaching out to rural communities across the district to create a sense of ownership, belonging and pride
- ▶ Creating inspirational creative learning opportunities for everyone.

3 DEVELOPMENT OF THE PROJECT

This Business Plan presents the building as a functional enterprise. It outlines how it will run through a self-generating income model, and make the facility financially sustainable. This is set within the context of a challenging period for rural communities in England where services are being reduced or cut back. SSH is the only dedicated arts and community venue in the Lincolnshire town of Spilsby. The proposed SSH Business Plan forms part of a National Heritage Lottery Fund Heritage programme application.

THE BUILDING

The grade II listed Sessions House was originally built together with a House of Correction between 1824-1827. The prison building, which was removed in the 1870s, was much more substantial than the Courthouse and associated spaces that survive.

Although the prison buildings are lost, much of the courthouse complex survives intact. The courtroom retains many original fittings including its stone floor and public galleries. The judge's dais appears to be an 1870s replacement, but has the same configuration as the original. The wing to the east is 1820s and contains the judge's retiring room intact with finishes and fittings. The 1870s alterations to form a police station and Magistrates' court created a very different collection of buildings, but these are of interest in their own right. The 1984 adaptation to use the building as a theatre made minimal alterations to the building and its features and character with police station and court remaining largely unchanged.

The building has great significance, for its place in prison history, for the study of architecture and construction, for its importance in the history of the area, and for its distinctiveness and character. The building is part of a portfolio of projects and properties owned and managed by The Dandelion Trust (Registered charity No. 328159). The charity is now seeking to scale down its operations and dispose of assets. The Dandelion Trust has been unable to meet the costs of maintaining and renovating the building. As a result, the auditorium roof has become unsafe and the ceiling is in danger of collapse. Only a small number of rooms on the West side of the building are currently able to be used due to the deterioration and poor condition of the structure.

In summer 2018 TSH completed a Viability Study for the theatre. The preferred option from the study is for the Sessions House to become a centre for the whole community, providing a broad programme of live performances and cinema as well as community activities and including rentable workspaces. The Viability Study was jointly funded by the Architectural Heritage Fund [AHF] and the Heritage Lottery Fund (now National Lottery Heritage Fund, [NLHF]). It is estimated that the capital works project will cost £3.4m.

Following this work and subsequent discussions with the NLHF and AHF, a further package of supporting work was recommended to be undertaken before embarking on a capital works project. The work is aimed at improving skills, knowledge and capacity to lay the foundations for taking the

project to development stage and will include an Architectural phasing plan, some high level assessment of economic impact, a fundraising strategy and VAT advice. It will also include scoping a heritage activity plan and visits to other similar projects.

In May 2019 The Sessions House was successful in its bid to the Theatres Trust Theatres at Risk Capacity Building Programme to part-fund this additional work. In November 2019 it was announced that the group had been successful in its NLHF bid to fund the remainder of this work. Work has since commenced.

THE JOURNEY HERE

Table 1: The Journey Here

STAGE	DESCRIPTION
Developing Governance	Spilsby Theatre closed in 2015 due to the condition of the building. Aware of the buildings deterioration members of the local community began campaigning to draw attention to the issues in 2014. The organisation Incorporated as a Community Interest Company (CIC) in December 2016. A new organisation, Spilsby Sessions House Ltd (charity registration pending), has now been established to lead the heritage restoration project and operate the envisaged community arts facility. It is intended that the CIC will become the trading subsidiary of the charity.
Building Ownership	Spilsby Theatre has been owned by the Dandelion Trust (DT) since 1988, however the charity, which has been downsizing, did not have the capacity to maintain the building along with other heritage assets. SSH is in the process of establishing a conditional purchase agreement with DT to purchase the property once funding has been obtained.
Project Initiation, Information Gathering and Analysis	Initial ideas for regenerating the building emerged by taking advice from organisations such as the Theatres Trust (TT), National Lottery Heritage Fund (NLHF), the Architectural Heritage Fund (AHF) and the Heritage Trust Network (HTN). In addition, conferences and workshops were attended to develop knowledge and understanding of how to approach and fund the project.

<p>Community and Arts Development work and project PR</p>	<p>From the outset, there has been clear community need and desire for the building to continue as an arts facility. Local community volunteers re-opened one small room on the site “the Sessions House lounge” as a temporary venue in 2017. Until lockdown in 2020 a programme of events (approx. 150 per year) including youth theatre, music, comedy, dance and small theatre productions took place maintaining community engagement with the long term project.</p> <p>A project website www.thesessionshouse.org.uk, social media (1000+ followers) and a membership scheme have all been developed to encourage community support. The project has also gained significant press coverage including BBC TV, BBC Radio Lincolnshire and local newspapers.</p> <p>Spilsby’s Sessions House has played a instrumental role in developing ‘Spilsby Light Night’ for the town, working with producers, the Different Light Collective, to bring a high quality outdoor arts event to Spilsby that attracted audiences of 1,500+. 2019 and 2020 Light Nights were funded primarily by Arts Council England, with additional support from East Lindsey District Council.</p>
<p>Funding</p>	<p>Initial funding was successfully obtained from the Heritage Lottery Fund and the Architectural Heritage Fund to undertake a viability study, full architectural report and consultation work.</p>
<p>Engagement and consultation</p>	<p>Consultation has involved engagement with potential user groups and also with residents of Spilsby and surrounding villages Consultation methods have included;</p> <ul style="list-style-type: none"> • Open meetings Stakeholder interviews • Public Consultation Survey • Friends membership consultation • Stakeholder consultation
<p>Case studies</p>	<p>Desktop research venue visits and analysis of other similar services and facilities to explore a variety of operating models and identify challenges to overcome and factors for success.</p>
<p>Viability study and options appraisal – technical and organisational</p>	<p>The assignment involved drawing together the findings of the research and preparing a viability study with options working alongside the architect led design team.</p> <p>The preferred option “A Community Arts Centre with Cinema Screenings and Workspace Rentals” was identified as a preferred option having considered high level business planning, architectural considerations and costings.</p>
<p>2019/20</p>	<p>Following the viability study NLHF were consulted and the need to undertake a phasing study was identified and in addition a heritage activities plan, fundraising strategy, high level economic impact assessment and VAT advice. The group secured funding support from NLHF and TT to undertake the work.</p>

WHY THE PROJECT IS IMPORTANT

The project is important because it will secure a sustainable future for Spilsby's Grade II listed Sessions House, a building that has been on the Theatres Trust 'Theatre Buildings at Risk Register' since 2015. Theatre, which is of national significance as a former sessions house and gaol.

Currently asserted by The Theatres Trust that; "If no action is taken to prevent further deterioration of the building in the next three years the theatre could be permanently lost as a community resource". A major programme of conservation and repair works that will be undertaken to the Sessions House through this project will prevent further deterioration to the extent that it is no longer on Theatres Trust's At Risk Register.

The project will also enable a range of new community uses to be made of the building as community arts centre with creative workspaces, and will engage new audiences with the history and heritage of Spilsby by offering a new learning, volunteering and activities programme for people of all ages. The project is therefore essential not only to secure the long term stewardship and future of the Sessions House building, but also to return it to its historic place at the heart of community and civic life in Spilsby. The project will also enable it to make a positive contribution to the town's tourism offer, thus benefiting the local economy.

Public Benefits

The Sessions House project will offer the following public benefits:

- ▶ The public will be able to access their historic Sessions House, enabling the building to be at the heart of community life in Spilsby.
- ▶ The fascinating history of the building and of Spilsby's wider heritage, will become accessible to all through the creation of an exciting interpretation scheme.
- ▶ Learners of all ages will benefit from creation of dedicated spaces for learning. As well as providing a space for this project's learning activities.
- ▶ The protection and conservation of a nationally-significant heritage asset. This will secure the building's long-term future for current and future generations.
- ▶ More ways for local communities to participate in their heritage during the construction phase through a programme of outreach and other activities, including a schools' programme, volunteering, and skills development opportunities.
- ▶ More ways for local communities to participate in their heritage once the Sessions House re-opens to the public, including through more volunteering and learning opportunities, and by holding more activities and events, including outside of normal opening hours.
- ▶ Availability of the building for use by individuals and community groups outside of normal opening hours, thus enabling this important historic space to be used by more people at more times.
- ▶ More ways into their heritage for currently under-represented and excluded audiences, such as young people.
- ▶ Greater opportunities to participate in activities, which in turn can have a positive impact on the health and well-being of local communities.
- ▶ Creation of up to 50 new volunteering opportunities.

Stakeholder Consultation and Engagement

There has been extensive consultation undertaken at all stages of the project's development with a wide range of stakeholders, including consultees attending events, heritage and arts sector organisations, special interest groups and organisations, Theatres Trust, Architectural Heritage Fund, East Lindsey District Council, Spilsby Town Council.

There has also been wide-ranging consultation with other local and regional heritage, cultural and and tourism professionals and/or visits. Overall, there is great enthusiasm for the project, with the overwhelming majority strongly in favour of SSH being open again to the public.

Key points from the consultation include:

- ▶ Consultation with East Lindsey District Council and Spilsby Town Council is enabling the project to be a significant part regional and town plans, specifically ELDC's Vital & Viable market towns strategy
- ▶ Consultations with regional arts sector organisations have included professional touring theatre companies, the Different Light Collective (Spilsby Light Night) and the regions only Arts Council NPO, Magna Vitae (SO Festival), who are working with the district council on the early stages of a cultural strategy.
- ▶ There is strong support for conserving as much of the building as possible and telling the story of its whole history
- ▶ The justice theme is extremely popular and many people want to learn more about the personal stories and daily lives of the prisoners
- ▶ Interactive interpretation, such as dressing up and first or third person interpretation, and guided tours, would be popular
- ▶ There is very strong support for making the Courtroom space available for multiple functions and for community use
- ▶ Local groups are interested in putting on activities at the Sessions House
- ▶ There are opportunities to develop research projects which can inform interpretation such as oral history and building recording
- ▶ Local schools are keen to work with the project. There is an opportunity to develop learning projects, including outreach, which meet the schools' requirements within the National Curriculum
- ▶ There are many examples of good practice in the region from which the Sessions House project can learn, including models for volunteer management, heritage interpretation, arts promotion, independent cinema, income generation and running community engagement projects
- ▶ There has been consultation with the East Lindsey District Council Heritage Office and with Historic England

Development of Project Operating Model

As outlined previously, significant work has been undertaken during Preliminary Viability Process to progress this fundamental component of the project. The key issues that have been addressed/resolved are:

- ▶ Establishing an appropriate governing structure. SSH Ltd (a Charitable Company Limited by Guarantee) has now taken over the the capital project and has an application pending for registered charity status.

- ▶ Ensuring the financial and organisational sustainability of the Sessions House Project so that it can meet NLHF Approved Purposes for 20 years following project completion should its Phase One application be successful.

STATEMENTS OF SUPPORT

Statements of support have been received from a wide-ranging group of people and organisations, including schools, partner organisations, stakeholders and local politicians. A summary of these are included as SSH supporting information 9.

4 STRATEGIC BACKGROUND

SITUATIONAL ANALYSIS

As well as being driven by change in response to the special place there is in today’s society around arts, heritage and community engagement outlined above, SSH is also responding to key external factors (local and national) as outlined in the PESTLE table below.

Table 2: PESTLE Analysis

<p>Political</p>	<ul style="list-style-type: none"> • Deepening cuts in public funding budgets • Longer term Covid restrictions on social gatherings will have impact on indoor venues and events • Greater Lincolnshire Local Enterprise Partnership recognition of the importance of tourism to the area • ELDC’s strategy for market towns in the local economy and attracting visitors to the area
<p>Economic</p>	<ul style="list-style-type: none"> • Ongoing pressures on public sector funding in a time of austerity with particular challenges being faced by local authorities • Threat to core Government funding or reduced lottery income impacting upon decisions of ACE and NLHF • Covid Restrictions on travel and international tourism may mean more people staying local • Opportunities to explore the growing visitor economy of Spilsby and East Lindsey – identifying regional developments that the venue can capitalise on • The need to focus on philanthropy as a strong income stream for SSH • The need to focus on self-generating viable commercial revenue streams for SSH • Ongoing competition for grant funding amongst arts and cultural organisations and other charities
<p>Social</p>	<ul style="list-style-type: none"> • Being aware of the changing demographics locally • Being part of activities and programmes connected to Youth and Rural isolation issues • Working with community groups and organisations to better reflect the history and stories of Spilsby and the Sessions House • Increasing ‘competition’ for volunteers

Technological	<ul style="list-style-type: none"> • Building a digital offer that is appropriate for a Digital Age • Deciding how best to keep up with the fast-moving change in digital and other technologies that is appropriate to SSH's vision and values • Using technology to engage with audiences in different ways and in different places • Building technology and digital into everything SSH does including content, collections and co-curation • Identifying and working with the right partners in digital and technology fields
Legal	<ul style="list-style-type: none"> • Ensuring compliance with relevant Health and Safety matters both for visitors and staff • Holding Membership of relevant organisations for notification and advice on legal developments and changes • Continuing to review all SSH policies on a rolling programme
Environmental	<ul style="list-style-type: none"> • Increasing energy costs • Consider the environmental impact of all SSH activity, including technical infrastructure • Keep up to date with environmental legislation and recommendations related to cultural venues

SWOT Analysis

The following SWOT analysis provides an organisational assessment of focussing on the internal context of SSH assesses the project organisation in terms of its strengths and weaknesses, opportunities and threats it may face.

Table 3: SWOT Analysis

STRENGTHS	WEAKNESSES
Sessions House is highly regarded within the community	Sparsely distributed population with 80% living in rural areas
Building enjoys a prominent heritage	Little formal engagement with schools
Central town centre location with good road links	Distance from major centres of population means there is no ready-made market
Multi-functional state of the art facility to attract public	Capacity to generate self-sustaining income streams
Committed Board	Lack of cultural events and infrastructure compared to other areas which have built reputations as short break destinations
Town Centre location	Limited in-house experience of managing a venue
Potential audience geographical reach	The resourcing model is highly dependant on volunteers.
Strong local support from the community	State of building
High quality facilities following redevelopment	Limited staffing resource

Public demand for artistic provision	County demographics and geography, and rural location mean difficult transportation links
OPPORTUNITIES	THREATS
Tourism is growing – there has been an 18% increase in visitors and 21% increase in spend between 2009 and 2018.	Threat to core Government funding or reduced lottery income impacting upon decisions of HLF
A range of emerging strategic initiatives to support Spilsby’s visitor economy: Town Deal; ELDC ‘Vital & Viable’ market towns programme	Unable to access funding from grant giving trusts & foundations
Building skills and capacity amongst regional cultural workforce	Deterioration of Building
Creative hub for research and development, rehearsal and presentation of arts projects	Without investment building not fit for purpose
Establishing Spilsby as a place for the production of high quality artistic work and heritage/arts events	ACE do not see SSH as a priority for funding
To become a visitor attraction for Spilsby	Lack of investment will lead to further decline
Redevelopment will create employment opportunities	Covid or austerity measures reduce public spend and enthusiasm for live entertainment
Work with partner organisations such as local education providers and So Festival	
Increasing self-generated income streams to support sustainability	

REGIONAL AND NATIONAL STRATEGIES

There are a number of programmes, initiatives and potential funding streams which are relevant to arts, culture and heritage which this Strategy must both align with and access as a delivery mechanism. The most significant are:

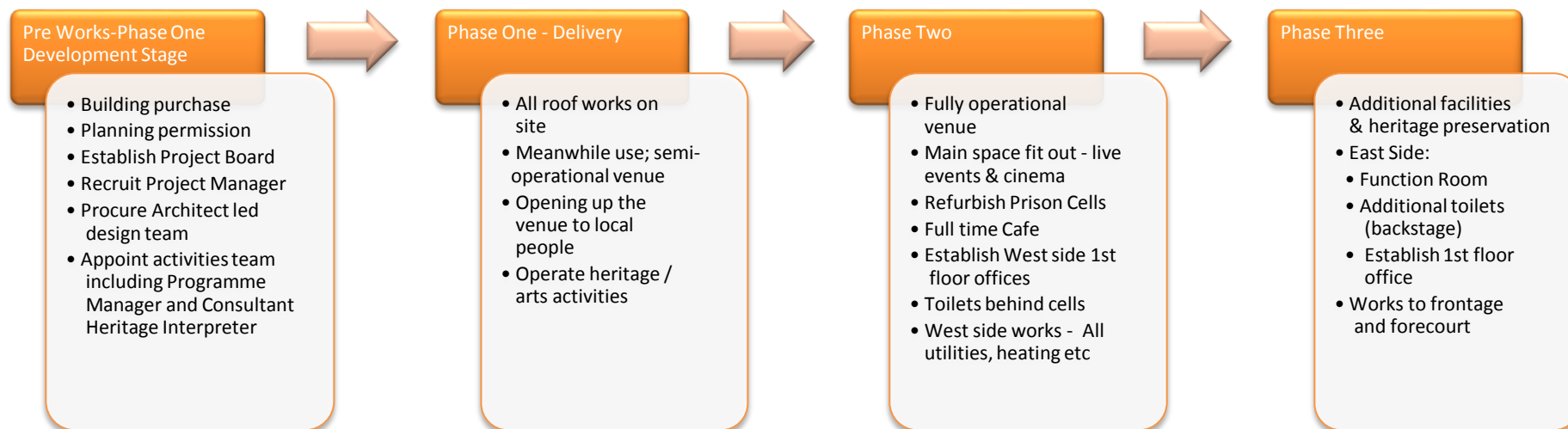
- ▶ **Local Industrial Strategy** – Greater Lincolnshire Local Enterprise Partnership (LEP) has recognised the importance of tourism to the area through inclusion in the Local Industrial Strategy and setting up a Visitor Economy Board, on which East Lindsey District Council sits. The LEP’s agenda focuses on sustainability, accessibility and skills with cross-cutting priorities around improving productivity and wage growth. A major focus for the Visitor Economy Board is the potential Tourism Zone funded under the Tourism Sector Deal agreed with the government by VisitBritain. While the details of Tourism Zones are yet to be announced (at the time of writing) they will be expected to address market failure and increase productivity and they will require strong local partnerships delivering place-based activity to strengthen the tourism sector.

- ▶ **Vital & Viable initiative focusing on Louth, Spilsby, Alford and Horncastle** – Initiated by ELDC and supported by the Institute of Place Management working with individual towns and communities, this approach identifies the priorities for place development in each market town. Early ideas include public realm and streetscape improvements, support for events and cultural activity, supporting retail and addressing vacant properties – all areas that will strengthen cultural and heritage tourism.
- ▶ **Arts, culture and rural communities – How the Arts Council works in rural England** - sets out how ACE will approach the specific needs and aspirations of rural communities in order to deliver its strategy. ACE recognises the strength of arts and culture in England’s rural areas and in rural communities and the value that the arts and culture bring for diversifying rural economies, supporting tourism, and bringing communities together.

5 PROJECT DETAILS

A PHASED APPROACH

Based upon NLHF feedback recommending that the project is staged to spread the capital cost and build the organisation’s capacity, SSH has determined that this was only achievable if taken in a phased approach and for the works to be delivered in three distinct elements, prioritising the Restoration and Business Plan needs first. The Phases are as follows:



CAPITAL WORKS

The capital works and their rationale and are described in detail in the Design Report which is a background document to the NLHF bid. They will support NLHF objectives by better conserving the heritage and presenting and interpreting it so that people will understand and enjoy it more. In summary the capital items are as follows:

A breakdown of the cost estimate for the Pre Works (£283.6k) and Phase I (£732.25k) including provision for contingencies, project management and an allowance for inflation is in supporting document 1.

Initial estimates of the cost of Phase II and III are estimated at £1.76m and £706k respectively. There is no guarantee of further NLHF funding towards these Phases. Subsequent Bids to the NLHF and other external funders to enable these later phases will be prepared following substantial completion of Phase I.

PHASE 1

Activity Proposition

In phase one construction work would enable temporary or 'meanwhile' use of the old courtroom space and some smaller rooms. It would make the building waterproof with repairs to the full roof, guttering and 1st floor windows.

Key aims for Phase 1 are to: Generate income for the estimated period of 12 months between completion of phase one construction work and commencing phase two works; Maintain community arts activities and existing audience/ community group loyalty and; Create a scheduled arts/community programme based around giving priority of space/time to delivery of heritage activities that will engage new audiences.

SSH would be used as a creative hub for research and development, rehearsal and presentation of the arts project. Heritage interpretation and engagement will become a permanent part of the work of SSH, enriching the ways in which people connect to and become inspired by the building's history. The programme will make use of the basement prison cells studios, and spill into all SSH public spaces when appropriate. Sessions House will develop an imaginative, interactive, creative programme of layered activity that will entice audiences and visitors to take notice of, experience and connect with the Sessions House's many stories.

It will offer exciting, interactive, educational heritage experiences that celebrate and recognise what makes Spilsby special. It will use the arts to bring heritage stories to life and heritage knowledge to inspire and create new cultural experiences. SSH wants to ensure its collections will be relevant to its community, with no barriers to participation by trying ways of working including using new technology innovatively both in the programming and in the marketing.

It aims to increase the pride and sense of identity felt by its community by linking people with their local heritage and stories. Underpinning this approach is the idea of using heritage to create unexpected, playful public encounters; a methodology that captures the strengths of SSH creative aspirations.

It will work with a professional heritage researcher/interpreter to collate information about the lives and history of Spilsby and its Sessions House. Community volunteers would also be engaged in the research process. There is a broad history to draw from including: The early settlement of Spilsby

and surrounds; Viking occupation; Farming history; 19th Century convicts sentenced in Spilsby transported in prison ships to the new world; Spilsby, the birthplace of Sir John Franklin, 19th Century explorer who led the fated expedition to discover the North-West passage in the ships Erebus and Terror.

Heritage research and information would provide the content of an ambitious combined arts project that would bring stories to life and communicate in exciting, engaging ways. The Activity Plan is supporting document 2.

Scope of Activities

Table 4: Phase 1 Scope of Activities

THEME	ACTIVITY	OBJECTIVES	COMMENCE BY WHEN	WHO WILL ACTION / PARTNERS
Heritage	Research and collate information about the lives and history of Spilsby and the Sessions House	Identify the content and focus of heritage activities and create a Digital archive Create robust Activity Plan	End of Phase 1 Development Stage	Heritage Interpretation Consultant
	Recruitment and training of a skilled knowledgeable volunteer team	Create training plan Recruit Volunteer Team who can undertake events management/customer service roles	End of Phase 1 Development Stage	Programme Manager
	'Building Care - Call to Action' volunteers for clearance and maintenance of heritage site	Clear up and waste removal from building Encourage sense of 'community ownership' Build pop-up bar	End of Phase 1 Development Stage	Programme Manager / Volunteers
	Informative public tours of site and guidebook providing insight into building's heritage and restoration project	Guided public tours of the site providing insight into building's heritage and the restoration project Commission high quality heritage guidebook	Phase 1 Development Stage	Programme Manager / Heritage Interpretation Consultant / Volunteers
	Deliver a young peoples programme based on researched heritage of small-scale participatory visual arts/digital/ theatre projects	Enabling young people to connect with their local heritage Encourage sense of 'community ownership' Develop content for future project	Phase 1 Delivery Stage	Youth Programme Coordinator/ Programme Manager/ Heritage Interpretation Consultant /

				Schools
	Multi-disciplinary digital interactive exhibition of sound and digital arts projected onto walls, floors and ceilings	Creative immersive and interactive walk-through experience using all available spaces in the the building to communicate SSH heritage	Phase 1 Delivery Stage	Programme Manager/ Heritage Interpretation & Activity Consultant
	Performance of combined arts community focussed participatory theatrical production	Celebratory event showcasing heritage of SSH and surrounds Establish SSH as vibrant arts/heritage community hub Increase public engagement and augment visitor footfall	Phase 1 Delivery Stage	Programme Manager / SO Festival
Arts	Regular small-scale community led Arts / Social events	Continuing ongoing engagement with SSH Friends & supporters Generate income	Phase 1 Delivery Stage	Arts Programme Co-ordinator / Friends of Sessions House
	Special small-scale live arts concerts by touring artists and companies	Enhance reputation of SSH as Spilsby's arts hub Engage new audiences Generate ticket and ancillary income	Phase 1 Delivery Stage	Arts Programme Co-ordinator
	Main space and/or bar private hires	Generate venue hire and ancillary income streams promoting useable spaces for community use	Phase 1 Delivery Stage	Programme Manager

PHASE 2

The culmination of Phase 2 will be to deliver a fully operational venue with the main accommodation being employed as an arts performance space offering a year-round programme of live events, cinema screenings, a café open to the public daily, heritage programme and creative rentable workspaces on the west side of the building. The Cells will be refurbished as spaces as dedicated permanent heritage exhibition space. A kitchen will be installed for use by the new café. The Barn at the rear of building (former police garage) will have new electricals installed to become a messy space workshop with storage.

This core proposition would be delivered through a year-round programme of events with a mix of professional self-promoted events, external events and physical activity classes.

Table 5: Phase 2 Scope of Activities

THEME	ACTIVITY	OBJECTIVES	COMMENCE BY WHEN	WHO WILL ACTION / PARTNERS
Heritage	Continued research/planning curation of artefacts	Identify the content and focus of heritage activities Curation of artefacts – Gaol, Courtroom, Theatre Create robust Activity Plan	Phase 2 Development Stage	Heritage Interpretation Consultant / Project Manager / Volunteers
	Venue Launch Celebrations	Showcase high quality cultural offer Demonstrate building’s new versatility Engage with community organisations and stakeholders from the outset to encourage sense of community ownership Promote venue programme and attract audiences Maximise PR profile Commence full annual programme and cinema	Phase 2 Delivery Stage	Centre Manager/ Community Programme Coordinator
	Permanent Exhibition in the three renovated Prison Cells	Curation and display of artefacts of significance that hold the stories of Spilsby and its Sessions House. Digital display of the building project. Oral histories, stories and experiences of the local community relayed using audio guides	Phase 2 Delivery Stage	Heritage Interpretation Consultant / Project Manager / Volunteers
Arts	All Rise Tour A touring version of 12 shows across 6 locations in outdoor structure/tented venue of performance created in Phase 1. funded by Arts Council England as part of Capital Project contribution	Maintain activity and generate income during closure of building for construction work Showcase the ability of SSH, as unique arts-heritage-community organisation, to create exciting, inspirational, work that engages a broad audience. Consolidate relationship with ACE	Phase 2 Development Stage	Project Manager / Outdoor arts companies/ SO Festival/ ACE

		Maximise the public benefit of phase 1 funding by creating a follow up/reuse project		
	Year-round programme of arts events with a mix of professional self-promoted events, external hires & community projects	<p>Live event programme focussed on comedy and music entertainment, and small-scale and children’s theatre.</p> <p>Daytime community arts activities would target and engage those often excluded from mainstream arts provision. It would incorporate child-focussed participative arts-based activities and family theatre shows, principally in school holidays.</p> <p>Venue hires to external users will provide a valuable a revenue stream: classes in dance, drama and music as well the delivery of well-being classes, Pilates and martial arts.</p> <p>Cinema screenings based on a mixed programme including live arts broadcasts such as NT Live and RSC Live, along with ‘second runs’, cultural classics and popular films</p>		Centre Manager / Events Programmer / Community Programme Coordinator
Work-spaces	Small workspace / office units on easy in easy out short term leases .	Occupation by a diverse range of creative practitioners, possibly including Lincolnshire dance and theatre companies		Centre Manager
Cafe	Café. Operated as a counter style, assisted service café with a small kitchen to handle pre-prepared, high quality locally sourced food.	<p>Income generation from an attractive café environment in a town with very limited café choice.</p> <p>Location neighbouring two schools should appeal to parents on school run.</p> <p>Attractive to families: promoting child friendly environment through creating daytime activities.</p>		Centre Manager / Café operator

		<p>Preferred operational option for managing the catering service is an external commercial caterer on a lease basis. Potential operator: Linkage College which currently operates four café enterprises in Lincolnshire, providing real work experience for young people with learning disabilities.</p>		
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Phase 3

The final phase would focus on the heritage conservation of the building’s iconic Greek Doric columned facade a key feature of this grade II listed building within Spilby’s conservation area and reinstatement works to the forecourt. The East side Function Room adjacent to the main space will be re-designed as a flexible use multi-use studio offering a hireable space for floor-based health and wellbeing classes, workshop projects and meetings by local community users. It would also be used as additional dressing room space when required. A large first floor workspace will also be created on the East side.

Table 6: Phase 3 Scope of Activities

THEME	SERVICES AND ACTIVITIES
Heritage	The Front area design would ally both a car park and performance space. For the completion of this phase and culmination of the building we would create a heritage/community project based around understanding the architectural heritage of the building’s iconic frontage.
Arts	Fully operational year-round arts & events and cinema programme with addition of a new flexible multi-use studio space
Workspaces	East side first floor loft space fitted out accommodation for rehearsal rooms and other arts associated activities when not required for SSH’s own use.
Café	Fully operational café.

6 MARKET APPRAISAL

There are a number of different markets that will be attracted to use SSH. These markets are examined in the following chapter.

Catchment Area

Spilsby is a small Lincolnshire Wolds market town located in the south eastern quarter of the District of East Lindsey. 12 miles from Skegness and 15 miles north of Boston, the town is on a crossroads for Lincolnshire's Coast, Wolds and Fens. The A16 through the western edge of Spilsby, close to its centre, is the main north: south route through the District, and crosses the main east to west route (A158) a mile north of the town. The population of East Lindsey are evenly split between Rural Inland and Coast but sparsely distributed, with 80% living in rural areas.

It provides a full range of services to the locals and to the surrounding villages. In addition to being an employment centre with a designated industrial estate, the town has a wide range of shops, a weekly market and other commercial activities. A co-educational secondary school and sixth form with a student roll of 450 pupils, three primary schools, and a specialist independent further education college are located in the Spilsby area.

The East Lindsey Economic Baseline 2016 report identifies Spilsby is one of the best performing small town economies in the District. However, there is a limited demand for retail premises in Spilsby compared to other towns in the district and the vacancy rate is high at 11%. The report indicates that East Lindsey has a sizeable proportion of small businesses, in particular those classified as Small Office/Home Office (SoHo), suggesting a high rate of home working. The rate of home working is highest for Rural Inland, where 7.8% of workers work at or mainly from home. Making these settlements more attractive places (or 'sustainable communities' where people want to live and work) is important for the Council in underpinning the local economy.

Demographics

Spilsby has a resident population of 8,715. The district's local plan anticipates a further 600 homes being built at the Spila Fields development to the near east of Spilsby over the next five years. A total population 670,517 live within a 1 hour drive-time. The following demographics describe the population within the local resident and wider target populations.

Table 7: Population

POPULATION	SPILSBY PE23	1 HOUR DRIVE TIME
Population: All people	8,944	703,689
Population: Males	4,235	327,460
Population: Females	4,480	343,057
Age %		
0-15	15	16
15 - 24	10	13
25 - 44	20	24
45 - 64	30	27
65 +	25	20

Age Profile: the dominant adult age group is 45 - 64.

- A/B/C1 households make up 44% of all households in the target area
- 47% of those who are economically active are in full/part time work or self-employed
- 59% of those who are economically inactive are retired
- 21% of those aged 16+ have achieved Level 4 qualifications and above

The most prominent socio-demographic household (Mosaic¹) groups in the target catchment area are:

- ▶ **Country Living:** Well-off owners in rural locations enjoying the benefits of country life
- ▶ **Rural Reality:** Householders living in inexpensive homes in village communities
- ▶ **Senior Security:** Elderly people with assets who are enjoying a comfortable retirement

94% of the target population belong to one of these three groups, compared with 45% of the base population as a whole.

¹ Mosaic is a geo-demographic profiling tool which combines a wide range of information from over 400 sources to create a summary of the likely characteristics of each UK household. Households are assigned to a 'group', of which there are 15 in Mosaic, which describes their socio-economic and cultural behaviour.

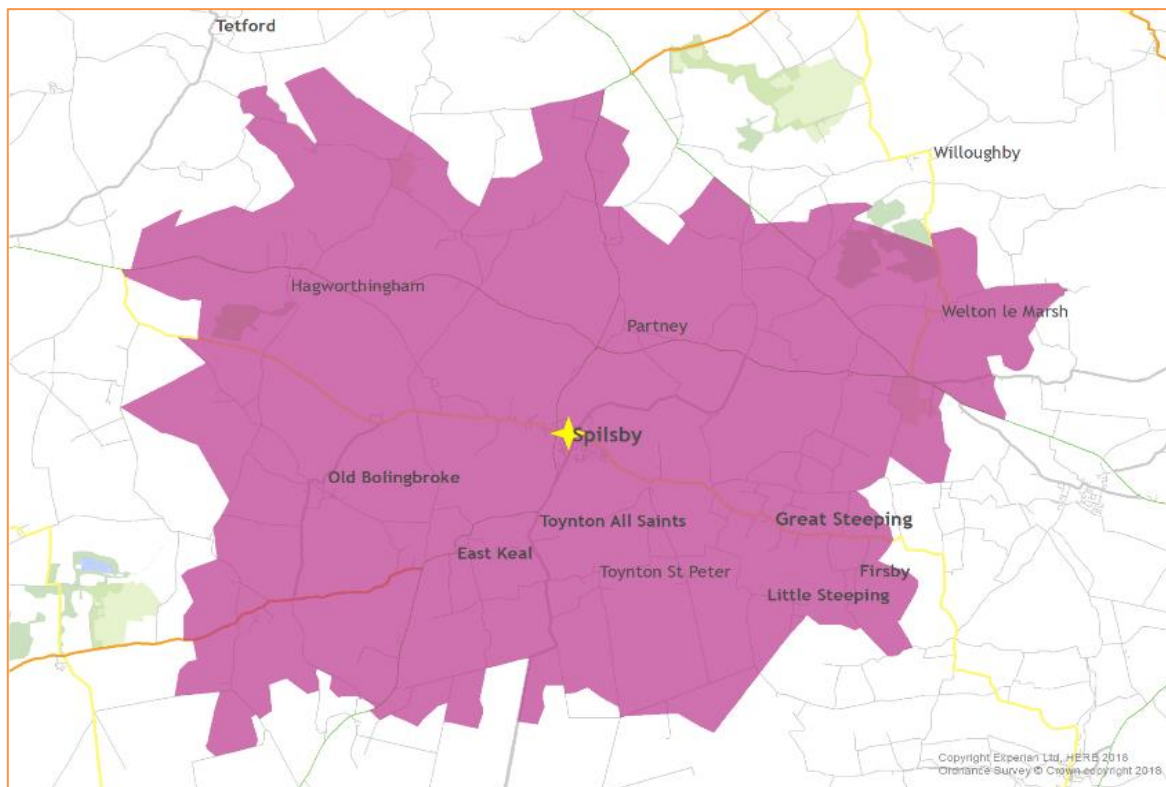
Audience Profile

The SSH audience is expected to be very local, this would be consistent with other comparator small scale community focussed venues elsewhere in the UK. However, as a rural location audience are more liable to travel distances to engage in cultural activities than their urban counterparts and the SSH core catchment area could be considered up to a 60 minute drive time radius.

In order to gain a deeper understanding of the potential regular audience that would be required to support a venue and the type of entertainment that would appeal to them, we need to consider the cultural profile and attendance at cultural events by Spilsby residents and the potential market living within a 60 minute drive time of SSH.

This data shows the population within the Spilsby target area (PE23), compared to the population of a base area (60-minute drive time from Spilsby).

Map of Target Area



ACE research has indicated that 56% of attendees are willing to travel up to one hour drive-time as the realistic norm in rural areas in England for venues when planning marketing: The extent of the target area is shown in the map alongside.

This appraisal uses the Audience Spectrum segmentation tool, developed by The Audience Agency on behalf of Arts Council England (www.audiencefinder.org/spectrum) for a personalised Audience Agency Area Profile Report (supporting document 6). The information used in the reports is derived from Experian population data, BMRB International's Target Group Index survey and the 2011 Census. The information identifies participation and engagement as well as behaviours, attitudes and preferences at arts, museums and heritage organisations.

Using Audience Spectrum profiling we can see the arts and entertainment attendance behaviours of residents living within both Spilsby and for the 1 hour drive time:

Table 8: Audience Spectrum profile

AUDIENCE SPECTRUM SEGMENT	SPILSBY		60 MINUTE DRIVE TIME FROM PE23	
	COUNT	%	COUNT	%
Metroculturals	0	0%	163	0%
Commuterland Culturebuffs	56	1%	14,707	3%
Experience Seekers	0	0%	18,634	3%
Dormitory Dependables	1,037	14%	69,947	12%
Trips & Treats	990	13%	115,892	20%
Home & Heritage	2,702	36%	98,677	17%
Up Our Street	1,225	16%	103,382	18%
Facebook Families	952	13%	90,585	16%
Kaleidoscope Creativity	17	0%	19,032	3%
Heydays	579	8%	51,495	9%
Unclassified	-		-	
Adults 15+ estimate 2017	7,558		582,514	

The Audience Spectrum profiling indicates the predominance of three groups: Home & Heritage, Up Our Street, and Dormitory Dependables. 66% of the target population belong to one of these three segments, compared with 47% of the base population as a whole.

Up Our Street

- ▶ Reasonably comfortably off households, occasional audiences for popular arts and entertainment, museums and heritage sites. Heading towards retirement and living on average or below average household incomes, access can be an issue. This group engages with popular arts and entertainment. While neither frequent nor adventurous attenders, people in this group may be open to persuasion to attend locally based activity that's tried and tested, outdoor festivals, theatre and music or live streamed events.
- ▶ Broad range of interest in most types of music, though are not particularly keen on contemporary or classical events preferring rock or pop. Classical and contemporary events are much less likely to be taken up by this risk averse segment.
- ▶ Significant proportion goes to musicals, pantomimes, craft exhibitions and carnivals. They enjoy pastimes that can be done alone or in the home and that allow them to practice and make use of their practical skills, such as textile crafts.

Dormitory Dependables

- ▶ Regular but not frequent cultural attenders living in city suburbs and small towns. Consists of thriving, well off mature couples or busy older families, they are a dependably regular if not frequently engaging group that makes up a significant proportion of arts audiences.
- ▶ They do not think of themselves as particularly arty people and a broad range of arts offerings is not as extensive as it might be. This along with their busy lifestyles, may contribute to their infrequent engagement.
- ▶ When they do attend they have to make time and travel, so arts and culture may tend to be more of a special treat than part and parcel of their everyday social lives so enjoy being entertained and to socialise and relax with friends.

Home & Heritage

- ▶ Conservative and mature households who have a love of the traditional. Mostly located in dormitory villages, outer suburbs/edges of cities, small towns and rural areas. 97% are aged 60+, half are in couples and half are widowed with no children at home.
- ▶ This is not a highly engaged group, limited by physical access to an appropriate arts and cultural offer and the means to get there.
- ▶ They have clear preferences for familiar, mainstream programme offers and a leaning towards classical content across a range of art forms and are more likely than average to go to the theatre.

Cultural Engagement

Overall, the target population has similar levels of cultural engagement to the base population. Arts activities attendance amongst the target population in the past 12 months, presenting the highest levels of engagement are:

- ▶ Theatre: 36% attendance amongst the target population
- ▶ Popular/rock concert: 31% attendance amongst the target population
- ▶ Plays: 26% attendance amongst the target population

- ▶ Museums and heritage attendance: In the last 12 months, the target population is more likely to have visited museums than stately homes/castles or archaeological sites.

Mosaic Group Profile

Mosaic combines a wide range of information from over 400 sources to create a summary of the likely characteristics of each UK household. Households are assigned to a 'group', of which there are 15 in Mosaic, which describes their socio-economic and cultural behaviour. The most prominent Mosaic groups in the Spilsby target catchment area are: C Country Living (well-off owners in rural locations enjoying the benefits of country life), D Rural Reality (householders living in inexpensive homes in village communities) and E Senior Security (elderly people with assets who are enjoying a comfortable retirement). 94% of the target population belong to one of these three groups, compared with 45% of the base population as a whole.

Cinema Audience Potential

Cinema visits: 69% of the target population visit the cinema compared to 73% of the base population. Cinemagoers attend on average 6 times per year, 38% attending with family.

Table 9: Cinema Visits

CINEMA VISITS	PE23		60 MINUTE DRIVE TIME	
	COUNT	%	COUNT	%
Ever go to the cinema	5,217	69%	429,608	73%
Go every two or three months	698	9%	71,021	12%
Go once or more a month	666	9%	68,761	12%
Never go	2,393	31%	159,616	27%
Adults 15+ estimate 2018	7,610		589,224	

Spilsby has no cinema yet cinema operations within UK arts centres are often significant revenue generators and are recognised as a vital part of a venue's operational sustainability. Although young people have the greatest propensity to visit the cinema, it is the most egalitarian of art forms, appealing across all ages and socio-economic groups.

The Independent Cinema Office state that the average admissions per screen for Stand-alone and independent cinemas (who often perform significantly better than multiplexes) averages circa. 60,000 per screen.

Tourism

Findings from the (draft) 'Destination Strategy For East Lindsey District Council 2020 – 2025' demonstrate the importance of Tourism to East Lindsey. Some 9,000 jobs are supported by the 4.8 million visitors welcomed each year, spending around £700 million. East Lindsey attracts longer stays than many regions of England, but the average spend per trip and per night is significantly less. There are considered to be two distinct dimensions to the

tourism offer in East Lindsey: one is the traditional seaside holiday and the other more relevant to SSH is that based on the Wolds and the Coast, where 'History' is a key attractor as well as the heritage experience in its market towns.

VisitEngland's segmentation system used in the Strategy relevant to SSH identified that the a key potential growth market is 'Country Loving Traditionalists': higher-spending 50+ couples or groups of friends with moderate income, whose likes are Traditional values, Attractive rural settings, and History & Heritage.

A key recommendation of the East Lindsey Destination Strategy is to "Develop a 'Telling Our Stories' initiative to bring the history of the place to life and make it more accessible, using a story-telling approach through better on-site interpretation in market towns, heritage sites and visitor attractions, specialist guided tours, VR and AR apps and events.

CONCLUSIONS

- ▶ Cultural activity in Spilsby starts from a low base and the need to travel to engage in community arts activities. The population of Spilsby as a whole, is older and with a lower level of educational attainment than the national average.
- ▶ We would expect a SSH audience to be very local, this would be consistent with other comparator small scale community focussed venues elsewhere in the UK. However, as a rural location audience are more liable to travel distances to engage in cultural activities than their urban counterparts and the SSH core catchment area could be considered up to a 15 mile radius.
- ▶ The profiles for the key audience segments reveal that they are attracted to mainstream cultural and heritage events, tend to be fairly risk averse in their choice of activities and are strongly motivated by friends and family. Interpretation and activities should concentrate on conveying the significance of SSH heritage through readily accessible stories and engaging experiences so that these audiences develop an understanding of the main themes.
- ▶ The catchment area's population is older than the national average and many are retired or semi-retired. There are opportunities to engage them in the SSH project by developing partnerships with groups such as the local societies and U3As.
- ▶ Within the main audience segments there is a significant market for activities which are fun, family friendly and educational ranging from drop in sessions to longer, more structured 'classes'. An effective way to engage with this audience is through building partnerships with schools and existing community groups.
- ▶ The East Lindsey Economic Baseline 2016 report identifies Spilsby is one of the best performing small town economies in the District. SSH can play a key role in making Spilsby a more attractive place (or a 'sustainable communities' where people want to live and work) which is important for the Council in underpinning the local economy.

- ▶ The age profile and segmentation suggest there is a significant opportunity to engage people in heritage activities through volunteering. People in the older age groups are more likely to have available time and there is a propensity for volunteering among the key audience segments including helping with events and taking leadership roles.
- ▶ SSH will be operating as a new business venture in a challenging local economic environment. There are consequently relatively few opportunities for large local business sponsorship. However, the catchment area's population, has a prominent 'Reasonably comfortably off' population where it should be possible to generate donations and Friends memberships.
- ▶ Based upon the projected audience profile the live event programming should be based around more grown-up, 'golden oldies', 'jazz divas' and 'acoustic' live music entertainment, comedy and small-scale and children's theatre. In a venue of this size, there need only be two seasons of programmed activity, a spring / summer programme, (running from February to June) and an autumn / winter programme (running from late September to December).
- ▶ Tourism plays an ambitious role part of the East Lindsey economy. Providing a tourism information service and enhancing the visitor experience through activities such as guided tours are essential elements of the SSH project, which will build on the 'Introduction to Spilsby' provided by the interpretation displays.

7 GOVERNANCE AND OPERATIONAL MANAGEMENT

Legal Structure

The organisation is a Limited Company, with an application for charitable status pending with the Charity Commission. Though new, the Board of Trustees has relevant skill sets and is building a productive track record. Many of them were involved in the Friends Group so have a greater length of contact with the project.

The Trustees will ensure that all activity will be carried out in accordance with charity law. Charity law imposes restrictions on the nature and level of trading activity charities can carry out, and some types of trading are subject to tax. The Board is taking professional legal advice to ensure that ancillary income of the SSH bars and workshop leases can be traded through the Sessions House CiC as the trading subsidiary of the parent SSH Charity.

There is currently a board of four core members with additional volunteers. There is an ambition to grow the Board to take on new skills, abilities and experience. In Phase 3, the Board of Trustees will continue to regularly review its skill set, and has the ambition to expand to nine committed and active individuals.

Project Management

A Strategic Project Board made up of Trustees, will undertake governance and strategic direction of the project. The Strategic Project Board will approve designs and any changes to plans, will approve and monitor expenditure and progress of the project. It will meet monthly and this will continue during the capital works phase. It will meet more frequently if circumstances require.

STAFFING

The Different phases require different elements of funding. Phase one is almost entirely project based whereas phase 2 moves to a much more full-time venue operational model, requiring a different set of skills.

Phase 1

The purpose of the staffing complement in this development stage is to: Research, interpret and reveal Spilsby's heritage to the wider public; Introduce new audiences to the Sessions House's heritage through a wide range of activities online and onsite; Open up the building and foster 'Meanwhile Use' arts and heritage activities so that it is an asset for local people; and build volunteer capacity.

SSH will employ 1 full-time Programme Manager post and 1 part-time (0.4 fte) Youth Programme Coordinator post both on fixed term contracts. Additionally, SSH will engage a Freelance Heritage Interpretation and Activity consultant on a fixed term 18 month contract. These roles will be funded from within the HLF project funding envelope. The respective role summaries for the three core roles are set out below:

Table 10: Phase 1 Role Summaries

PROJECT ROLE	RESPONSIBILITIES
SSH Programme Manager	<ul style="list-style-type: none"> • Develop and deliver an arts and heritage activity programme that will attract both residents and visitors • Develop funding applications for supporting heritage and cultural activity delivery • Develop volunteering opportunities based on the needs of the organisation.
Youth Programme Coordinator	<ul style="list-style-type: none"> • Develop and deliver inclusive participatory activities and events that target identified community needs for local people • Develop participatory learning programmes for young people and outside the classroom national curriculum based learning activities for schools • Supporting local groups and individuals to develop new activities and initiatives at Sessions House
Heritage Interpretation and Activity Consultant	<ul style="list-style-type: none"> • Reveal Spilsby's heritage to the wider public through high quality and innovative interpretation materials, online and onsite • Lead consultation, reflection and decision making with regards to the public engagement elements of the project as a whole • addresses how the project will make a difference for heritage, people and communities • Create an Activity Plan that meets the needs of the Sessions House • Develop accessible learning resources are available for schools ad the public

Specialist Staff

Other roles including a Technician will be engaged on freelance basis.

Volunteers from the Friends of Sessions House with appropriate skills and expertise will be encouraged to support the Centre by carrying out reception and stewarding tasks.

PHASE 2

The focus is to hold enough staffing to ensure control over the vision of the venue and the project, but to limit liability and expenditure on staffing costs that can impact on the viability long term. The most successful small-scale venues are often those that have a small, professional team of staff

working cohesively and strategically to promote the venue and generate revenue streams income. The respective role summaries for the core roles are set out below:

Table 11: Phase 2 Role Summaries

ROLE	RESPONSIBILITIES
SSH Venue Manager (1fte)	<ul style="list-style-type: none"> • Governance and servicing the Board - working closely with the Board to implement the strategic direction of the Charity and trading subsidiary • Responsibility for income generation and financial sustainability. • Developing and managing the artistic and heritage activity programming, • Lead role in overseeing financial outcomes and the sustainability of the SSH • Ensuring there is a clear, strategic and achievable marketing plan to promote the Sessions House and activities taking place • Developing the sustainability of Sessions House through funding and new initiatives in response to changing needs • Recruitment and induction of new staff as well as line management.
Finance and Administration Officer (0.4fte)	<ul style="list-style-type: none"> • undertake the organisation's financial management as well as day to day administration. • managing and scheduling space usage & hires • Supervising Box Office • Book-keeper role including bank reconciliation and issuing invoices and paying bills.
Technician (0.5fte)	<ul style="list-style-type: none"> • Part-time flexi-hours position co-ordinating the planning and operation of lighting, sound, staging digital screenings & A/V for all professional, community or other events at SSH. Some building wide support required. would be met by utilising a team of trained and experienced casual staff.

Specialist Staff

Event and Cinema technical and projectionists - requirements should be met by utilising a team of trained and experienced casual staff. Costs for these will be covered under event costs.

Volunteers

Supplementary roles such as stewards, box office, bars and reception roles are well suited to being undertaken by volunteers with proper training and support. Employing the services of volunteers is not only cost effective but is also a highly valuable tool in engaging with the community and getting positive information about the venue out into the community. A prospective sphere of recruitment for a Duty Manager could be from within the volunteer team.

It is estimated that up to 300 voluntary hours will be needed annually, which has a notional annual value of around £15,000 based on an in-kind value of £50 a day. They will report to the Venue Manager. The aim is to develop a voluntary lead volunteer role who organises and supervises the day-to-day rota.

Café Management

The most viable operating option for managing a catering service at SSH is one run by an external caterer on a lease basis, paying a monthly rent. The café franchise will be carefully tendered out to ensure a professional catering provider is secured but one where there is flexibility and a buy into the vision. There is a preference for a joint venture towards that vision rather than simply a landlord/tenant relationships. SSH would invite Expressions of Interest from local commercial operators including Linkage College which currently operates four café enterprises in Lincolnshire, providing real work experience for students. It is believed that the unique attractions of the creative environment, its prominence in the town and its own car park, would make this a well-supported location for a cafe and the commercial opportunities will attract interest from good partners.

Evening Bar Operation

SSH will be promoted as an attractive evening performance space with a mixed programme of in-house promotions and external hire events. Visitors to events are often considered to be a captive audience in terms of bar sales and therefore contributions from bar sales are always a very important part of a venue's economy and a bar facility will be a significant ancillary income generator.

The bar will remain in-house, separate to the cafe operation. It would be open to the public only on main space performance nights or when hired for evening events. We anticipate that casual hourly paid staff will be employed to cover evenings with support from volunteers at busy times.

MARKETING

Marketing expertise will be engaged to devise and develop a tactically grounded marketing communications plan that will build awareness of Sessions House activities. This marketing plan will give practical guidance on how to develop and deliver the offline and online marketing support in order to inform an action plan to communicate with key targets and raise public awareness of SSH. This will be achieved through customer/client-facing tools such as brochures, direct mail, online communication and press releases.

A well-designed web presence will be constructed using CMS to enable real-time updates to the site ensuring that it will continue to contain content which is relevant, useful, and timely. It will incorporate an online ticket booking and payment system.

In the early years of the SSH's Phase 2 operation the marketing budget investment will be circa 20% of turnover to generate required levels of audience visitors, education and community participants income. In future years, as SSH becomes established, this could be stepped back to 10% - 15% of expenditure.

8 FINANCIAL APPRAISAL

The assumptions made throughout this section cover the first years of its operation within the Development and Delivery stages of the phased approach together with an indicative SSH 'Steady State' position showing a fully operational position.

To reflect the current difficult economic climate and to reduce risk levels in setting out the financial forecasts, we have accordingly adopted a prudent approach to all business plan predictions contained herewith. Phase 1 Development income is based on activity not being possible due to Covid 19 and any loss being covered by existing surplus.

VAT IMPLICATIONS

We have made assumptions that the SSH will qualify as an eligible body for the purposes of Cultural Exemption from VAT. This will mean that the Sessions House will not charge or reclaim VAT on its cultural based operations and will be able to pass ticket sales to the users without deducting VAT. However, SSH is taking professional advice on this matter shown in supporting document 9)

PHASE 1

Project Cost Estimates

The capital works costs estimate in Table 12 is based on current prices and specification outlined within Supporting Document 2, the Feasibility Cost Estimate Report by the QS.

Table 12: Phase 1 Capital Works Costs Estimates

CATEGORY	PHASE 1 PRE WORKS £	PHASE 1 CONSTRUCTION £
Temporary roof repair Including works, contractors' preliminaries, design, inflation	21,900	
Including works, contractors' preliminaries, design, inflation	-	624,000
Design team for development of all 3 phases	194,600	
Design team to completion	2,600	81,250
Planning applications	-	2,000
Capital project manager	12,500	25,000
Building Purchase	50,000	-
Conveyancing	2,000	-
TOTAL	283,600	732,250

Revenue Costs

The figures below are the budget forecasts for Phase 1 of the SSH. Income is predominantly public investment from NLHF, ACE and Donations. Expenditure is principally on staffing and activity costs.

Table 13: Phase 1 Revenue Costs Estimates

CATEGORY	PHASE 1 DEVELOPMENT £	PHASE 1 DELIVERY £
EXPENDITURE		
STAFFING		
Business Plan Consultant	4,000	-
Fundraising Consultant	4,000	-
Heritage Interpretation Consultant	10,000	5,000
Spilsby Sessions House Programme Manager	12,000	18,000

Youth Programme Coordinator	1,000	4,000
Admin & Finance Officer	-	2,500
Sub Total	31,000	29,500
ACTIVITY COSTS		
Heritage Plan Activities	20,000	42,500
Ticketed "Special" Events - artists fees - music, theatre, comedy	-	2,500
'All Rise' Production	-	3,500
Venue Technical Equipment - Lighting / Sound	-	10,000
Sub Total	20,000	58,500
PREMISES COSTS		
Day to Day Maintenance	750	1,500
Refuse Collection Charges	-	350
Gas	720	720
Electric	1,500	2,000
Water	450	550
Cleaning materials	100	300
Hygiene services	-	300
Sub Total	3,520	5,720
OPERATIONAL COSTS		
ICT Software	450	800
Insurance, licensing, Legal etc	1,200	2,000
Office Costs	200	200
Telephones & Broadband	540	540
Sub Total	2,390	3,540
EXPENDITURE TOTAL	56,910	97,260
INCOME		
Heritage Activities ticket sales and entrance fees	-	7,400
Special Event Ticket Sales	-	3,800
Event Hires	-	600

Community Hires/Classes	-	1,440
Bars/Ancillary (net surplus)	-	4,500
Friends Membership	1,500	2,300
Donations	2,500	6,000
Grant: ACE G4A	-	16,000
Grant: NLHF Capital project funding for staff & operations	51,000	72,000
INCOME TOTAL	55,000	114,040
SURPLUS / LOSS	-1,910	16,780

Assumptions

- ▶ All figures are Nett of VAT
- ▶ Development is based upon a 12 month period
- ▶ Development Operation Costs are based on 2019 actuals
- ▶ Development income is based on no activity being possible due to Covid 19 and any loss being covered by existing surplus
- ▶ ACE 2 grant application would be submitted upon completion of R&D (during year 1 delivery)

PHASE 2

Capital Works

The figures in Table 14 are based on current QS estimates and provide a guide that will need to be firmed up during the development stage of phase 2.

Table 14: Phase 2 Capital Works Costs Estimates

CATEGORY	PHASE 2 £
CAPITAL WORKS	
Including works, contractor's preliminaries, design, inflation	1,517,050
Design Development	196,950
Fixtures & Fittings	40,000
Capital project manager	25,000
Statutory Fees	6,000
TOTAL	1,785,000

Events Programme Schedule

Table 15 provides indicative live event programme and operational costs with high-level plans for a live entertainment programme and for cinema screenings. It also includes main auditorium hires for externally organised events. The figures are based upon the venue up and running in its third year of operation. These costs have been benchmarked against relevant small-scale venues in rural towns.

Table 15: Phase 2 Delivery Projected Events Programming Budget Summary

GENRE	NO. OF EVENTS	TICKET YIELD (NET)	POTENTIAL CAPACITY	CAPACITY (PAID) %	TOTAL OCCUPATION	TICKET/HIRE REVENUE	COSTS PER SHOW	TOTAL COSTS	BAR & ANCILLARY INCOME (NET)
Star Comedy	2	£16.67	125	90%	225	£3,751	£1,800	£3,600	£938
An Evening with...	2	£16.67	125	80%	200	£3,334	£1,600	£3,200	£333
Folk/Americana	2	£9.17	125	75%	188	£1,719	£600	£1,200	£781
Jazz	4	£9.17	125	75%	375	£3,439	£750	£3,000	£1,563
Theatre/Dance	2	£8.33	125	70%	175	£1,458	£700	£1,400	£292
Sub Total					1,163	£13,701		£12,400	£3,906
Cinema	40	£5.00	125	40%	2,000	£10,000	£108	£4,320	£3,333
NT Live	6	£8.33	125	65%	488	£4,061	£442	£2,652	£813
Sub Total					2,488	£14,061		£6,972	£4,146
External Event Hires	10		125	80%	1,000	£2,000	£40	£400	£1,667
TOTALS	68				4,650	£29,762		£19,372	£9,719

Table 17: Workspace Schedule

WEST SIDE LOCATION	FLOOR AREA M ²	FLOOR AREA SQ ²	RENTAL RATE £ PF ²	INDICATIVE RENTAL VALUE 60%
1st Floor	14.5	156	11	£1,717
1st Floor	14	151	11	£1,658
1st Floor	10.5	113	11	£1,243
1st Floor	25	269	11	£2,960
TOTALS	97	1,044		£7,578

Revenue Costs

The figures below are the consolidated budget forecasts for Phase 2 of the Sessions House. Income is predominantly public investment from NLHF and ACE, together with self-generated income by event tickets sales, venue hire and café & bars ancillary proceeds. Expenditure is principally on staffing, and activity costs.

Table 18: Phase 2 Revenue Costs Estimates

CATEGORY	PHASE 2 DEVELOPMENT	PHASE 2 DELIVERY
EXPENDITURE		
STAFFING		
SSH Manager	22,000	28,000
Heritage Interpretation Consultant	8,000	8,000
Business Plan Consultant	4,000	-
Fundraising Consultant	4,000	-
Freelance Technical Manager	-	7,000
Administration & Finance Officer	2,500	5,000
Duty manager (casual)	-	2,500
Film booker/projectionist	-	3,000

Sub Total	40,500	53,500
ACTIVITY COSTS		
Heritage Activities	25,000	90,000
Arts Activities	-	12,400
'All Rise' Production	20,000	45,000
Cinema/NTLive Screenings	-	6,972
Event Hires	-	400
Sub Total	45,000	154,772
PREMISES COSTS		
Day to Day Maintenance	-	3,500
Refuse Collection Charges	-	500
Gas	750	1,000
Electric	750	1,000
Water	900	900
Cleaning materials	-	1,500
Hygiene services	-	1,600
Sub Total	2,400	10,000
OPERATIONAL COSTS		
Marketing	2,000	33,000
Box Office & Credit cards transactions	-	1,240
ICT	1,000	400
Insurance, licensing, Legal etc	2,000	3,000
Office Costs	200	500
Telephones & Broadband	250	800
Sub Total	5,450	38,940
EXPENDITURE TOTAL	93,350	257,212
INCOME		
Heritage Activities	-	3,500
Arts Activities	-	13,701

Cinema/NLive Screenings	-	14,061
Event Hires	-	2,000
Community Hires/Classes	-	14,000
Café (net surplus)	-	2,000
Bars/Ancillary (net surplus)	-	9,719
Workspaces	-	2,771
Friends Membership	2,300	2,760
Donations	6,000	10,000
ACE	20,000	45,000
Grant: NLHF Capital project funding for staff & operations	60,500	101,000
INCOME TOTAL	88,800	220,511
SURPLUS / LOSS	11,450	16,299

PHASE 3

Finance of Workspaces / Offices

The schedule below provides an indicative potential income schedule generated by workshop rents anticipated on completion of Phase 3 and following on in a 'Steady State' position. In the the Phase 3 Income and expenditure budget the figures are based on phased growth in occupancy from 70% up to 80% per annum.

Table 19: Projected Workspace Income Schedule

LOCATION	FLOOR AREA M ²	FLOOR AREA SQ ²	RENTAL RATE £ PF ²	PHASE 3 INDICATIVE RENTAL VALUE	STEADY STATE INDICATIVE RENTAL VALUE
West 1st Floor	14.5	156	11	£1,201.80	£1,373.49
West 1st Floor	14	151	11	£1,160.36	£1,326.12
West 1st Floor	10.5	113	11	£870.27	£994.59
East 1st Floor	25	269	11	£2,072.07	£2,368.08
TOTALS	97	1,044		£5,304	£6,062

Projected Arts Activity Plan Income Schedule

The schedule below provides an indicative net income schedule generated by arts activities anticipated during Phase 3 delivery and following on to a 'Steady State' position when venue capacity is projected to be achieved.

Table 20: Projected Phase 3 Activity Programme Income Schedule

GENRE	NO. OF EVENTS	TICKET YIELD (NET)	POTENTIAL CAPACITY	CAPACITY (PAID) %	TOTAL OCCUPATION	TICKET/HIRE REVENUE	COSTS PER SHOW	TOTAL COSTS	BAR & ANCILLARY INCOME (NET)
Star Comedy	4	£16.67	125	90%	450	£7,502	£1,800	£7,200	£1,875
An Evening with...	3	£16.67	125	80%	300	£5,001	£1,600	£4,800	£500
Folk/Americana	4	£9.17	125	75%	375	£3,439	£600	£2,400	£1,563
Jazz	5	£9.17	125	75%	469	£4,298	£750	£3,750	£1,953
Theatre/Dance	4	£8.33	125	70%	350	£2,916	£700	£2,800	£583
Sub Total					1,944	£23,155		£20,950	£6,474
Cinema	60	£5.00	125	40%	3,000	£15,000	£108	£6,480	£5,000
NT Live	8	£8.33	125	65%	650	£5,415	£442	£3,536	£1,083
Sub Total					3,650	£20,415		£10,016	£6,083
External Event Hires	15	-	125	80%	1,500	£3,000	£40	£600	£2,500
TOTALS	103				7,094	£46,570		£30,966	£15,057

Table 21: Projected Steady State Activity Programme Income Schedule

GENRE	NO. OF EVENTS	TICKET YIELD (NET)	POTENTIAL CAPACITY	CAPACITY (PAID) %	TOTAL OCCUPATION	TICKET/HIRE REVENUE	COSTS PER SHOW	TOTAL COSTS	BAR & ANCILLARY INCOME (NET)
Star Comedy	6	£16.67	125	90%	675	£11,252	£1,800	£10,800	£2,813
An Evening with...	4	£16.67	125	80%	400	£6,668	£1,600	£6,400	£667
Folk/Americana	8	£9.17	125	75%	750	£6,878	£600	£4,800	£3,125
Jazz	8	£9.17	125	75%	750	£6,878	£750	£6,000	£3,125
Theatre/Dance	8	£8.33	125	70%	700	£5,831	£700	£5,600	£1,167
Sub Total					3,275	£37,506		£33,600	£10,896
Cinema	80	£5.00	125	40%	4,000	£20,000	£108	£8,640	£6,667
NT Live	12	£8.33	125	65%	975	£8,122	£442	£5,304	£1,625
Sub Total					4,975	£28,122		£13,944	£8,292
External Event Hires	20	-	125	80%	2,000	£4,000	£40	£800	£3,333
TOTALS	146				10,250	£69,628		£47,544	£22,521

FINANCIAL FORECAST

The figures below are the budget forecasts for Phases 3 (the expected first year of the venue being fully operational) of SSH and projected 'Steady State' position in the year following Phase 3 completion. Income is predominantly self-generated income through event tickets sales, venue hires, café & bars ancillary proceeds and workshops rent. Expenditure is principally on staffing, premises costs and operational costs.

The forecast budget for the Steady State year reflects the ambitious and challenging targets SSH has set in order to achieve its objectives. Activity Income is extrapolated from the Projected Activity Programme and Income Schedules post Phase 'Steady State' Year 4 when it is projected to reach venue capacity.

Table 22: Financial Forecast Phase 3 Delivery and Steady State

CATEGORY	PHASE 3 DELIVERY	POST COMPLETION STEADY STATE
STAFFING		
SSH Manager	28,560	29,130
Freelance Technical Manager	7,140	7,280
Administration & Finance Officer	5,100	5,200
Duty manager (casual)	2,550	2,600
Film booker/projectionist	3,060	3,120
Sub Total	46,410	47,330
ACTIVITY COSTS		
Heritage Activities	10,000	5,000
Arts Activities	20,950	33,600
Cinema/NTLive Screenings	10,016	13,950
Event Hires	600	800
Sub Total	41,566	53,350
PREMISES COSTS		
Day to Day Maintenance	3,500	3,500
Refuse Collection Charges	500	500
Gas	1,020	1,040
Electric	1,020	1,040
Water	920	940
Cleaning materials	1,530	1,600
Hygiene services	1,632	1,670
Sub Total	10,122	10,290
OPERATIONAL COSTS		
Marketing	20,000	15,000
Box Office & Credit cards transactions	2,095	3,360
ICT	400	400
Insurance, licensing, Legal etc	3,000	3,000

Office Costs	500	500
Telephones & Broadband	800	800
Sub Total	26,795	23,060
GROSS EXPENDITURE TOTAL	124,893	134,030
Income		
Heritage Activities	10,000	5,000
Arts Activities	23,155	37,500
Cinema/NTLive Screenings	20,415	28,120
Event Hires	3,000	4,200
Community Hires/Classes	22,000	28,000
Café (net surplus)	2,500	3,500
Bars/Ancillary (net surplus)	15,057	22,550
Workspaces	5,304	6,060
Friends Membership	3,312	3,600
Donations	10,000	10,000
ACE	12,000	15,000
Grant: NLHF Capital project funding for staff & operations	20,000	8,000
INCOME TOTAL	146,743	171,530
SURPLUS / LOSS	21,850	37,500

Rates

In the Phase 1 years of trading, as a registered charity, SSH will be able to obtain an 80% NNDR statutory relief on the business rates payable for SSH statutory through ELDC with an assumption that a discretionary charitable rate of up to £2,000.

After Phase 2 is complete, the rateable value of the property will have to be re-assessed. As identifiably commercial activity will be taking place in the property, business rates will be payable. It may be possible to divide the property into 2 separately valued units for rates purposes, and this would have to be discussed with the assessor. Business rates would be payable by SSH on the parts of the building which are used for commercial purposes – i.e. café, workspaces and possibly the office. Charitable rates relief up to 80% and discretionary charitable rate of up to £2,000 would most likely be applicable to SSH for the remainder of the building i.e. the auditorium, community / function rooms spaces.

FUNDING STRATEGY

Given the current fundraising landscape (i.e. the consequences of the Covid-19 crisis), the targets for the Sessions House capital project will be challenging. The full Funding Strategy is supporting document 4.

Phase 1

Table 23 provides a summary of the funding sources and targets for Phase 1.

Table 23: Funding Sources and Targets

CAPITAL FUNDING SOURCES: PROPOSED TARGETS BY PHASE	PRE WORKS / PHASE
National Lottery Heritage Fund	£990,720
Other public sector funders	£30,000
Trusts & Foundations	£256,250
Public Fundraising Campaigns & Events	£6,180
Crowd Funding	£3,500
TOTAL	£1,286,650

Pre Works/Phase 1 is dependent on a large grant from NLHF, which should be achievable given past and on-going discussions between SSH and NLHF officers. The Trusts & Foundations target for this Phase should also be achievable but will require c. 10-14 separate trust applications.

The Capital campaigns will be divided into Quiet and Public stages, with the campaign only going “public” (e.g. with press and public fundraising) once 50% min. of the target is secured in gifts and pledges.

Table 24: Phase 1 Capital Campaign Indicative Funding Timetable

SOURCE	TIME NEEDED	AMOUNT
Quiet Phase		
Development match (Trusts/Public Sector)	6 months	£37,500
NLHF application (Development)	7 months	£328,500
Delivery match (Trusts & Foundations)	3-8 months	£123,750
NLHF (Delivery)	3 months	£621,940
Public Phase		
Public Fundraising	6-9 months	£6,180
Delivery match	3-6 months	£125,000
Crowdfunding	3 months	£3,500
TOTAL		£1,246,370

Phase 1 has a target of £256,250 from charitable trusts and foundations. The grant amounts provided in table 25 below are indicative of those awarded to similar organisations as SSH.

Table 25: Phase 1 Indicative Grant Amounts

PHASE 1 TRUST SOURCE	TARGET GRANT AMOUNT	ESTIMATED # OF GRANTS	TOTAL VALUE	PROBABILITY	PROJECTIONS
Major national trust	£100,000	1	£100,000	50%	£50,000
Major national trust	£100,000	1	£100,000	75%	£75,000
Major national trust	£50,000	1	£50,000	75%	£37,500

Major national trusts	£25,000	2	£50,000	75%	£37,500
Specialist heritage trusts & smaller grants from trusts supporting arts & heritage	£10,000	5	£50,000	75%	£37,500
Smaller grants from national & regional trusts supporting the arts & heritage	£5,000	5	£25,000	75%	£18,750
TOTAL		15	£375,000		£256,250

Table 26: Phase 1 Capital Campaign Indicative Timeline

ACTIVITY	TIMING
QUIET PHASE	from January 2021
<ul style="list-style-type: none"> Recruit Capital Development sub-committee members 	from January 2021
<ul style="list-style-type: none"> Develop case for support - generic 	Jan - February 2021
<ul style="list-style-type: none"> NLHF Expression of Interest 	March 2021
<ul style="list-style-type: none"> Trust fundraising (Development match) 	Mar - Aug 2021
NLHF application submission (Development stage, assumes stage 1 pass from Pilgrim Trust)	June 2021
NLHF stage decision (Development stage)	September 2021
Trust fundraising (Delivery match)	Sept - June 2022
NLHF application submission (Delivery stage)	June 2022
NLHF stage decision (Delivery stage)	September 2022
Trust fundraising continues (Delivery match final tranche)	September 2022
PUBLIC PHASE	from late 2022

Launch general public giving campaign online	Oct - Dec 2022
Launch crowdfunding campaign	Dec 2022 or Feb 2023
Steward all donors and donor trusts with on-going comms and cultivation	from end 2022

Phase 2

Phase 2 of the capital project forecasts a project and fundraising total of c. £2.23m. The fundraising strategy will require a mixed model of public sector, trusts and public fundraising, depending on substantial grant requests to both NLHF and ACE to anchor the campaign.

Given the quickly changing funding landscape due to the Covid-19 crisis, the table below shows the funding proportions that might be needed.

Table 27: Capital Funding Sources

CAPITAL FUNDING SOURCES: SUGGESTED PROPORTIONS FOR PHASE 2	
National Lottery Heritage Fund	44%
Arts Council England - Small Capital Grant	12%
Other public sector funders	1%
Trusts & Foundations	35%
Individual Giving	4%
Public Fundraising Campaigns & Events	2%
Crowdfunding	1%
Corporates	< 1%

ECONOMIC IMPACT ASSESSMENT

The Economic Impact Assessment Report on SSH provides an assessment of its potential economic impact in the East Lindsey economy. The economic assessment covers the main income generating visitor activities associated with SSH; attendance at paid-for performances, participatory classes, and café visits.

The assessment identified the impact on the visitor economy that would be generated in a typical Steady State year at the local East Lindsey level assuming achievement of the visit numbers identified in the SSH Business Plan.

The Report methodology assesses both the attendee numbers and type of visitors (local, day or overnight) to provide an indication of the additional economic contribution visitors to SSH make in the local area, and the wider economic impacts that paid SSH employees will have on the local economy. Table 28 shows that the aggregate economic impact of SSH in will be approximately £590,000

Table 28: Aggregate Net Economic Impacts of SSH

Net Additional Off-site Visitor Expenditure Impact	£511,566
Net Additional Employment Impact Related Turnover	£78,240
TOTAL ECONOMIC IMPACT	£589,806

9 EVALUATION

SSH takes a strategic approach to monitoring and evaluation. As a complex organisation in a rapidly changing context it recognises that it is vital that it understands how well it is performing. It will undertake monitoring and evaluation through three aims:

- ▶ Decision making – to contribute to SSH decision making and ensure it is undertaking evidence based, timely decisions about its current and future activity
- ▶ Learning and development – to ensure the SSH management learn about what is working and what is not, allowing it to build on previous activity and assess how well SSH is doing and what it can do better
- ▶ Accountability – to ensure SSH can show all stakeholders how effective Sessions House is being operated and managed

The monitoring and evaluation cycle for the Business Plan incorporates:

1. Quarterly reports to Trustees on delivery against the aims and targets and reporting on cash flow.
2. Monthly collection and collation of information by SSH Manager related to delivery against the Business Plan and which feeds into quarterly reports.
3. Annually review Business Plan in December of each year with revisions being made for the subsequent year where necessary (especially in relation to the financial projections and budgets).

10 RISK ASSESSMENT

The Risks, Assumptions, Issues and Dependencies (RAID) analysis identification schedule below identifies a significant number of risks that could affect all, or parts, of the Phase 1 project.

The register will be updated and maintained as the project progresses. The Risk Register does however indicate that at this stage in its development the delivery of the overall project and elements of it carry some degree of risk and uncertainty particularly in connection with funding.

The majority of the risks identified below can however be reduced through a number of measures, namely:

- ▶ Employing experienced and skilled staff to provide the knowledge and capacity to generate income from a wide breadth of professional, educational and community sources
- ▶ Maintaining effective and dynamic partnerships with key partners
- ▶ Gaining support from NLHF and the Project Board on a long-term, financial basis
- ▶ Ensuring that the needs of participants drive all proposals

For the project to be successful the identified risks, and others that emerge, will need to be addressed in an active and concerted manner by the SSH Trustees.

Table 29 : Phase 1 Risk Analysis

RAID IDENTIFICATION					RAID MANAGEMENT / MITIGATION	
Ref	DESCRIPTION	Likelihood (1-4)	Impact (1-4)	RAG Likelihood x Impact	Action to resolve R,A, I or D	RAID OWNER
1	NLHF bid is not successful	2	4	8	Seek to establish clear lines of communication with NLHF and develop compiling bid	Trustees
2	Design - Over Budget	3	4	12	Cost consultant and Project Manager to ensure out-turn cost estimates are maintained throughout the project and early action is taken where unplanned rises are flagged	Trustees / Project Manager
3	Business Plan is not sustainable	2	4	8	Secure clarity over baseline and ideal scenarios	Trustees/ Venue Manager
4	Failure to engage Project Manager with appropriate expertise	2	4	8	Ensure clear roles and responsibilities with rigorous performance targets	Trustees
5	Activity revenue lower than expected	3	2	6	Review activity programming and make stronger link with potential target market	Venue Manage
6	Lower than expected participant numbers	2	3	6	Review and revise marketing and communications plans	Venue Manage
7	Failure to procure appropriate specialists to take on the construction	2	3	6	Robust process in place from the outset with appropriate advice Re-procure if necessary	Trustees
8	Further deterioration of building during period before project delivery starts	3	2	6	Maintenance programme now in place.	Trustees
9	Late implementation of staffing resource	2	2	4	Establish achievable time frames	Trustees
10	Statutory consent process for planning	1	4	4	Extensive pre-application consultation; appointment of competent experienced conservation team.	Project Manager
11	Construction - Force Majeure Impacts Delivery	1	3	3	Ensure adequate protection in construction contract, proper insurances and risk	Trustees / Project Manager

11 SUPPORTING DOCUMENTS

This Business Plan should be read in the context of a suite of documents describing and planning the Spilsby Sessions House project.

1	Architectural Report
2	Business Plan
3	Audience Agency Profile Report
4	Activity Plan
5	Economic Impact Assessment
6	Phase 1 Estimated full project costing
7	Fundraising Strategy
8	VAT Advice
9	Stakeholder Consultation and Support Statements