



Photograph Gareth Kiddie

Chepstow Town Council Drill Hall Community Asset Transfer Results of a Community Survey & Stakeholder Consultations



For and on behalf of the Drill Hall CAT Working Group
by Gareth Kiddie Associates

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Community Consultation Results

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**Note:** Appendices to this report have been supplied in a separate document

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## Executive summary

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This report sets out to summarise the work carried out to date, by the Drill Hall Community Asset Transfer Working Group, which is being led by the consultant commissioned to help guide this team through the process.

The project is coming to the end of a critical phase in its development, namely the completion of a series of community and stakeholder consultations featuring a Community Survey which garnered 1,014 responses, together with targeted consultations undertaken with other key stakeholders including: the managers of other community facilities and services in Chepstow, as well as existing Drill Hall user groups. A consultation held with a representative of the Drill Hall's neighbours regarding parking arrangements has also been undertaken, and whilst the results of this have not been incorporated into this report, they will be as soon as the issues raised have been discussed with members of the Drill Hall Management Committee.

Further ongoing work is being undertaken to identify and consult with other people and organisations that are driving forward on key strategic work in the Chepstow area, not the least of which being the Council's own initiative to develop the Chepstow Place Plan and overarching Master Plan in conjunction with Monmouthshire County Council (MCC).

Finally, additional work has been initiated by the consultant to look at the needs of younger people within Chepstow, as this was identified as a key priority early on in the consultation process. The consultant is currently working with a group of Year 11 pupils at Chepstow School who are in the process of devising their own survey to find out what their fellow pupils want & need with respect to facilities & services locally. Contact has also been made with MCC's youth service and it has been agreed that the consultant will be able to consult with a recently established Youth Forum.

Whilst the engagement work described above will necessarily carry on throughout the course of the commission. There are clear themes that are already emerging from what people have written and said. Some of these themes will be well-known to those that know the Drill Hall well, but others will perhaps be, if not new, then a reminder of what people really feel the Drill Hall should be about going forward.

The main findings of the Community Survey were as follows:

- Despite the potential for a slight bias it is clear that the residents of Chepstow, and indeed the wider area, have heard of the Drill Hall and many respondents view the building as a treasured community asset.
- Those people that have visited the Drill Hall report a good level of satisfaction – rating their experience as 4 out of 5 stars.
- The things that respondents in general really liked and appreciated include: its size, the variety and quality of the entertainment on offer (most especially the film showings and author talks), the recent improvements made to the building, the relaxed atmosphere

and community feel, welcoming and helpful volunteers, reasonable ticket prices and on-site parking.

- The things that respondents in general thought might be areas for improvement included: the internal décor, better event promotion, more activities for younger people, the heating & ventilation, the sound system, the seating, parking during popular events, the entrance and hallway could be more welcoming.
- Respondents were presented with three areas that it was said the Drill Hall might further develop or develop anew in the future. These were ‘arts entertainment events’, ‘arts & crafts community education’ and ‘health, wellbeing and fitness classes’. The overwhelming response was in favour of the further development of the arts entertainment offer, with good support for the idea of introducing more community education opportunities. Whilst there was good support for the idea of providing health & wellbeing classes, some respondents pointed to the good existing availability of such classes elsewhere in the Chepstow area.
- The survey also highlighted a strong potential demand for use of the Hall by private hirers, most especially, as a venue for staging performances, events and large meetings.
- Throughout the survey there were many and highly varied suggestions for additional activities. Each of these has been recorded either in the summary report, or as they were suggested by individual respondents in the appendices. This will provide the Drill Hall with a good source of inspiration for the development of new community activities and events going forward.

The review of other community venues provided an excellent and fascinating insight into what else is going on in the Chepstow and surrounding area. What became clear from this was the following:

- The Drill Hall has unique characteristics that other venues don’t necessarily have – its large size, on-site parking, equipment & facilities to stage music & theatre productions.
- There is a good range of spaces and venues already hosting health & wellbeing activities.
- There are potential opportunities to forge stronger, mutually beneficial relationships with other charities, voluntary and community groups in the Chepstow area.
- The Drill Hall has developed a good and strong track record in the delivery of film, literary, music, drama and cultural events that is not being delivered elsewhere within the town or indeed the wider region.
- There is little else in Chepstow in the way of community education focussing on the arts.

Discussions with existing Drill Hall user groups provided important perspectives from people and organisations that rely on the Drill Hall to be able to deliver their activities and therefore have a strong vested interest. The comments made were both insightful and helpful in identifying some of the Hall’s main strengths & weaknesses as follows:

- The average star rating (albeit from a much smaller poll) was one star lower than that given by visitors – 3 out of 5 stars. Some of this can be attributed to the pandemic, but there were other more fundamental reasons given, not least the hiatus in the recruitment of a Caretaker which was said to have caused real difficulties at times.

- The main strength identified revolved around the size of the Hall, but there were comments from a couple of user groups to the effect that there was no other venue that might accommodate their needs, with the implication that they weren't 100% happy with the current provision at the Drill Hall.
- User groups generally applauded the efforts made by the volunteers to improve the kitchen facilities and WC's – improvements made during the lockdown period and therefore not yet enjoyed by all.
- The standard of the heating & ventilation was a real concern for some.
- The equipment and facilities – most especially the lighting, sound & PA, and, projection systems were a cause of real frustration for some, with the suggestion that the tech was too complicated, outdated and that a person who knew how to operate the systems needed to be on site if not on call. Indeed, most of the user groups staging larger productions tend to bring their own equipment with them.
- The availability of the Hall was a key issue for some. Pricing was considered to be OK, but the charging structure was identified as being too complicated.
- User groups reported a mixed bag of experiences in terms of customer care. Some were quick to commend the efforts of the volunteers, but others felt that because they were paying 'good money' for a service, they expected it to be 'more professional'.
- The general feedback from the user group's customers was good overall (mirroring the findings of the Community Survey), but parking at popular events as well as off and onsite signage were reported as being significant issues.

Finally, consultations with 'other stakeholders' have revealed the following:

- The Drill Hall's neighbours have safety and congestion concerns regarding the use of the Drill Hall Car Park, most especially parking in 'resident permitted' bays by Hall users when very popular events are being staged.
- The Drill Hall has a strong core programme, based around some popular events and activities, but this could be further strengthened by diversifying the offer in order to ensure that more young people are engaged, together with other under-represented groups.
- The Drill Hall's existing offer and future potential sits well within the vision for Chepstow's emerging Place Plan. There are also good potential opportunities to work in partnership with MCC to develop adult community education classes based on arts & crafts activities.

This report is designed to present back the main findings of the work carried out to date, but once disseminated and discussed by the CAT Working Group, The Drill Hall Management Committee and members of Chepstow Town Council, the intention will be to move on to develop a new vision and business strategy for Drill Hall that takes into account the findings contained herein. The proposal for the next steps is to use the evidence gained as the basis for holding a 'Community Visioning Workshop' that helps to further engage key stakeholders in this process. It will be important that this is held 'face to face', and it is sincerely hoped that the pandemic will ease sufficiently for this to happen after Easter.

In between times it is the consultant's intention to use the time available in the run up to this meeting complete the outstanding consultations, and to look more closely at the current operation of the Drill Hall from a business perspective. The scope of the investigations will also be widened by helping the Working Group to look at current best practice in the field. During the course of this initial stage, several community arts venues run by town councils and/or charities have come to light and it is hoped that visits (real or virtual) can be undertaken to these venues to talk with the people behind them, gleaning information that is useful to bring to bear in consideration of the Drill Hall's future business strategy.

**Gareth Kiddie – 2<sup>nd</sup> February 2022**

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# 1. Client brief and consultant's approach

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Gareth Kiddie, the Director of community regeneration specialists, GKA was commissioned by Chepstow Town Council (CTC) in August 2021 to help guide the Council through the process of successfully securing the Drill Hall from Monmouthshire County Council on a Community Asset Transfer (CAT) basis.

Central to the client's brief were the following deliverables in line with key work stages:

1. The formation of a CAT Working Group.
2. The development of an agreed set of aims and objectives.
- 3. Community and stakeholder consultations.**
4. The development of detailed financial and operational plans.
5. The creation of an organisational and management structure.
6. Implementation of the CAT process in line with Monmouthshire County Council's CAT Strategy and procedures.

This report follows on from the conclusion of work stage 3 and it sets out to describe and summarise the results of the community and stakeholder consultations, as well as the other research that the consultant has carried out. A summary of the activities undertaken in the first two work stages is provided below.

## **Work stage 1: Formation of CAT Working Group**

An inaugural meeting was held on 8<sup>th</sup> September 2021 and at this the way forward was discussed. It was proposed that the consultant chair and lead the group and at the following two meetings, held on 6<sup>th</sup> and 20<sup>th</sup> October **Terms of Reference for the Group** were discussed, agreed and put in place. These included provisions for: its status, aims, composition, roles of working group members, role of the consultant, conducting group meetings, communications, conflicts of interest, and, reporting to Chepstow Town Council.

Group meetings are deliberately timed to dovetail with those of CTC. Since its formation minutes of Group meetings have been fed back to CTC and approval was sought for the Group's Terms of Reference – this was an important milestone as it paved the way to get going on the project.

The Group has settled into a monthly meeting pattern and is working well as a team. There is a recognition that there is an ongoing need to draw in additional group members that might provide a wider perspective on the project, and this is being tackled. The consultant has worked with the group to conduct a skills audit (meeting 3<sup>rd</sup> November) and the gaps in representation are known. Maintaining a diverse and proactive team to fully and fairly represent the future interests of the Drill Hall remains a key priority, and opportunities to bring people on board during the course of the process will be realised. The CAT process in itself is a lengthy one, and the group will use the time available to draw in new members.

## **Work stage 2: The development of an agreed set of aims and objectives.**

By establishing a clear set of aims and objectives for the project at the outset the Working Group is effectively setting out its stall and saying to consultees, *'this is what we think the project might be about, tell us what you think.'* This approach is a healthy one and it provides a firm basis for discussion around the issues and opportunities. The project's baseline aims and objectives were established by the Group in the form of vision and mission statements as well as a set of aims as follows:

### ***Vision:***

- *The Drill Hall Chepstow is a thriving, enterprising community & arts centre with a range of cultural activities on offer, meeting the needs and demands of an equally diverse range of audiences.*

### ***Mission:***

- *To be at the heart of the cultural life of Chepstow.*

### ***Aims:***

- *To ensure the Drill Hall remains as a welcoming and accessible community-led cultural facility for the benefit of local people and visitors to Chepstow.*
- *To develop the Drill Hall's potential as a centre for community education in the arts, culture and heritage of the area.*
- *To build the capacity of the Drill Hall to accommodate new community activities, in order to promote health & wellbeing and in line with identified community need.*
- *To realise new community and social enterprise opportunities that help to sustain the Drill Hall in the long-term.*

These aims are not cast in stone, far from it, the idea is to give all consultees the opportunity to either concur with the position above, or to suggest alternative ways forward. This was the fundamental basis and starting point for the consultations with the local community and key stakeholders, the results of which are summarised below.

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## 2. Designing and conducting the Community Survey

The consultant set out the proposed consultation activities in the form of a **Stakeholder Engagement Plan**, the fundamental basis of which was to reach out to as wide a range of stakeholders as possible, using methods that were most appropriate to each target audience.

At the heart of the consultation was the design and development of a **Community Survey Questionnaire** (See **Appendix 1**) that was produced as a paper version, as well as being made available to access in digital format via the online 'Survey Monkey' platform. An explanatory flyer was also written, printed and produced in digital (pdf) format, so that survey participants might read about the project and the reasons for conducting the survey (See **Appendix 2**).

### Survey launch and promotion

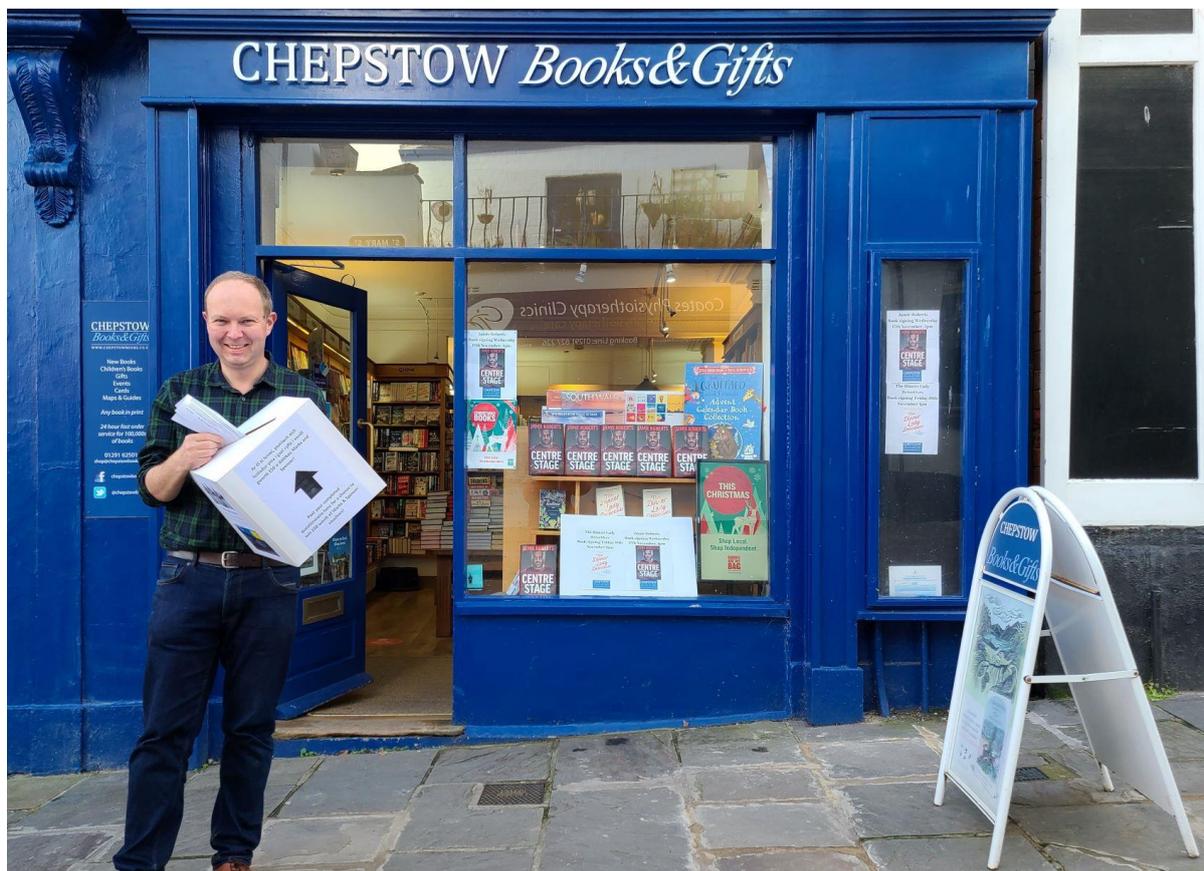
The survey was launched on 17<sup>th</sup> November with the kind assistance of Carol Mutlow, proprietor of Hannah's Music on Moor Street, Chepstow. The launch featured coverage in the local press and on social media. Every Chepstow town councillor was also asked to promote the survey via their local networks and the consultant emailed a wide range of local stakeholder groups asking them to promote the survey amongst their members.



Figure 1: Press coverage of the survey launch in the Monmouthshire Beacon

## Paper based questionnaire

The paper based questionnaire was distributed via a series of 10 local outlets (the library, local businesses, community venues) who kindly acted to promote the availability of the questionnaire as well as collecting completed forms, which were deposited into the survey collection boxes.



**Figure 2: Matt Taylor of Chepstow Books & Gifts – Host to one of the paper-based questionnaire outlets**

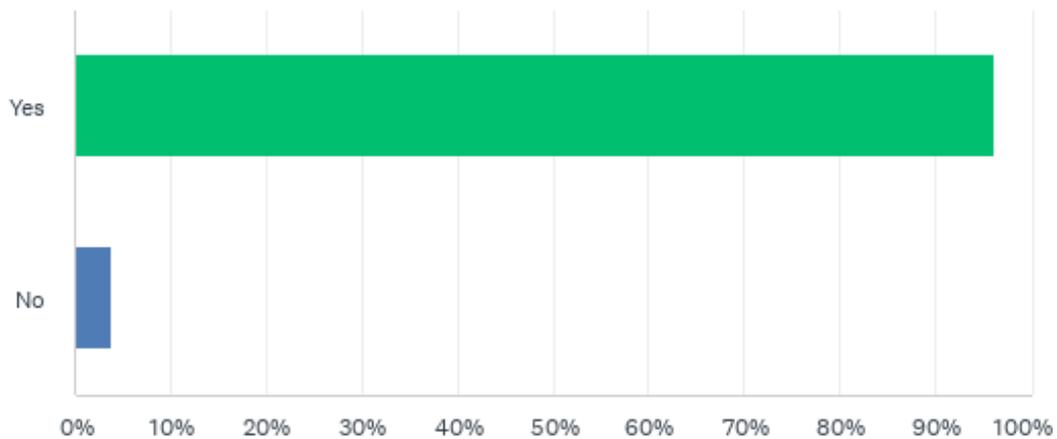
## Online survey

The availability of the online survey form was promoted via local Facebook groups, including most especially: Chepstow Community, Chepstow and Bulwark Community, and Chepstow a great place to.

### 3. Results of the Community Survey

There was an excellent response to the survey with **1014 people completing the questionnaire** – 967 questionnaires were completed online and 45 were completed on paper copies. A summary of the responses to the main questions is given below. The individual responses to the open ended questions are extensive and run to 10’s of pages. These have therefore been collated into one separate document (see **Appendix 3**).

**Q1. Have you heard of The Drill Hall before now?**



**Figure 1: Graphic representation of results of question 1**

- All 1,014 respondents answered this question. **Over 96% had heard of the Drill Hall.**
- This would appear to indicate that the Drill Hall is well known as a venue within Chepstow - bearing in mind that people that hadn’t heard of the Drill Hall may be less inclined to participate in the survey.

**Q2. Approximately how many times have you visited The Drill Hall?**

| ANSWER CHOICES                                                                       | RESPONSES |            |
|--------------------------------------------------------------------------------------|-----------|------------|
| Never                                                                                | 6.73%     | 65         |
| 1 to 5 times                                                                         | 29.61%    | 286        |
| 6 to 10 times                                                                        | 17.91%    | 173        |
| More than 10 times                                                                   | 27.12%    | 262        |
| I am a regular visitor (i.e. when government restrictions due to the pandemic allow) | 18.63%    | 180        |
| <b>TOTAL</b>                                                                         |           | <b>966</b> |

**Figure 2: Tabular representation of results of question 2**

- 966 respondents answered this question.
- The data is useful as it provides a **good spread of views** – from people that have never visited, through to those that attend regularly.

**Q3. How would you rate your experience of visiting the Drill Hall overall?**

4.0★  
average rating



|   | POOR       | BELOW AVERAGE | OK            | GOOD          | EXCELLENT     | TOTAL | WEIGHTED AVERAGE |
|---|------------|---------------|---------------|---------------|---------------|-------|------------------|
| ☆ | 0.44%<br>4 | 0.44%<br>4    | 23.30%<br>213 | 50.00%<br>457 | 25.82%<br>236 | 914   | 4.00             |

**Figure 3: Graphic and tabular representations of results of question 3**

- The headline figure of **4 out of 5 stars** is positive and indicates a good level of satisfaction amongst visitors in general.
- However, just less than a quarter of visitors (23%) rated their experience as being just ‘OK’, which indicates that there is still room for improvement. Again a more detailed analysis of the views of this cohort may reveal further clues as to where improvements might be made.
- 4 respondents rated their experience as being ‘below average’ and a further 4 respondents rated their experience as being ‘poor’. Within the context of the 914 responses, this is a relatively low percentage (less than 0.5% in each case) and supports the overall finding that the vast majority of visitors are satisfied with their experience.
- Further light is shed on satisfaction levels in the responses to the next question (see below).

**Q4. Why did you rate your experience this way? Are there areas where you think we might improve?**

The consultant has drawn together and summarised the sentiments expressed in the comments made by respondents. These have been organised below as follows:

**Things that people really like and appreciate:**

- The Drill Hall is a part of the heritage of the town and holds sentimental value for many.
- Nice sized space (the largest of its kind in the Chepstow and surrounding area) with good facilities.
- The variety and quality of the entertainment events on offer – most especially the films and author events.
- Clean W.C's and the improvements to the kitchen made during the pandemic.
- The relaxed, informal atmosphere and community feel.
- Well run events with friendly, welcoming & helpful volunteers.
- Reasonable ticket prices.
- On-site parking.

**Potential areas for improvement:**

- The building needs modernising, its décor is drab and it's dark inside, it's dated and old-fashioned.
- Events should be better promoted, some people found it difficult to find out what was going on.
- There should be more events aimed at young adults, teenagers and children.
- Main Hall temperature is an issue for some (too cold) as is the lack of good ventilation when the windows are closed.
- The sound system is not good enough, some people struggled to hear and others commented on the quality.
- The seating is uncomfortable, especially when watching long films.
- It can be difficult to park when popular events are on.
- The service provided to hirers is not as good if the Caretaker is not available or not in post and sometimes the service by volunteers made the experience feel less professional.
- The entrance way / hall might be made more welcoming.
- The backstage area can be cluttered.

**Q5. We would like to carry on delivering and expanding our programme of film, music, theatre and other arts entertainment events at the Drill Hall. Are these of interest to you/your family and/or friends?**

Respondents had a choice of three initial options to choose from, the results were as follows:

| ANSWER CHOICES                                                   | RESPONSES |            |
|------------------------------------------------------------------|-----------|------------|
| Yes, most definitely.                                            | 58.45%    | 550        |
| Yes possibly. Depends on what kind of entertainment is on offer. | 39.32%    | 370        |
| No, thank you.                                                   | 2.23%     | 21         |
| <b>TOTAL</b>                                                     |           | <b>941</b> |

**Figure 4: Tabular representation of results of question 5**

- With nearly 60% of respondents indicating that they are ‘most definitely’ interested in the expansion of the Drill Hall’s programme of arts entertainment events this would appear to represent a **strong endorsement of the current use of the building as a venue for arts and cultural events.**

**Q6. What type of arts entertainment events might you/your family and/or friends attend at the Drill Hall in the future? Tick all those that are of interest or make your own suggestions.**

| ANSWER CHOICES                                                         | RESPONSES |     |
|------------------------------------------------------------------------|-----------|-----|
| Mainstream cinema                                                      | 76.20%    | 682 |
| World cinema                                                           | 35.87%    | 321 |
| Live broadcast theatre                                                 | 51.84%    | 464 |
| Live broadcast opera                                                   | 22.01%    | 197 |
| Live broadcast ballet                                                  | 26.70%    | 239 |
| Live professional theatre                                              | 57.43%    | 514 |
| Live amateur theatre                                                   | 44.47%    | 398 |
| Live pantomime                                                         | 46.37%    | 415 |
| Live dance performances                                                | 32.18%    | 288 |
| Live music concerts - classical                                        | 37.09%    | 332 |
| Live music concerts - modern                                           | 51.84%    | 464 |
| Live performance - comedy                                              | 53.52%    | 479 |
| Live performance poetry                                                | 16.09%    | 144 |
| Social dance events e.g. ceilidhs/barn dances, tea dances              | 40.45%    | 362 |
| Please make your own suggestions for arts entertainment events here... | 18.10%    | 162 |
| Total Respondents: 895                                                 |           |     |

**Figure 5: Tabular representation of results of question 6**

- **‘Mainstream cinema’** was clearly the most popular choice from the options listed.
- The following top six in rank order were: ‘Live performance theatre’ ‘Live performance comedy’ ‘Live broadcast theatre’ = ‘Live music concerts – modern’, ‘Live pantomime’ and ‘Live amateur theatre’.

**\*N.B.** A clear omission from the suggested list were the current and popular **‘Author talks’** that are staged at the Drill Hall. Had these events been listed it is suspected that they might well have ranked highly in terms of popularity.

Respondents were additionally asked to make their own suggestions for arts entertainment events. The consultant has below grouped and summarised the suggestions which are listed in full in Appendix 1.

- Base for a Book Festival / Book Talks
- Art / photography exhibitions
- Arts & craft fairs
- Auctions
- Travel talks
- Swing bands & dancing
- Children’s art clubs / film club
- Local band nights
- Jazz concerts
- Acoustic & Folk music
- Silent discos
- Tribute acts
- Welsh language events
- Beer Festival / Apple Day
- Gardening show
- Choir concerts
- Open Mic nights

**Q7. If future resources allow, we would like to develop our range of educational activities at The Drill Hall. We would, for example, like to run more community education, art & craft classes for adults. Might this be of interest to you/other members of your family?**

Respondents had a choice of three initial options to choose from, the results were as follows:

| ANSWER CHOICES                                            | RESPONSES |            |
|-----------------------------------------------------------|-----------|------------|
| Yes, most definitely.                                     | 31.25%    | 285        |
| Yes, possibly. Depends on what classes are being offered. | 52.85%    | 482        |
| No, thank you.                                            | 15.90%    | 145        |
| <b>TOTAL</b>                                              |           | <b>912</b> |

**Figure 6: Tabular representation of results of question 7**

- Respondents appeared to be less actively interested in adult education classes with arts & craft themes than they were with arts entertainment events, although there was a significant proportion (53%) indicating that there might be a **possible interest in classes depending on the nature of the courses on offer.**

**Q8. Tick all those classes that you might be interested in or make your own suggestions.**

| ANSWER CHOICES                                       | RESPONSES |     |
|------------------------------------------------------|-----------|-----|
| Drawing & painting                                   | 48.95%    | 348 |
| Creative writing                                     | 24.19%    | 172 |
| Sewing & embroidery                                  | 41.49%    | 295 |
| Jewellery making                                     | 38.40%    | 273 |
| Photography                                          | 44.16%    | 314 |
| Film/video making                                    | 18.57%    | 132 |
| Please make your own suggestions for classes here... | 30.38%    | 216 |
| Total Respondents: 711                               |           |     |

**Figure 7: Tabular representation of results of question 8**

- Whilst **‘Drawing & painting’ ‘Photography’ ‘Sewing & embroidery’** and **‘Jewellery making’** were clearly popular choices, there was a strong sense that there were other more diverse options that might have been put forward, as evident in the high number of **‘other suggestions’** (see below).

Respondents were additionally asked to make their own suggestions for adult education classes. The consultant has below grouped and summarised the suggestions which are listed in full in Appendix 1.

- Dance, drama, music
- Languages
- Crafts of many kinds
- Pottery / mosaics
- Antique restoration / upcycling
- Basket weaving / wicker
- Cake decorating
- Cooking
- Flower arranging / floristry
- Knitting / crochet
- Family history
- Sign language
- Beekeeping
- Calligraphy
- Resilience / self sufficiency
- Astronomy
- Welsh history

**Q9. Again, if resources allow, we are thinking of introducing new opportunities for local people to attend health, wellbeing and fitness classes at The Drill Hall. Might this be of interest to you and/or other members of your family?**

Respondents had a choice of three initial options to choose from, the results were as follows:

| ANSWER CHOICES                                            | RESPONSES |            |
|-----------------------------------------------------------|-----------|------------|
| Yes, most definitely.                                     | 27.31%    | 248        |
| Yes, possibly. Depends on what classes are being offered. | 52.20%    | 474        |
| No, thank you.                                            | 20.48%    | 186        |
| <b>TOTAL</b>                                              |           | <b>908</b> |

**Figure 8: Tabular representation of results of question 9**

- The response to this question elicited a similar response to the one that preceded it regarding adult education classes. In this case there was an equally significant proportion (52%) indicating that there might be a **possible interest in classes depending on the nature of the activities on offer.**

**Q10. Tick all those classes that you might be interested in or make your own suggestions.**

| ANSWER CHOICES                                       | RESPONSES |     |
|------------------------------------------------------|-----------|-----|
| Mindfulness                                          | 41.65%    | 287 |
| Yoga/meditation                                      | 55.59%    | 383 |
| Dance                                                | 40.49%    | 279 |
| Keep fit                                             | 54.57%    | 376 |
| Pilates                                              | 46.88%    | 323 |
| Zumba                                                | 30.91%    | 213 |
| Please make your own suggestions for classes here... | 11.61%    | 80  |
| <b>Total Respondents: 689</b>                        |           |     |

**Figure 9: Tabular representation of results of question 10**

- **‘Yoga & meditation’ ‘Keep fit’ and ‘Pilates’** were popular choices. There were some other suggestions (see below) that largely grouped themselves into strong themed areas.

Respondents were additionally asked to make their own suggestions for health & wellbeing classes. The consultant has below grouped and summarised the suggestions which are listed in full in Appendix 1.

- Tai chi / Qi gong
- Cross fit
- Elderfit / strength & balance
- Ladies boxing / martial arts
- Bellydancing / burlesque / Bhangra
- Gong bath / sound journey
- Adult ballet
- Womens’ groups / friendship circles

**Q11. The Drill Hall is a well-equipped community venue that is available for private hire. It has a seated capacity of up to 225 people, a large stage, bar area, recently refurbished kitchen as well a backstage rooms. Do you think that you/your organisation/business might be interested in hiring the Hall in the future?**

Respondents had a choice of three initial options to choose from, the results were as follows:

| ANSWER CHOICES        | RESPONSES |     |
|-----------------------|-----------|-----|
| Yes, most definitely. | 11.85%    | 107 |
| Yes, possibly.        | 42.64%    | 385 |
| No, thank you.        | 45.51%    | 411 |
| TOTAL                 |           | 903 |

**Figure 10: Tabular representation of results of question 11**

- There is clearly a **strong interest in hiring the Drill Hall** with over 54% indicated that they were either definitely or possibly interested.

**Q12. Tick the use(s) that apply**

| ANSWER CHOICES                                         | RESPONSES |     |
|--------------------------------------------------------|-----------|-----|
| Private party or celebration event e.g. wedding        | 70.17%    | 334 |
| Small conference or meeting venue                      | 26.47%    | 126 |
| Putting on a show or entertainment for an audience     | 31.51%    | 150 |
| Provide a community activity or service                | 33.40%    | 159 |
| Please feel free to make any other suggestions here... | 5.67%     | 27  |
| Total Respondents: 476                                 |           |     |

**Figure 11: Tabular representation of results of question 12**

- Whilst it might have been expected that the majority of those that are interested in hiring the Drill Hall would do so for a private party or celebration event, there remains a good interest too in hiring to put on activities, stage a show or host a meeting. This would indicate that there is a **strong existing and potentially latent demand for what the Drill Hall has to offer as a venue and community space.**

Respondents were additionally asked to make their own suggestions as to what they might like to hire the Hall for. The consultant has below grouped and summarised the suggestions (taking out repetition from previous answers) which are listed in full in Appendix 1.

- Children’s parties & entertainment
- Lectures & slideshows e.g. Gardening Club.
- Film Festival
- Support groups
- Card & Chess Clubs, Quizzes
- Events & markets e.g. Beer Festival, Steampunk
- Gaming e.g. Dungeons & Dragons / 40K Weekly Club

**Q13. Are there any other activities or services that you think might be delivered at the Drill Hall, not covered by the above?**

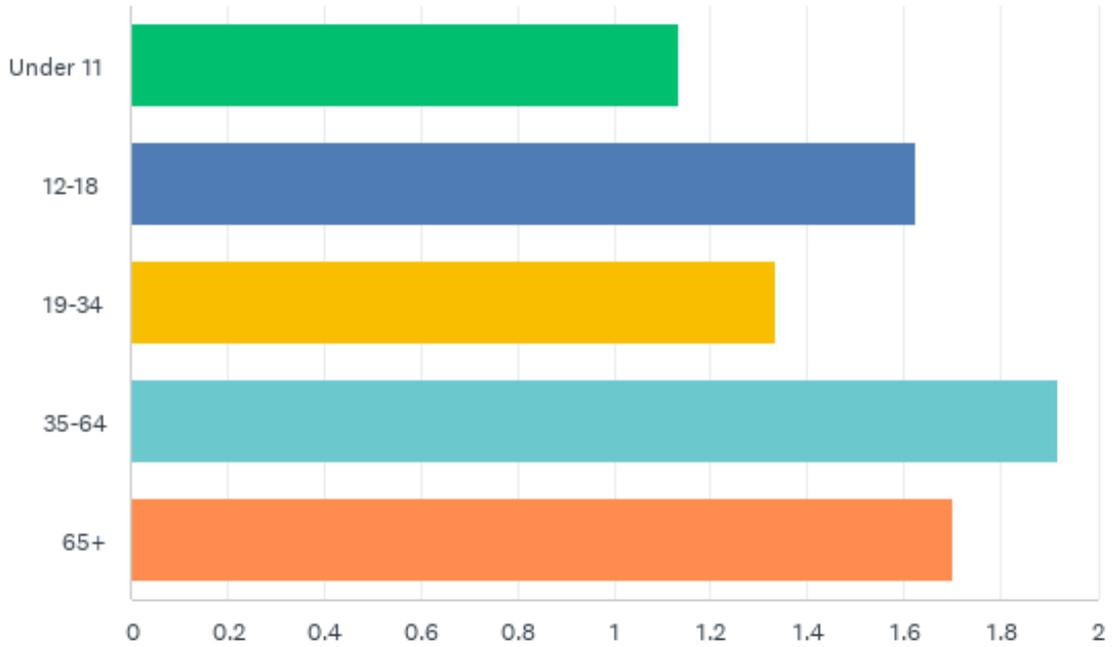
162 respondents made additional suggestions. The consultant has below grouped and summarised the suggestions (taking out repetition from previous answers) which are listed in full in Appendix 1.

- Celebrity photos in the bar area
- Rehearsal space for local bands
- Children’s film matinees
- Coffee mornings
- Dance classes
- Pet shows
- Community Eisteddfod
- Vintage Days
- Speed dating events
- Flea markets
- Mum to mum table top sales
- Sleepover venue for Girl Guiding Groups
- Wool Festival
- Mari Llwyd event
- First Aid courses

**Q14. How many people live in your own household / place of residence in the following age groups? (not compulsory)**

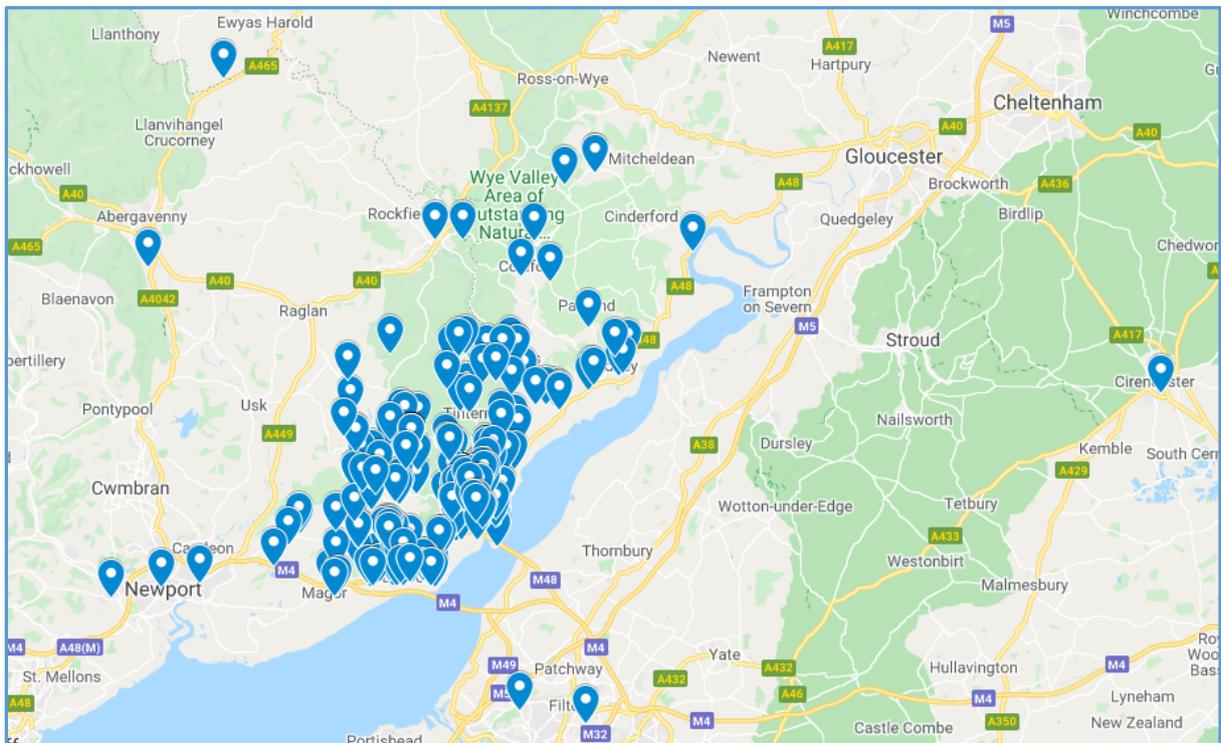
- 877 of 1014 respondents provided information. The chart below shows that there was a good spread of age groups represented in the survey, bearing in mind that the respondents were all adults and that they were being asked to represent the views of their family & friends as well as providing their own views and opinions.

**\*N.B.** The Drill Hall CAT Working Group acknowledges that this will provide answers that have an adult bias and that the ‘questionnaire’ process may exclude garnering the views of those audiences (e.g. younger people, people with additional learning needs, some minority groups). However, the Community Survey is just one element of the overall programme of consultation being carried out by the consultant, and reference should be made to these results in the context of this wider programme of engagement which is ongoing and will be reported on in similar fashion.



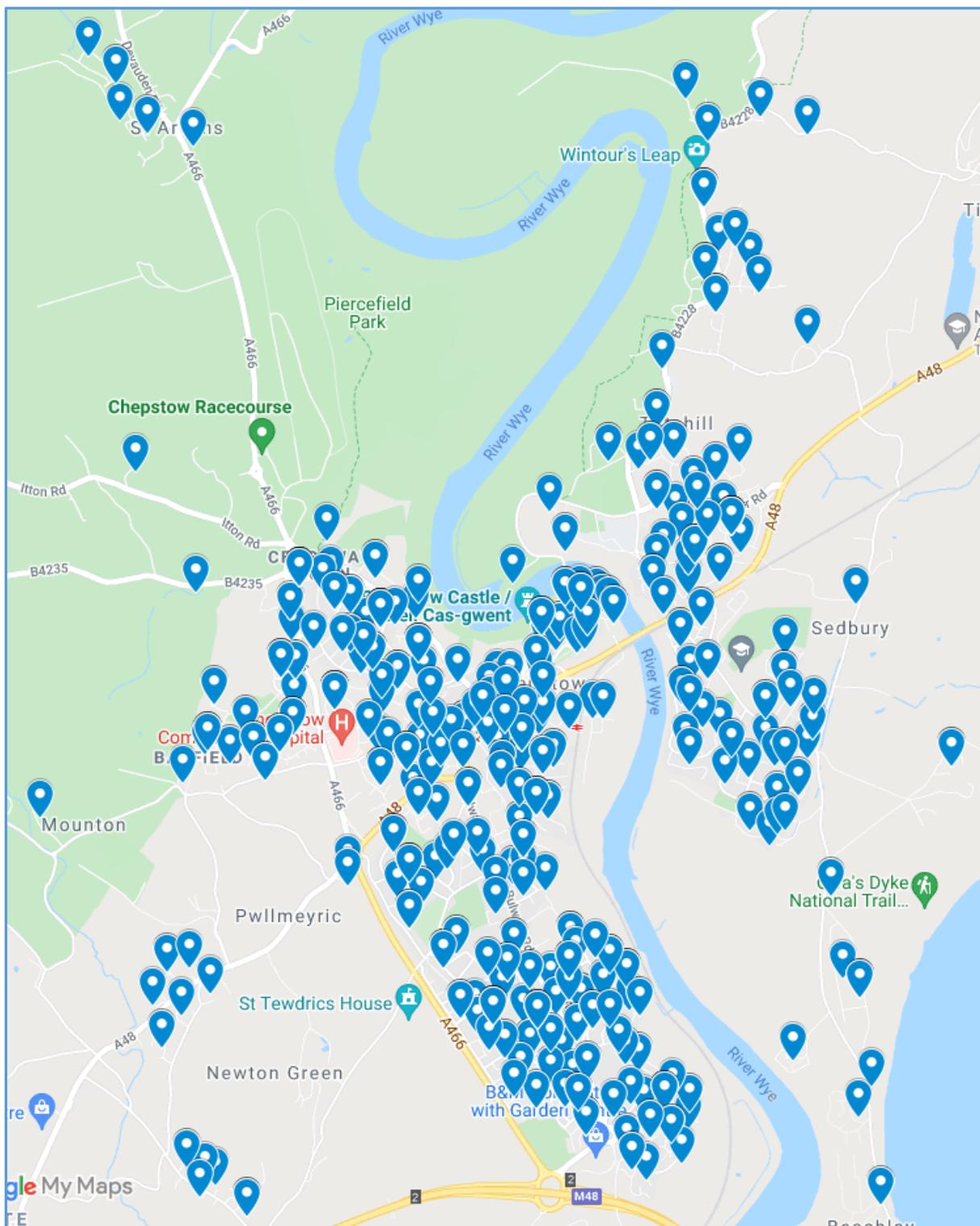
**Figure 12: Graphic representation demographic profile**

**Q15. Please provide your postcode (not compulsory)**



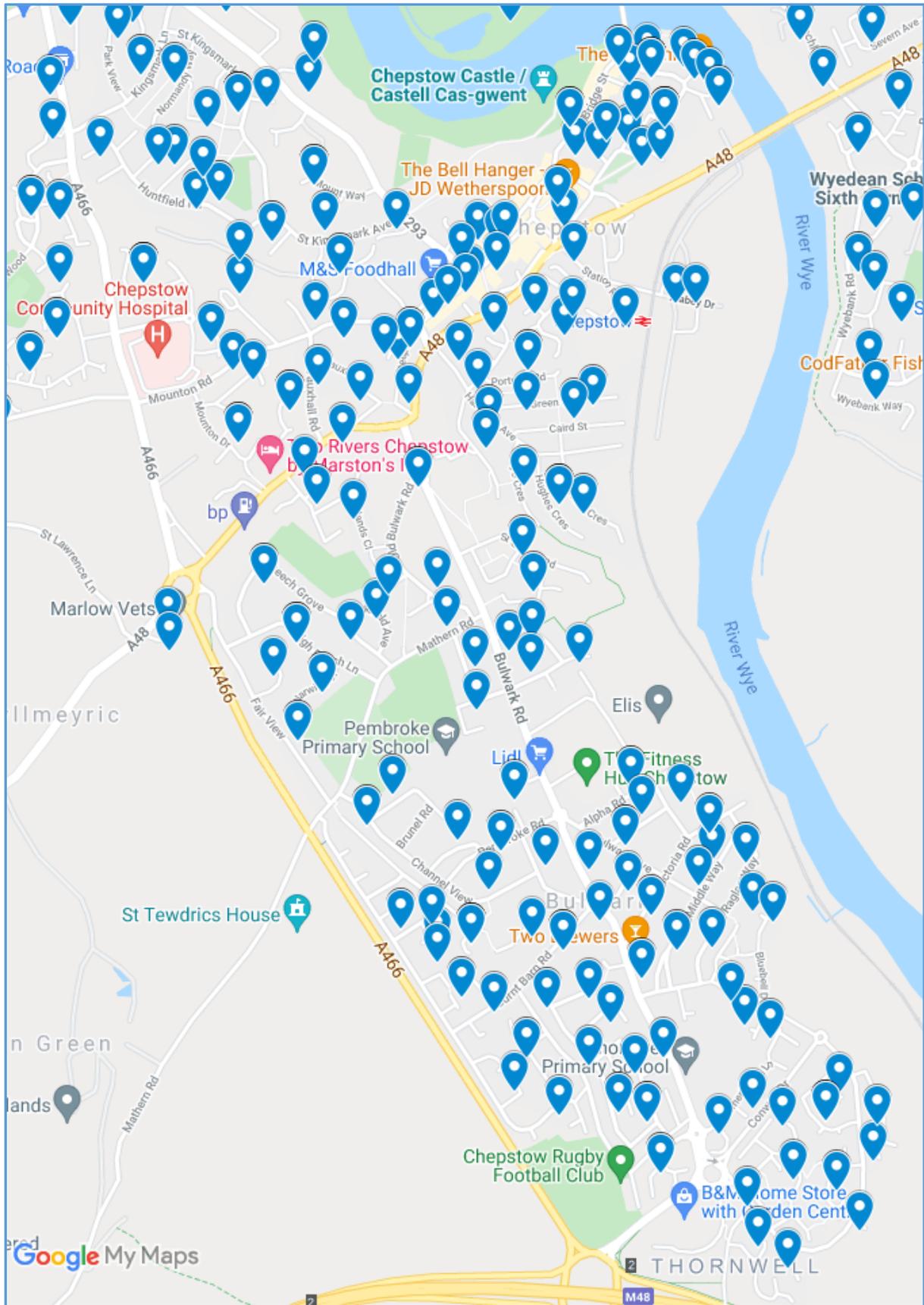
**Figure 13: Graphic representation of geographical spread of respondents**

- 863 of 1,014 respondents provided postcode data. Figure 13 above shows that there was a wide geographical spread, with some respondents from as far afield as Newport, Abergavenny, Bristol and Cirencester.



**Figure 14: Graphic representation of core area of response to the Survey**

- Figure 14 above shows that the Survey reached out to and garnered responses from all of the core target areas including most especially the Chepstow town area, but also drawing in a good level of responses from the communities of Sedbury and Tutshill, as well as the wider area to the north, including the smaller dispersed communities in the Wye Valley on both the Welsh and English sides of the river.



**Figure 15: Graphic representation of the response pattern within Chepstow town area**

- Figure 15 above shows that the Survey reached out to people living within every community in Chepstow and that there was a generally even response from across the town as a whole, with no areas that could be said to be unrepresented.
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## 4. Review of other community services and facilities

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The consultant set out to map the community services and facilities within Chepstow, both to spot gaps in provision and to identify opportunities for positive collaboration and partnership working. The work on this mapping exercise is currently ongoing, but visits have been made and discussions held with the managers / trustees of the following community facilities:

- Bulwark Community Centre, Laburnum Way, Bulwark, Chepstow NP165RF
- Chepstow & District Mencap – The Board School, Bridge Street, Chepstow NP16 5EZ
- Chepstow Community Music Centre, Wydean School, Beachley Road, Sedbury NP16 7AA
- Chepstow Leisure Centre, Welsh Street, Chepstow NP16 5LR
- Chepstow Library & Community Hub, Manor Way, Chepstow NP16 5EN
- Class Act Studios, Station Yard Industrial Estate, Chepstow NP16 5PF
- The Bridge Church, Bulwark Industrial Estate NP16 5QZ
- The Palmer Centre, Moor Street, Chepstow NP16 5DD

Contact has been initiated and further discussions planned with:

- Chepstow Methodist Church, Albion Square, Chepstow NP16 5DA
- Friends of Dell Park, Chepstow
- The Burnt Barn Social Club, Bulwark, Chepstow NP16 5AR

Additional community facilities that have been identified as being of potential interest have been identified as follows:

- Dance Academy 1, Bulwark, Chepstow NP16 5JG
- Cavill Hall, Lower Church Street, NP16 5NN
- Chepstow Athletics Club, Mathern Rd, Bulwark, Chepstow NP16 5JT
- Chepstow Conservative Club, Moor Street, Chepstow NP16 5DD
- Chepstow Rugby Club, Upton Memorial Ground, Chepstow NP16 5UP
- Mounton Brook Lodge, Pwllmeyric, Chepstow NP16 6LF
- School Halls e.g. Wydean & Chepstow Schools
- Thornwell Pavilion
- Local hotels, pubs & clubs e.g. The Beaufort Hotel

### **Main findings of the review**

For a relatively small town, Chepstow is blessed with a diverse range of venues, being run by public bodies (e.g. MCC – Library & Leisure Centre), private companies (e.g. Class Act Studios), social & sports clubs (e.g. Burnt Barn Club, Chepstow Athletics Club), charities, voluntary and community organisations (e.g. Chepstow & District Mencap, The Palmer Centre, Bulwark Community Centre).

It is actually not uncommon, when a thorough investigation is initiated, to find that this is indeed the case. Further, it cannot be assumed that the demand for community services and facilities is being met, nor that the standard and quality of existing provision is as it might be. However, having reviewed the facilities listed above (if not via a visit then via a review of the promotional material available online), the following has become clear:

- **The Drill Hall has unique characteristics** not always available elsewhere, the main ones being:
  - It is the largest Hall in the Chepstow area of its type, with a capacity of 225 people (The Rugby Club by comparison is the second largest and can accommodate 180, Chepstow Leisure Centre and Chepstow Racecourse have big hall spaces too but without the stage and AV equipment in situ).
  - It has a large on-site car park that gives easy access for all but the largest of events.
  - It has the equipment and facilities to stage music and theatre productions.
- **A good range of spaces already exist for health & wellbeing activities** - A feature of the questionnaire survey was to ascertain whether or not local people might value the Drill Hall as a venue for such activities during the day. Whilst the responses indicate that there may indeed be both a need and demand, the availability elsewhere would indicate that this is not something that should necessarily be a priority for development.
- **There are opportunities to forge relationships with some of the other charities, voluntary and community groups that manage venues in the area** – the three ‘stand-out’ examples of this are: Chepstow & District Mencap at the Board School (0.1 miles away), The Palmer Centre (0.4 miles away), The Bulwark Community Centre (1.5 miles away). The consultant has held discussions with the managers of each of these venues and it is clear that there may indeed mutual areas of interest. Forging such relationships will be beneficial for all concerned, for the following reasons:
  - Existing and new funding bodies (including Chepstow Town Council itself, which supports through grant aid the Drill Hall, The Palmer Centre and the Bulwark Community Centre) will expect venues to avoid duplication of services.
  - Through collaboration, business referral and shared programming, more potential hiring bodies can be retained in the sector and potentially in the area.
  - There will be greater opportunities to benefit from spreading existing activities to new audiences across multiple sites.
- **Chepstow has a strong track record in community arts, most especially music, drama and cultural events** – The Drill Hall can and should retain its focus on developing this area of its work as it is currently the main host and venue for these kinds of community activities. No other community venue currently focusses on the arts as a specialism and there are existing and new creative partnerships that could be explored to develop this area further.
- **There is little in the way of adult community education classes that focus on the arts within the Chepstow area** – whilst there are good examples of small-scale initiatives, this is another area that has the capacity to be developed and where the Drill Hall might in fact take a lead.

## 5. Feedback from Drill Hall user groups

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The consultant set out to consult with existing users of the Drill Hall. The purpose of the consultations was to find out the following from them, their perspectives on the following topic areas for discussion:

- What their organisation does.
- What they use the Drill Hall for.
- How long they have been a customer and how frequently they use the Hall.
- What is their experience of using the Drill Hall rated out of five stars.
- Their specific feedback on the following: Heating & ventilation, Equipment and facilities, Space, Changing facilities / green room, Storage, WCs / showers, Stage & set, Lighting, Sound & PA, Accessibility.
- Other factors that affect delivery of service to their customers / members: Booking arrangements, Price, Availability.
- Customer care - before, during, after hiring the Hall.
- Any reported feedback from their customers regarding: Parking, Welcome / front of house, Seating, Service at the bar, Catering options.
- Their main likes & dislikes regarding their use of the Hall.
- Areas for improvement.
- What they think the Drill Hall contributes to the life of the town its residents and visitors to Chepstow.

Discussions were held via an online video link or by phone with representatives of the following organisations:

- Chaos Mad Theatre Group
- Chepstow Arts Festival
- Chepstow Books & Gifts
- Chepstow U3A
- Class Act Theatre Company
- Hannah's Music
- Juliet Grayson – Therapy and Counselling
- MCC – Monlife - Chepstow Museum
- Summers End Progressive Rock Music Festival
- The Chepstow Society

### **Main findings of the consultations**

The Drill Hall has enabled a diverse range of groups to use the Hall, and the consultant has been able to speak with the majority of the main users who feature on the above list. The feedback has been equally diverse but a few themes have emerged as follows:

- **The star rating given by user groups averaged out at 3 stars** - this is a whole star lower than the average rating given by visitors in the Community Survey above.
- **Space size** – one user group indicated that the Hall met its needs ‘almost perfectly’. Most agreed that the size of the Drill Hall was its best asset. Some, however, intimated that there was ‘nowhere else’ for them to go to hold the kind of events they look to stage. Several of the users commented that the Main Hall’s appearance was ‘tired looking’ and that there was a need to give the Hall a good makeover with some specific suggestions for improvements to the stage area in particular being made. A couple of users commented on the fact that there was a good deal of space behind the stage, but that it needed to be de-cluttered and made more amenable in use.
- **Equipment and facilities** – some users commented on the heating (The Main Hall being too cold in winter) and the lack of adequate ventilation was said to be a real issue for big events. Whilst most user groups indicated that the equipment and facilities at the Drill Hall had been improved – not least as a result of the improvements made to the kitchen and WC’s during lockdown – there was still a sense that the lighting, sound & PA and projection systems were now outdated and could be further improved. This was most evident in the fact that several of the users indicated that they preferred to bring their own equipment when staging dramatic productions / music concerts. Those that do use the Drill Hall equipment indicated that they sometimes struggled to get it working properly and that there wasn’t always someone with the requisite tech know-how on hand to guide them.
- **Booking process** – there was a ‘mixed bag’ of feedback regarding bookings. Some of the groups were very happy that their bookings were made without issue, but a couple of user groups felt that priority seemed to be given to particular hirers, and questioned what the Drill Hall’s policy was for taking bookings. The Hall’s availability was an issue for most, a key frustration expressed was the inability to see for themselves when the Hall was free.
- **Pricing** – Most users were happy with the price they were paying, but some felt that the charging structure and invoicing were too complicated.
- **Customer care** - one factor that came to the fore in the discussions was that because user groups feel that they are paying good money, they therefore expected a professional service. The recent unavailability of a Caretaker was said to have had a major adverse impact, with many of the hirers citing all kinds of issues including: errors in booking arrangements and difficulties in using Hall equipment. User groups were quick to commend the efforts of the volunteers, but they also commented on the variable standard of service provided.
- **Feedback from user group customers** – this was generally felt to be very positive, barring some ‘isolated incidents’. Parking when there was a large-scale/popular event on was raised as an issue. Signage, both to the Drill Hall and on-site, was also said to be a major issue, especially for events that attracted first time visitors.
- **Contribution to the life of Chepstow residents and visitors** – most users acknowledged the central role that the Drill Hall plays in the cultural life of the town and fully recognised its role in bringing visitors to Chepstow. A couple of users commented that

the existing programme of events and activities was pitched largely at an 'older' audience and that the Hall's management wasn't doing enough to promote what was going on.

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## 6. Results of discussions with other key stakeholders

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During the early stages of the commission the consultant worked with members of the Working Group to identify ‘**other key stakeholders**’ that should be consulted. These fell into distinct groups as follows:

- Drill Hall neighbours.
- People and/or organisations with an interest in the development of community arts and cultural activities within the Chepstow area.
- Organisations representing young people in Chepstow.
- Organisations with a wider interest in regeneration initiatives in the Chepstow area.
- Other community based organisations

Whilst much of the consultation work with other key stakeholders is complete, some of the work (that with young people in particular – see below) is ongoing, and a deeper consultation with all concerned is in any case now being planned in the form of a ‘Community Visioning Workshop’ (see Section 7 below).

### Drill Hall neighbours

The consultant set out to promote the survey to local residents by posting a flyer through the letterboxes of over 150 properties in the streets immediately surrounding the Drill Hall. The flyer included a slip (see below), inviting Drill Hall neighbours to complete the online survey and/or to get in touch with the consultant with any queries.



**Chepstow Drill Hall, Lower  
Church St, Chepstow  
NP16 5HJ**  
[www.drillhallchepstow.co.uk](http://www.drillhallchepstow.co.uk)

*Dear neighbour,*

*The Drill Hall is conducting a Community Survey. We would like everyone to have the opportunity to have their say about the Hall's future. You can complete the survey online - please see the attached flyer for details.*

*Alternatively, you can contact me on 07984 127811 or via email [gareth@gka.org.uk](mailto:gareth@gka.org.uk) and I will happily tell you all about our project.*

**Gareth Kiddie**  
*Drill Hall Community Survey Project Coordinator*

The flyer elicited a response and the consultant arranged to meet a local resident who was able to explain some of the main concerns of the Drill Hall's immediate neighbours.

### Main findings of the consultation

The main concerns were associated with the parking arrangements in the Drill Hall Car Park:

- Residents have a certain number of car park spaces allocated to them in the Drill Hall Car Park for the period after 6.00 pm and overnight.
- Whilst there is normally sufficient parking available for both residents and the general public (including Drill Hall users), when there are large evening events on at the Drill Hall, the car park gets full and some Hall users have been seen to:
  - Park in the spaces allocated to residents.
  - Park in those bays allocated to blue badge holders (when not a blue badge holder themselves).
  - Park outside marked spaces, on pavements, within internal circulation roads, blocking emergency exits and emergency vehicle access.
  - Enter and exit through the incorrect car park entrance from Lower Church Street, and sometimes travel the wrong way around the car park's one way system.
- These occurrences, it was reported, are not being monitored or enforced during the evening by the car park owner – Monmouthshire County Council.
- When the previous Lottery bid was being developed there were concerns at that time, that the extension of the building and the increased use of the Hall would add pressure to the above leading to a worsening situation. These same concerns would remain in light of any future planned expansion of the Drill Hall's activities.
- A key concern is that there are elderly and disabled residents who are unable to walk from the alternative car parks in town if spaces in the Drill Hall are not available.

The consultee alerted the consultant to some suggestions for improving the situation which have been put forward for consideration by the Drill Hall Management Committee. Whilst Chepstow Town Council and the Drill Hall Management Committee have no direct control over the car park, which comes under Monmouthshire County Council's jurisdiction, parking at the Drill Hall is clearly problematic for both residents and Drill Hall users and is therefore an issue that needs to be resolved.

### **Organisations with an interest in community arts and cultural activities**

The consultant has looked into what is on offer 'arts wise' in Chepstow and has concluded that, for a relatively small town, it has an active and diverse community-led arts & culture 'scene' currently centred on the following:

- The Drill Hall's own programme of arts events featuring film shows (popular and world cinema) as well as live streamed theatre, ballet and opera performances.
- A good range of amateur music and drama groups and societies, some of whom use the Drill Hall for performances.
- A niche literary offer spear-headed by local business Chepstow Books & Gifts which sees the Drill Hall being used as a venue for author events and book signings.
- A range of face to face and online 'day school' courses for adults exploring the works of famous artists and artistic genres, coordinated by Chepstow Museum in partnership with the Drill Hall.
- Arts & crafts activities for young people delivered during school holidays.

- Traditional cultural activities and events including a very popular ‘Apple Day’ (held at the Drill Hall) and ‘Mari Lwyd’ (wassailing event).
- The Chepstow Arts Festival which has grown and developed as a community-led initiative attracting 4,000 people in its inaugural year.
- The Drill Hall and other venues (pubs & clubs) are host to increasingly more music concerts and gigs featuring both popular and niche interest artists, such as the ‘Summersend’ Progressive Rock Music Festival held annually at the Drill Hall. Together with the more recent use of the Castle to stage concerts including the popular ‘Castell Roc’ Music Festival.

With the above in mind the consultant held discussions via an online video link or by phone with representatives of the following organisations (many of whom are existing Drill Hall users):

- Chaos Mad Theatre Group
- Chepstow Arts Festival
- Chepstow Books & Gifts
- Chepstow Community Music Centre
- Class Act Theatre Company
- Hannah’s Music (and Chepstow Events Team)
- MCC – Monlife - Chepstow Museum
- Ruth Holdsworth
- Summers End Progressive Rock Music Festival

### **Main findings of the consultations**

The consultant acknowledges that there are probably many more people and organisations that could be contacted and engaged in the discussion regarding the role of the Drill Hall in the delivery of art & cultural activities. However, the consultations to date have enabled some initial conclusions to be drawn:

- **The Drill Hall is a much-loved local institution** – and despite its limitations (highlighted elsewhere in this Report) most people in the field think that it’s essentially a ‘good’ venue, albeit one that could do with a thorough makeover, to bring a more contemporary look and feel to the building, and to the experience as a whole.
- **There are a couple of good/strong existing partnerships** – the unique relationship with the local business Chepstow Books & Gifts, adds in a strong literary dimension to the Drill Hall offer, one that is not only locally popular, but acts to draw in visitors from much further afield. The partnership with Chepstow Museum is also beneficial. It adds an educational element to the arts offer, and also helps root the Drill Hall in its own history and local culture.
- **Key annual events provide good anchors to the Drill Hall programme** – Apple Day, the Summersend Music Festival, Chepstow Arts Festival, seasonal theatrical productions (pantos etc) all provide good opportunities to draw in a diverse range of audiences, both existing and new.

- **The Drill Hall could reach out to more under-represented groups** – despite the above-mentioned opportunities, there is a sense that the Drill Hall could do more to engage with new target audiences and sectors of the community that don't currently attend entertainment events and other activities. The Working Group itself had already identified that there is a need to attract more young people and this is being explored (see below). However, some consultees were keen to point out that specific sectors including; disabled people, people from BAME and LGBTQ communities, whilst not necessarily being excluded, are not being actively encouraged to visit, because the current programming is not perceived to be meeting their interests or needs.

### **Organisations with a wider interest in regeneration initiatives**

The consultant was interested in talking organisations that had a remit to 'regenerate' Chepstow, to see where the Drill Hall's programmes might fit/complement other initiatives. The key players in this are clearly Monmouthshire County Council and Chepstow Town Council, but other support type organisations and individual community-led projects of a similar ilk to the Drill Hall came under consideration.

Discussions were held via an online video link or by phone with representatives of the following organisations:

- Chepstow Chamber of Commerce & Tourism.
- Chepstow Town Council – Place Plan.
- Gwent Association of Voluntary Organisations (GAVO).
- Monmouthshire County Council – Community Engagement Team, Regeneration Team, Libraries and Community Hubs, Adult Community Learning, Halls Together Project, Leisure Services.

### **Main findings of the consultations**

Again the consultant acknowledges that there are potentially other organisations and initiatives that will be worth talking to, but also a need to maintain good ongoing connections with the existing contacts made. The emerging findings were as follows:

- **There is plenty of good support for the Drill Hall to tap into** – staff at GAVO and within MCC's Community Engagement Team are available and have a remit to support community-led initiatives such as the Drill Hall, especially in its efforts to reach out and engage with the wider community in Chepstow. The 'Halls Together' project also offers good opportunities to engage in networking, training and development activities with volunteers involved in hall management from across Monmouthshire.
- **The Drill Hall fits strongly within the vision for Chepstow laid out in the Place Plan** – a strand within the draft vision talks about '...local residents being actively involved in shaping their town' and another refers to '...the special qualities of our heritage and culture...' Other strands pick up on the need to '...lower environmental impact' and there is a strong focus on the town as becoming a '...centre for arts and tourism.' Finally,

one line in the vision refers to ‘...great spaces and places for local communities to come together.’ All of this strengthens the Drill Hall’s hand, but perhaps also places even greater emphasis on upgrading the Drill Hall so that it can more fully meet with the aspirations contained within the Place Plan.

- **There is a good opportunity to explore the development of adult community learning as a strand of activity** – discussions with the team that runs Adult Community Learning at MCC revealed that they were indeed looking to develop outreach work in community venues and that if the Drill Hall were to look at developing arts & crafts type classes at the Drill Hall during the day, that this might be something that the team would be interested in supporting at some stage in the future, resources permitting.

### **Organisations representing young people in Chepstow**

As is noted elsewhere in this report the Working Group have already identified young people as a key target audience for the future. Currently, young people are engaged in: holiday arts activities, dramatic productions staged by local theatre groups, and, via some evening entertainment events that are suited to younger audiences. However, there is a recognition that the Drill Hall could do more to engage with young people living locally.

With this in mind the consultant set out to talk with young people, both in a school setting (Chepstow School) and more informal youth provision (MCC’s Youth Service at Thornwell Pavilion). This work is ongoing but a group of Year 11 students at Chepstow School have been engaged by the consultant and are currently undertaking an online survey within the school to identify the needs of young people in Chepstow with respect to local community (and art facilities). The questionnaire has just been designed and the results will be available later in the Spring.



**Consultant Gareth Kiddie running a consultation workshop with Year 11 students Chepstow School**



**Workshop in progress with online participation from Cllr Jez Becker (Photos: kind permission of the pupils, taken by Dan Harris, Curriculum Leader – Humanities)**

The consultant is currently also working with MCC's Youth Service Team with a view to engaging young people attending the youth drop-in facility at Thornwell Pavilion. The current hope is that their 'Youth Forum' will participate in a visit to the Drill Hall (to see a film) and to review their experience, providing feedback to the Drill Hall Management Committee in the process.

### **Other community based organisations**

Finally the consultant engaged in discussions with a few other individuals and organisations that lay without the scope of the above, but with a hope that positive connections might be made. These included the following community based organisations:

- Basecamp Cooperative
- Friends of Dell Park
- The Bridge Church

Whilst there were no immediate synergies apparent that were of any note, there was a sense that there were possibilities for business referral and reciprocal promotion of events and activities for mutual benefit. All of the organisations contacted appreciated the consultant checking in, and raising awareness of what was happening at the Drill Hall, both now and the plans for the future.

## 7. Next steps

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During the course of the consultations it became clear that the Drill Hall is a much-loved and highly valued community facility. Its role as a 'Community and Arts Centre' with a vision to offer '*...a range of cultural activities ... meeting the needs and demands of an equally diverse range of audiences*' is also widely supported. However, it has been recognised by the Working Group, that there is still work to be done in developing the Drill Hall's programme, and in engaging under-represented audiences.

The next step is therefore conceived as being a **Community Visioning Workshop** to which representatives of all Drill Hall stakeholders will be invited. The purpose of the workshop is not to cover old ground, nor to take the form of a public meeting, but to run a participatory event that allows genuine and constructive input of good ideas for programme development, building on what already works well. A sub-group of the Working Group has been formed to plan the event with additional participation agreed with representatives from GAVO and MCC's Community Engagement Team. The workshop is being planned to take place at a suitable date after Easter this year (early May).

Whilst this event is being planned the intention is for consultant to undertake and/or lead the following actions:

- Follow through to completion the ongoing work with **Year 11 students at Chepstow School** and young people participating in **Thornwell Pavilion Youth Forum**. Draw together the results of the consultations in the form of an addendum to this Consultation Results report (January-March)
- Following approval to proceed by Chepstow Town Council, the submission of an **Expression of Interest (EOI)**, to MCC to formally instigate the asset transfer process in accordance with their Community Asset Transfer Strategy (February)
- Undertake an **organisational review** of Drill Hall operations in order to set the baseline for strategy development and business planning. The review will loosely follow the quality areas defined by the old PQASSO Quality Standard (now called 'Trusted Charity') with additional reference to the Development Trusts Association's 'Fit for Purpose' Health-check. The review will therefore cover the following areas: governance, planning, policies and procedures, leadership, managing people, financial management, managing resources, external communications, working with others, and, measuring community benefit. (February/March)
- Research to identify **examples of best practice** operating elsewhere. These examples will be similarly constituted and run by town/community councils or charities with town/community council support and engagement. Where possible, to arrange visits to see the venue in question, and ideally to meet and talk with the venue's management team (March/April)



*Helping communities to help themselves...*