

Southam Village Hall 5-Year Plan

Produced by: Southam Village Hall Management Committee
Registered Charity Number: 270021
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Southam Village Hall 5-Year Plan

Introduction

What is the Southam Village Hall 5-Year Plan?

This document was produced by the Southam Village Hall Management Committee to record the business plan for the future management of Southam Village Hall.

Why was the plan produced?

The purpose of this plan is:

- To aid planning for the future of the Village Hall.
- To enable plans to be shared with all parties who have an interest in the Village Hall including the people of Southam, the Parish Council and the Charities Commission.
- To involve as many people and groups within the community as possible in the plans for the future.
- To make the most of the facilities provided by the Village Hall.
- To form the basis for bids for grants.
- To make the workings of the committee more transparent.
- To encourage involvement from local people not currently on the committee.

Who was involved in developing the plan?

The initial draft of this plan was produced by members of the Southam Village Hall Management Committee. The plan will be shared with members of the local community who will be invited to comment on and contribute to the plan.

How the plan will be reviewed?

The plan will be reviewed annually at the Village Hall Annual General Meeting (AGM) to ensure that it reflects the views of the Management Committee and local people.

The plan will also be reviewed in response to major internal or external changes. (E.g. national policy changes or an unexpected event).

How will the plan be shared with the village?

The plan will be shared with the local community by:

- Making it available at the AGM.
- Sending it to the Parish Council.
- Making it accessible via the Village Hall website.
- Providing details on how to obtain a hardcopy in the Southam Newsletter.

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Background

What is the history of the hall? (with acknowledgements to Honor Hobbs)

During the Second World War, the 'Victory Hall', as it was then to be called, was begun by a small band of people who raised money in every way possible, such as running fetes and even putting on a play at Manor Farm. Whist Drives were held monthly at Pigeon House which at the time was a Women's Land Army Hostel.

People came from all around to these events which involved a great deal of work by all concerned including collecting and returning the card tables using a pony and cart. Everyone enjoyed the fetes which were held at The Delabere, Old School House and Gable House.

When the war was over and funds raised, a place to build the hall was the utmost priority. A piece of land was kindly offered by Mrs Hopcroft at Gable House. As this was unsuitable another area was put forward; 'Lance' in New Road but unfortunately this turned out to be too wet to build on. Finally, in 1952, the 'Misses Ratcliff' of Pigeon House were pleased to provide the site on which the hall was finally to be built.

A wooden building was purchased and delivered in sections and then erected with the help of all unpaid labour. The only work carried out by professional builders was the foundations and drains.

Once the base and two ends were up it was down to Bill Keighley, Bert Ellery and Ron Hobbs who gave up all their weekends for several months to carry out most of the construction work and finally, with the help of local builders, the roof was put on.

All the electrics were installed by Charlie Coombs who worked every Sunday until they were completed.

Everyone in the village was so pleased to see the project finished after all the hard work put in by everyone concerned.

Who is responsible for the hall?

The land on which Southam Village Hall stands was sold by the Misses Ratcliff to the Parish Council of Southam. The land was sold to the Parish Council under a trust deed, dated 18 July 1952, stating that it be used as the site for a Parish Hall for Southam. The trust deed states that the general management of the hall and arrangements for its use shall be vested in a "Committee of Management" which is now known as the Southam Village Hall Management Committee (or just Management Committee for short).

Southam Village Hall became a registered charity (Number 270021) on 1st October 1975, the charity being governed by the Trust Deed.

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What was the original purpose of the hall?

The Trust Deed states that the hall be held in trust:

“For the purpose of physical and mental training and recreation and social, moral and intellectual development through the medium of playing fields, reading and recreation room, library, lectures, classes, recreations and entertainments or otherwise as may be found expedient for the benefit of the inhabitants of the Parish of Southam and its immediate vicinity without distinction of sex, or of political, religious or other opinions”.

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Management Committee

How is the Management Committee formed?

The Management Committee is formed annually, at the AGM . The formation of the Management Committee is governed by rules laid down in the Trust Deed. In summary the rules state that the committee shall comprise:

- One member nominated by Southam Parish Council.
- One member nominated by the Southam Parochial Church Council.
- One member nominated by Southam Women's Institute.
- One member nominated by any other 'permitted organisation' (essentially a local organisation approved by the Management Committee to nominate a member to the Management Committee). Exercise of this power requires approval of the Charity Commission.
- Up to four members elected at the AGM.
- Up to three members co-opted onto the committee by existing members.

All committee members must be 18 years of age or older and must live within 5 miles of the ancient Church of Southam.

All committee members must retire from the committee at the AGM but are eligible for re-election.

What are the responsibilities of the Management Committee?

The Management Committee is responsible for:

- Ensuring that the Village Hall is run in accordance with the Trust Deed and the requirements of the Charities Commission.
- Coordinating use of the hall.
- Organising housekeeping, maintenance, repair and improvement of the Village Hall and its grounds.
- Managing the finances of the Village Hall and paying debts incurred in the running of the hall.
- Ensuring that the Village Hall is run in compliance with all relevant laws and regulations.
- Consulting the local community about plans for the Village Hall.
- Organising the AGM (see below).
- Holding regular management meetings to ensure the smooth running of the hall.
- Encouraging use of the hall by marketing
- Maintaining the financial viability of the Village Hall
- Running the Village Hall as a "not for profit" organisation that can be passed on to new custodians.

The Management Committee is required by the Trust Deed to hold an AGM in April each year at which the new Management Committee is formed, the annual accounts are presented and performance for the last year is reviewed and future plans outlined. The AGM is open to the members of the public who live in the Parish of Southam.

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What are the roles of those on the committee?

The current committee comprises the following roles:

- Chair
- Vice-Chair
- Treasurer
- General Secretary
- Booking Secretary
- Electronic Media Manager - this role is currently vacant
- General Committee Members.

What are the responsibilities of each committee role? Chair. Chairs all committee meetings and the AGM. Provides overall leadership and guidance to the committee. Manages Charities Commission data.

Vice-Chair. Deputises for the Chair.

Treasurer. Responsible for producing the annual accounts and presenting them at the AGM. Responsible for all day-to-day financial transactions including invoicing, receipting and banking relating to bookings and also paying of bills owed by the hall.

Secretary. Responsible for minuting committee meetings and the AGM. Responsible for compiling and sending all general correspondence as and when required.

Booking Secretary. Responsible for maintaining the calendar of hall bookings, handling enquiries from those interested in making bookings and arranging all bookings upon request. Records and passes to the Treasurer, any deposits and booking fees received

Electronic Media Manager: Responsible for managing the village hall website, facilitating communication with members of the public and to advertise events, proposals and everyday business of the Village Hall Committee.

General Committee Members. Contribute to all discussions relating to the hall and to share with the work relating to running the hall.

All committee members work together to support all activities relating to the running of the hall.

How frequently does the Management Committee Meet?

Though typically monthly, the frequency of ordinary meetings of the Management Committee is at the discretion of the committee subject to a minimum frequency of once every three months as defined by the Trust Deed. Ordinary meetings are held, usually in the hall, to review actions, plan, monitor finances, monitor bookings and to keep on top of maintenance and health and safety matters.

Ordinary committee meetings are not held in public. All meetings are minuted by the secretary with all minutes retained on record by the Secretary.

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What links are there to the village and local groups, e.g. the Church?

The WI, Church & Parish Council are represented formally on the Management Committee, in accordance with the entitlement accorded by the Trust Deed. Often other committee members are able to represent other local groups in addition to their formal roles.

Is the hall supported by non-committee members?

Outside the Management Committee, there are individuals who support the hall regularly and as such contribute significantly to maintaining and running the hall. These include, several villagers who run a café and car parking facilities during the annual Cheltenham Festival race week with all funds raised going to the Village Hall. Also individuals contribute a considerable amount of their time and expertise to the maintenance of the hall, often advising bespoke solutions to challenges and avoiding the need to employ contractors. The contributions by these individuals are invaluable to the running of the hall and are welcomed by the Management Committee.

Historical Perspective

Who uses the hall?

Although the Trust Deed states that the hall is to be provided for the benefit of the residents of Southam, the Management Committee permit the hall to be used by individuals and businesses from the wider community. This is justified on the grounds that:

- There are periods of time when the hall is not required by the residents of Southam.
- By letting the hall to non-residents, the Management Committee is able to increase the funds available to maintain the hall and reduce the cost to local residents of using the hall.

The following table summarises the users of the hall for the financial year ended 31 March 2014 and 31 March 2015 with the approximate number of hours booked:

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Hall User	Total hours 2013/14	Total hours 2014/15
Southam Community Groups		
Art Club	130	91
Children's & Youth Groups	3.5	2
Drop-In	33	46.5
Parish Council	20.5	30.5
Social Club	32.5	44
Church	10	4
WI	33	32
Total	262.5	250
Non-Southam Organisations		
Anglo-American Women's Group	4	4
Dancing		39
Bishops Cleeve Players	4.5	0
Blue Moon Harmony Choir	6	9
Bridge Club	182.5	161
Conservative Assocs.	10	15
Country Dancing Group	27	30
Dog Training		63
Election Polling Station	16.5	17.5
Flower Club	21.5	28
healing Workshops		42
J H E Services	3.5	0
Lady Masons	42	42
National Trust Cheltenham & Gloucester		10
Keep Fit Class	16	31
Lace Making Groups	83	75
Liberal Jewish Club	3	12.5
Montpellier Quilters	6	0
Open the Book	16	0
Qi Gong Class	45.5	71.5

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Riding for the Disabled		9
WEA Classes	108.5	24
Wives Fellowship Group	37	9
Zumba		13.5
Total	632.5	706
Private One-Off Bookings		
Private Parties etc.	174	184.5
Total	174	184.5
Grand Total	1069	1140.5

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From the above figures, it can be seen that hall use was divided as follows:

	2013/14	2014/15
Southam Community Groups	25%	22%
Non-Southam Organisations	59%	62%
Private One-off Bookings	16%	16%

What are the charges for using the hall?

The current charging structure was introduced on 1st January 2012. It comprises:

- £50 returnable deposit for one-off bookings.
- Hourly rate of £12 with a reduction to £10 for residents of Southam.
- Teenage parties £500 returnable deposit

Previously, a uniform rate of £10 per hour had been applied since 1st January 2010. Rates are reviewed periodically.

What are the sources of income for the hall?

The following table summarises the income generated for the hall over the period 1 April 2009 – 31 March 2015:

Period To:	March 2010 £	March 2011 £	March 2012 £	March 2013 £	March 2014 £	March 2015 £
Bookings	10,080	10,266	13,587	11,358	11,792	12,833
Fundraising	1,561	382	2,991	1,975	1,705	1,741
Grants	0	0	0	6,760	0	0
Donations	0	60	166	928	3,202	356
Events	0	0	0	0	417	676
Interest	3	5	7	11	11	8
Total	11,644	10,713	16,751	21,032	17,127	15,614

Notes:

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1. Figures are taken from the annual accounts.
2. The principle fundraising activity takes place during Cheltenham Gold Cup Week with funds being generated through the supply of refreshments and parking facilities to race-goers.
3. Bookings for the year to March 2012 (£13,587) includes around £1,800 in fees incurred during the previous year but paid during the year to March 2012.

4. Fundraising for the year to March 2012 (£2,991) includes £1,403 in income from Gold Cup Week 2011 which was deposited after March 2011.
5. Grants totalling £6,760 were received during the year to March 2013 for the refurbishment of the kitchen.
6. Donations during the year to March 2014 include £2,500 from the Grace Fry Trust towards the cost of the kitchen refurbishment.

What are the main areas of expenditure for the hall?

The following table summarises the expenditure for the hall over the period 1 April 2010 – 31 March 2015:

Period To:	March 2010 £	March 2011 £	March 2012 £	March 2013 £	March 2014 £	March 2015 £
Maintenance	2,514	3,294	3,905	1,995	3,942	4,011
Improvements	393	0	2,235	17,731	2,290	5,411
Utilities	1,918	2,343	2,199	2,457	2,839	2,081
Cleaning	1,486	1,085	1,265	1,338	1,566	1,437
Gardening	1,139	747	784	862	735	815
Insurance	592	821	808	601	932	907
Advertising	0	0	0	0	171	77
Christmas Tree	0	0	0	0	0	115
Charitable Donation	0	0	0	0	0	163
Sundries	141	58	666	852	397	45
Total	8,183	8,348	11,862	25,836	12,872	15,062

Notes:

1. Figures are taken from the annual accounts.

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2. The key improvements to the hall are described below.
3. The charitable donation made in the year to March 2015 represented half the profit from the Blue Diamonds event. The Blue Diamonds made no charge but asked that the proceeds of the event be shared equally by the hall and their nominated charity.
4. In December 2014 a Christmas Tree was erected in the grounds of the hall. It is intended to do this each year in the future.

What key improvements have been made to the hall?

The key improvements that have been made to the hall since April 2009 are:

- The replacement of the boiler in January 2010.
- The replacement of the internal door between the main hall and the kitchen during 2011.
- The replacement of the hall front door with a keypad entry system during 2011.
- The replacement of the doors between the foyer and the main hall during 2011.
- The refurbishment of the kitchen during 2012.
- The purchase of replacement chairs in 2014.
- The provision of built in cupboards for regular hall users and the committee in 2014.
- The refurbishment of all WC facilities in 2013.
- The building of the boules pitch and provision of a storage bench in 2015. A donation of £1000 was received in the year ended March 2016 from Gloucestershire County Council towards the cost of the boules pitch.
- The provision of a cupboard for cleaning supplies in 2014.
- The redecoration of the hall in 2013..
- The provision of external power points in 2014.
- The retreating of the wooden floor in 2014.
- The purchase of two benches and presentation of one bench in 2015.

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What are the financial reserves of the hall?

The following table shows the financial reserves of the hall since 1 April 2009:

Period To:	March 2010 £	March 2011 £	March 2012 £	March 2013 £	March 2014 £	March 2015 £
Bank Current Account	4,873	6,565	7,985	5,343	5,826	6,829
Bank Deposit Account	8,613	10,618	14,625	11,615	16,622	16,630
Post Office Savings Account	193	192	392	897	0	0
Cash	494	0	0	0	0	0
Total	14,173	17,375	23,002	17,855	22,448	23,459
Less Deposits Held			180	80	570	820
Net Reserves	14,173	17,375	22,822	17,775	21,878	22,639

Notes:

1. Figures are taken from the annual accounts.

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2. The Post Office account was closed in 2011 and the funds transferred to the deposit account.
3. The taking of deposits was introduced in the year to March 2012 and the amount of the deposit was increased from £20 to £50 in the year to March 2014.

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Future Vision

What approach will the committee take to managing the hall?

The Management Committee will take the approach of:

- Managing the hall in accordance with the aims laid down in the Trust Deed.
- Maintaining the hall to at least its current standard.
- Improving the hall to meet the needs of its users as funds permit.
- Ensuring that the hall is managed and maintained in accordance with the relevant legislation and regulations.
- Maintaining sufficient instantly accessible funds to be able to meet the day-to-day running costs of the hall, significant annual costs such as insurance premiums and also a contingency fund for unexpected repairs.
- Building up reserve funds for major maintenance and improvement projects. When deemed appropriate, such funds will be deposited in interest-bearing accounts which may require notice of withdrawal.
- Maintaining a preferential booking rate for the residents of Southam.
- Seeking ways of increasing income and capital available for improvements through grants in addition to increasing use of the hall.

What level of funds need to be instantly accessible?

In order to be able to implement the approach summarised above, it is important that the committee understands:

- How much the hall costs to run on a day-to-day basis.
- What significant one-off costs are likely to be incurred each year.
- How much to maintain as a contingency fund.

The following table lists regular outgoings (excluding non-essential one-off costs such as replacement of doors) for the years to 31 March 2014 and March 2015. The table then provides projections of costs for the years to March 2016 and March 2017 on an assuming an inflation rate of 5% per annum.

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Period To:	2013 - 2014 Actual	2014 - 2015 Actual	2015 - 2016 Projected (+5%)	2015 - 2016 Projected (+5%)
Insurance	932	907	907	907
Gas & Electricity	2,274	1,588	1,667	1,751
Water Rates	398	358	376	395
Telephone	168	135	142	149
Cleaning	1,566	1,437	1,509	1,584
Gardening	735	815	856	899
PRS/PPL Licence	320	320	336	353
Fire Protection	105	369	387	407
Boiler Service	78	78	82	86
Other Maintenance and Essential Upgrades	3,759	3,564	3,742	3,929
Total	10,335	9,571	10,004	10,459

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The Management Committee believes that should revenue drop substantially, utilities, insurance, boiler service, fire protection, telephone, and relevant licences must be maintained. Although the Hall should be cleaned, and the grounds kept in good order, these duties could be (in the short term) perhaps completed by volunteers.

This would effect a saving of approximately £2000.00 per annum. This would give projected costs of running the hall of:

- £8,004 for the year to March 2016.
- £8,459 for the year to March 2017.

Working on the basis that a minimum of 50% of annual running costs should be available at all times, this suggests that the following minimum amounts should be maintained in instant access accounts:

- £4,002 for the year to March 2016.
- £4,230 for the year to March 2017.

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How can income be increased?

Grants could provide a very useful source of funding for major improvement projects. Potentially, grants are available from several sources such as:

- Local authorities e.g. Tewkesbury Borough Council
- Charitable Foundations and Trusts e.g. Bernard Sunley, Grace Fry, Garfield Weston, Summerfield.
- Commercial Companies e.g. E.ON, Biffa

In order to be able to apply for grants, the Management Committee will need to have the accounts verified independently each year. Such verification has become standard practice for the committee .

Other ways that the committee could increase the income of the hall are to:

- Contact previous “regulars” such as the Martial Arts Club.
- Open up the Car Park (if the Hall isn’t booked) for users of the Church, walking groups etc.
- Organise Village Events, such as the Autumn Market, Pub Nights and musical entertainment.
- Provide off-site possibilities for local businesses to use the facilities.

How can the hall be marketed?

- **The Village Hall web-site** - This opens up opportunities for commercial concerns to have a link to their business. The web-site could be enhanced by including a page for advertising links.
- **Southam Newsletter** – The Management Committee submits a piece about the Village Hall for each issue. This gives details of Village Hall news, promotes the website and asks for feedback from users of the hall.
- **Logo** – Creation of a new logo to promote the Hall.
- **Leaflet** – A leaflet could be produced to advertise the Hall facilities and activities.
- **Gloucestershire Rural Community Council** – The GRCC provides useful advice and an important network of contacts for the committee. The Village Hall details are already published on the GRCC website.
- **Others** e.g. Facebook. Use of social networking sites such as Facebook would need to be considered very carefully as it would need daily work to maintain the presence and prevent it from becoming out- of-date.

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What are the key maintenance and upgrade plans?

Current Plans

Currently, there are no firm plans for major maintenance or upgrade projects.

Potential Plans

The following are potential areas for significant maintenance or upgrade in the future:

- Siting of a defibrillator at the hall.
- Provision of Wi-Fi.
- Provision of a fixed projector and sound system.
- Replacement of crockery.
- Planting of a growing Christmas Tree that can be used year-after-year.
- New curtains.
- Installation of a hearing loop.
- Insulation of the roof.
- Maintenance of the car park and provision of new gates.
- Provision for disabled parking within the existing car park
- Delineation of parking spaces within the existing car park
- Refurbishment of the stage
- Provision of an electric car charging point within the existing car park
- Maintenance of the external pathways.
- Updating of electrics.
- Provision of a chart denoting regular hall activities.
- Photographing events for use on website.
- Replacement of fascias and other worn exterior woodwork.
- An extension to provide more space for events, more storage and a stockroom/ bar.

What is the vision for the Management Committee?

Review of roles and responsibilities to future-proof the committee

The roles defined in the Village Hall Trust will remain unchanged. The current roles that exist that are not required by the Trust are all necessary to support the running of the hall. Other functions outside of the defined roles are often picked up by other committee members e.g. marketing. Should these functions expand, additional committee roles may be defined to fulfil them. In addition, should new groups form in the village, it may be appropriate for them to be represented on the committee.

Co-option of members for specific functions

From time to time, it may be beneficial to bring specific expertise to the committee in order to achieve a specific goal. In these instances, the committee may agree to co-opt additional members onto the committee for the duration of the relevant piece of work.

Attracting new committee members

In line with the requirements of the Trust, the Management Committee welcomes any expressions of interest to join the committee from anyone who lives in Southam Village (over 18 and living within 5 miles of the Ancient Church of Southam).

The main opportunity to join the committee is at the AGM but new committee members

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may be co-opted at any time.

The committee welcomes new members to keep it in touch with local residents, to bring in new ideas and to help share the work of running the hall for the benefit of Southam.

Flexible roles

It is recognised that there might be people who are interested in becoming involved but who feel they do not have sufficient time to devote to undertake a full committee role. The committee would welcome any contribution not matter how small this may be perceived to be and is flexible enough to find ways to facilitate this working for both the committee and the person concerned.

How can non-committee members support the Hall?

The Management Committee values the contribution to the running of the hall made over many years by non- committee members and will continue to encourage these contributions in the future. The committee's approach will be flexible depending on the work being undertaken.

How are we doing?

In order to gauge how well the committee is meeting its objectives, it is desirable to obtain feedback from relevant parties. Such feedback will be taken into consideration when planning major maintenance or upgrade work. Feedback will be sought from:

- Customers.
- Villagers (e.g. through a Village Questionnaire).
- Other interested parties, e.g. Parish Council