

HUSTHWAITE VILLAGE HALL



**Three Year Business Plan
2016 – 2018**

HUSTHWAITE VILLAGE HALL

Business Plan 2016 – 2018



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1. Introduction

Husthwaite Village Hall reopened in a new building in January 2014. This replaced the old village hall, which had been a linked pair of First World War army huts purchased second hand in 1920. The new hall was built and equipped following a successful application to the Big Lottery Fund and through various grants and fundraising effort.

This document updates and refreshes the previous business plan published in 2012 and is intended as a framework document for the direction and management of the village hall charity over the next three years to the end of 2018.

Husthwaite Village Hall Committee
December 2015

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2. Summary

2.1 Charity and Structure

Husthwaite Village Hall is a registered charity with Husthwaite Parish Council as the Holding Trustee. The day to day running of the charity is managed by the Village Hall Committee ('VHC'). The VHC comprises 4 elected members, 1 representative member (representing Husthwaite Parish Council) and 4 co-opted members. All members of the VHC are trustees of the charity and the village hall charity features:

- A constitution as its governing document;
- Registration with the Charity Commission;
- A register of Trustees;
- The accounts and annual return being submitted to the Charity Commission each year.

2.2 Hallmark Accreditation

The VHC is pursuing accreditation under the national Hallmark scheme, which promotes the good management of Village Halls through a quality standards scheme. Husthwaite Village Hall was given level 1 accreditation during 2014 and is eligible for level 2 accreditation once minor works are completed in the kitchen early in 2016. The village hall is already substantially compliant with the requirements of Hallmark 3 accreditation.

2.3 Use of the Hall

The current hall is the main public meeting place in Husthwaite and is the place where most social, educational and cultural activities happen. The key objectives of the VHC are:

- To present a varied programme of activities to appeal across as wide a range as possible of the community and;
- By demonstrating the potential for organised community activity, to encourage participation and event leadership from other groups and individuals .

The new village hall has been able to accommodate a wide range of provision in the two years since it opened with a significant increase in usage.

2.4 Growing the Community Involvement

Ideas for new initiatives come from many sources. All go through the committee stage then are developed by individuals or groups.

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Volunteers are at the heart of this process. We work together to do the preparatory work, make the event happen and then clear up afterwards. Getting involved makes the community stronger.

2.5 Partnerships have become vital. What happens in the hall is often supported by outside bodies and Rural Action Yorkshire has been particularly helpful, together with our association with Rural Arts North Yorkshire, North Yorkshire County Council and Hambleton District Council.

2.6 There is the opportunity for further community development. A recent village survey confirmed earlier research, which is that there are sections of the village that take no part in community activity and don't see the village hall as something for them.

2.7 Purpose and Outcomes

The broad purpose of Husthwaite Village Hall is to provide a meeting place for members of the community. As part of the funding provided by the Big Lottery, specific aims were agreed for the village hall in encouraging support for, and the organisation and sharing of, activities for all ages in the village. These include organising social events and well-being activities which improve health and provide social contact for local residents, especially older people and helping young people to develop practical and social skills.

These outcomes were reviewed by a workshop of villagers in September 2015 and were still felt to be appropriate.

2.8 Values

During 2013, the VHC developed a set of values that were agreed to form the basis of the committee working together to support the purpose. These were:

- **Teamwork** - To work effectively as a team to achieve the goals of the Village Hall Committee:
- **Organisation** - To ensure that Husthwaite Village Hall Committee is run in a professional and organised manner:
- **Inclusivity** - To position the village hall as a resource for the entire Husthwaite community:
- **Community Enhancement** - Using the village hall to support the development of Husthwaite and the local community, in particular making the village hall a hub for the community and the organisations within it.

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2.9 **Running the Community Building**

In addition to the VHC, there are sub-committees and sub-groups which form part of the wider VHC structure:

- **Sub-committees**
 - **Events committee** - Responsible for developing a programme of events;
 - **Building Group** - Responsible for the maintenance of the fabric and development of the building environment and facilities;
 - **User Development Group** -. This includes existing users and potential beneficiaries and provides an important forum for the purposes of monitoring the success of the village hall in delivering the four outcomes defined above.
- **Sub-groups**
 - Orchard Village Club;
 - Primetime;
 - Youth Club;
 - Book Exchange.

2.10 **Organising Volunteers**

Volunteers are the lifeblood of the village hall now and will continue to be so in future. The willingness of the community to get involved was particularly apparent in the Lottery bid process to which a large number of people contributed, but it has also been evident since then. During 2015, the village hall relied on nearly 14,500 volunteer hours. Volunteers bring a huge variety of talent, skills and experience to the work of the village hall, but many people take their knowledge and skills for granted. Sharing this by helping with village hall events and activities is a very practical way of supporting the community and being involved in it.

2.11 **Financial Management**

The financial management arrangements have developed strongly over the last two to three years. The annual budget is agreed by the VHC at the beginning of the financial year (i.e. October) and a monthly report is produced for the Committee showing the bank balances and monthly receipts/payments for activities, events and overheads together with the outturn against the budget for the financial year to date. A cumulative receipts and payments analysis for each activity or event is produced at the half year and at the year end.

2.12 Some ongoing activities receive their funding solely for the purpose of running that activity. Primetime, the Orchard Village Club, The Book Exchange and the Youth Club are the main examples, where the

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Treasurer maintains separate bank accounts and accounting records for these activities.

- 2.13 All other receipts and payments go through the village hall's general account and any surplus is used to:
1. Cover the costs of running the hall, including sponsoring non-revenue generating activities (e.g. First Responders) and pump-priming activities (e.g. short mat bowling);
 2. Create a reserve or 'sinking fund' to replace furniture and equipment as it wears out. A depreciation charge is levied on all furniture and equipment at 20% on the reducing balance each year;
 3. Fund developments to improve further facilities in the hall and enhance the users' experience and comfort while using it.
- 2.14 In the two years since the new hall opened the income generated from all activities has been sufficient to cover the cost of 1 and most, but not all of 2. There has been no surplus generated yet to make any meaningful contribution to 3.
- 2.15 **Policies and Procedures**
There are a number of policies and procedures that have been introduced since the new village hall opened, which are consistent with best practice and good governance. In October 2015 the VHC began reviewing these in the light of operational experience since the new village hall opened at the beginning of 2014. They will be updated on a rolling basis, based on the review dates for each policy and changing legislation/regulation.
- 2.16 **Progress**
In order to monitor the impact of the new village hall, a number of indicators were agreed with the lottery. A survey was carried out at the end of 2012 to establish a baseline and a further survey was undertaken in May/June 2015 to monitor progress. In summary:
- Between June 2014 and Feb 2015, over 120 events and club meetings had been hosted in the new village hall;
 - A new club launched in October 2014, Primetime was a joint Hambleton District Council and North Yorkshire Sport initiative;
 - In February 2015 the Husthwaite Youth Club finally re-launched following over 12 months of consultation, planning and preparation with the support of North Yorkshire Youth;
 - 85% of respondents had attended an event in the new hall in 2014 compared with 73% in 2012;
 - Of those who answered the relevant question, 89% said they were quite or very satisfied with the facilities in the new hall compared to only 19% who were satisfied with the old hall.

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2.17 Risk Management

In order to structure an approach to managing risk, the VHC has reviewed the potential weaknesses and threats in the operation of the village hall and proposes management action and processes in the following areas:

1. Governance - having the necessary skills and processes
2. Operational - stewardship of the assets and reporting
3. Financial - cash flow
4. Environmental/external factors - public perception

An analysis of the risks, potential impact and the actions required are set out in the VHC's Risk Register.

2.18 Marketing and Communications

The intention in the previous business plan was to develop the contact strategy which has largely been done and will be built on over the next three years using a variety of media. Going forward, the principles to be adopted are that all communication activities will:

- Be accessible to all;
- Reflect a commitment to using plain English;
- Be open and honest;
- Be relevant, accurate, sensitive and timely;
- Enable meaningful engagement with the village and wider community, service users, volunteers and sponsors;
- Recognise the importance and value of engaging with service users;
- Ensure that we listen to and act on information received when appropriate and provide feedback;
- Reflect the principles of confidentiality, Data Protection, Freedom of Information and other relevant legislation.

The VHC recognises that feedback from stakeholders is important for engagement and an understanding of, and improvement in the services provided by the village hall as a community facility.

2.19 Activities and Clubs

The current range of activities will be taken forward and developed to encourage new users and targeted beneficiaries. In particular the VHC will:

- Continue to support and help the expansion of The Orchard Village Club (including Prime Time), leading to new activities, learning programmes etc.;
- Explore links with the University of the Third Age (U3A) movement;
- Develop start-up for IT and computer skills courses;

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- Re-energise the local drama group, particularly involving younger people in live theatre;
- Re-launch exercise classes with taster sessions in Yoga and Zumba;
- Review activities for parents and pre-school children with the village school;
- Continue to support and help the development of the Youth Club;
- Develop activities for the under 21s: work placements, CV writing workshop, mock interviews, committee membership etc.;
- Re-establish ‘open mike’ nights for local talent;
- Continue to support and develop The Book Exchange.

2.20 In addition to the activities and club meetings there is a varied planned programme of live performances, theatre and exhibitions together with a number of social functions during 2016, with outline plans for the following 24 months

2.21 Financial Outturn and Forecast

The financial plan for the next three years seeks to generate sufficient funds to meet running costs and cover fully the cost of replacing furniture and equipment as it wears out, while generating a small surplus to improve facilities and the environment of the hall

	Outturn 2013/14	Outturn 2014/15 (Provisional)	Budget 2015/16	Forecast 2016/17	Forecast 2017/18
	£	£	£	£	£
Income	<u>£10,140</u>	<u>£12,785</u>	<u>£15,000</u>	<u>£15,200</u>	<u>£15,700</u>
Expenditure	5,692	6,538	6,270	6,720	-7,350
Surplus before Depreciation	4,448	6,247	8,730	8,480	8,350
TOTAL	<u>£10,140</u>	<u>£12,785</u>	<u>£15,000</u>	<u>£15,200</u>	<u>£15,700</u>
Surplus before Depreciation	4,448	6,247	8,730	8,480	8,350
Less Depreciation	5,867	4,857	4,100	3,400	3,838
Surplus/Deficit (-) on Income	<u>-£1,419</u>	<u>£1,390</u>	<u>£4,638</u>	<u>£5,080</u>	<u>£4,512</u>

Note: The financial outturn for 2014/15 is subject to audit at the time of writing

2.22 Hall charges have been held for two years and no increases are proposed for 2015/16 although the hire charge for evening events and

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for the hire of the whole building will be recast on a sessional basis rather than an hourly charge. This change will give greater clarity in advance of the cost of events for the organisers, while it should not significantly change the income received.

2.23 We know from feedback that a number of older villagers on low fixed incomes are not attending some of the village hall events because of the cost, but otherwise would be very keen to do so. The VHC is looking at ways of subsidising the cost of ticket sales for this group, either through sponsorship or grant aid. Also, if the village hall is able to generate a surplus through its activities, this will also help to extend financial support to activities for this part of the community.

2.24 **Improving Facilities**

Although the village hall is brand new, there are a number of aspects that require improvement and where further expenditure is required. As funds allow, the intention is to:

- **Landscape the site** - To create a 'hard' landscape and planting scheme that completes the landscaping of the whole village hall site and reduces grounds maintenance to a minimum for the future;
- **Install a Wash Hand Basin in the Kitchen** - As part of our Hallmark 2 application;
- **Improved Ventilation for the Main Hall** - There is an issue of ventilation for events when the hall is very busy and in hot weather. There are plans to install a 'Heat Recovery Ventilation System' in the main store room with fresh air ducting to the main hall;
- **Acoustic Treatment for the Committee Room** - There is a proposal to install acoustic panelling to the walls and ceiling of the Committee Room to improve the acoustics;
- **Audio Visual Equipment for the Committee Room** - There is the need for a fixed video projector and speakers to allow for the Committee Room to provide small conference and presentation facilities;
- **Furniture** - The hall chairs were transferred from the old village hall and while they are in good condition a large number of users complain that they are uncomfortable. The intention is to replace the hall chairs as an early priority and to make an initial purchase of chairs with arms, as funds allow.

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3. Organisation

3.1 Legal Status

Husthwaite Village Hall ('the hall') is a registered charity (No 1013186). The current governing document is a Trust Deed dated 1st July 1992, which names Husthwaite Parish Council as the Holding Trustee and provides for the day to day running of the charity by a Management Committee which is known as the Village Hall Committee ('VHC'). A supplemental deed dated 11th February 2013, whilst leaving the objects and management of the charity unchanged, brings the Deed into line with current legislation and best practice.

3.2 Structure and Decision Making Processes

The Village Hall Committee (VHC) comprises 4 elected members, 1 representative member (representing Husthwaite Parish Council) and 4 co-opted members. All members of the VHC are trustees of the charity. From its membership the committee selects Chair, Vice Chair, Secretary and Treasurer. In addition consideration is being given to strengthening the management team by bringing in further representative members from other village organisations.

The VHC meets monthly and works to a structured agenda. Meetings are minuted. There is a standard procedure for the consideration of matters arising from the previous meeting, reports from the treasurer, the maintenance officer, the bookings secretary and the Parish Council representative.

Agenda items are discussed and action plans drawn up, with individual committee members to lead their implementation. Reporting-back on these items forms the basis of the next month's consideration of matters arising.

Prominent among the agenda items are the Treasurer's report on the current state of the finances and his/her projection of financial commitments.

The minutes are published on the village website husthwaitevillage.com and the VHC reports what is happening at the hall in the bi-monthly Husthwaite Village Newsletter which goes through every door.

3.3 Trustees' Liability

Under the present Trust Deed, the members of the VHC (i.e. the Trustees) share joint and several responsibility for the entire amount of debt and other liabilities of the village hall trust. Thus, if the village hall is unable to meet any financial obligations or settle any outstanding liabilities, the Trustees' are personally responsible for meeting these obligations from their personal assets. This is clearly a disincentive to villagers, who might otherwise be interested in joining the VHC, but are concerned about the personal and financial implications if something goes

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significantly wrong in the management of the hall resulting in the village hall not being able to continue as a going concern.

While the VHC has put into place strong financial management systems and policies to safeguard the village hall trust's assets and usage and complies with Hallmark Accreditation requirements (see paragraph 2.6 below), it is proposed to apply to the Charity Commission for the village hall trust to be re-designated as a charitable incorporated organisation (CIO). In practice, other than establishing the Trust as a corporate body and limiting the personal liability of the Trustees, in all other respects the village hall will continue as now with:

- 1 A constitution as its governing document;
- 2 Registration with the Charity Commission;
- 3 A register of Trustees;
- 4 The accounts and annual return being submitted to the Charity Commission each year.

3.4 Current roles and responsibilities

As at 31st December 2015, the trustees and members of the VHC are:

Chair Stephen Barker

Shop retail worker. A member of the Village Hall Committee since 1975. Husthwaite Parish Council 1986/95. Committee member Easingwold Players Drama Group.

Vice Chair Carol Fenwick

Chair of the Parish Council, born and raised in Husthwaite. A clerical supervisor. On Husthwaite Parish Council for seventeen years and the Parish Council representative on the Village Hall Committee for two years.

Secretary Victoria Black

Student at The Mount School in York and currently completing A-levels (Classics, Art and Geography), with the intention of studying geography at university. Member of the Village Hall Committee since January 2014.

Treasurer Angela Sibley

Moved to the area in 1999 living in Carlton Husthwaite for 4 years before settling in Husthwaite. Mother of 2, works for Gavin and Annabel Kennedy in their Multi Utility Design company. Joined the Village Hall Committee in October 2015 as Treasurer.

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Trustee Sheila Mowatt

An Executive for a global chemical distributor, having worked in the chemical sector for over 25 years. Came to live in Husthwaite in 1998, previously Treasurer for Husthwaite School PTA for 7 years and joined the Village Hall Committee in November 2015. Is a member of the Events Committee and runs the Village Hall Film Club.

Trustee Philip Hewitson

Qualified accountant who has held both Finance Director and Chief Executive roles in the NHS. More recently working with the health and local authority sectors on organisational and community strategies and change management. Joined the Village Hall Committee in 2012 as Treasurer through to 2015.

Trustee Lynn Colton

Housewife and mother of 3. Lived in Husthwaite for two and a half years after moving up from Southampton. Currently involved mainly with the organisation of Husthwaite markets, The Apple Tree Cafe, Events Committee and the organisation of the bar. Joined the Village Hall Committee in November 2015.

Trustee Jeremy Walker

A Husthwaite resident since 1998. Co-owner of a local Landscape turfing business for over 30 years. Member of the Village Hall Committee since 2013.

Trustee Debbie Lewis Green

Retired. Currently volunteer General Teaching Assistant Husthwaite C of E Primary. Previously self-employed Company Director D & D Homecare Ltd, specialist insurance providers to the financial sector. Has taken on the role of fundraiser on behalf of the Village Hall Committee from March 2012.

In addition to the Trustees, the Village Hall Committee currently has four Associate Members, who support the extra workload that has arisen as part of Big Lottery monitoring requirements, the development and maintenance of a modern 'high tech' building and the need for a professional approach to events management.

They are:

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Associate Members

Sarah Aspinall

Solicitor who works part time as knowledge manager at national law firm and part time as tutor at University of York Law School. Previously chair of Husthwaite School PTA and was member of the working group looking at provision for young people. Has assisted the Village Hall Committee with the previous Business Plan and will be assisting on an on-going basis in relation to policy and compliance issues.

John Ovenston

Retired Personnel Services Manager (IT) in ICI. Fabric Officer responsible for fabric of local 12th century village church. Chaired working party on aspects of new Village Hall design. Member of Building Group (which was responsible to Village Hall Committee for management of new build). Member of Village Hall Committee 2013-15 responsible primarily for building maintenance and agreed developments.

Will Mowatt

Qualified actuary who now runs his own financial planning business based in the village. Senior management experience in the Financial Services Sector. Treasurer and then Chair of the Village Hall Committee between 2011 and 2014. Chairs the regular Events Meetings.

Mike Wells

Co-owner of a local media company formed in 2002 to provide video and audio services. Previously, spent twenty years working for the BBC as a broadcast engineer in London, Nottingham and York. Manages the audio/visual facilities and technical aspects of live productions and performances at the village hall.

3.5 Other Stakeholders/Partnership Arrangements

The other organisations which we work with currently and/or which we will work with in relation to activities in the new hall are discussed in more detail in Section 5 below.

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3.6 Hallmark Accreditation

Having Hallmark accreditation demonstrates that the Hall's management committee is managing its charity well. That is important to the individual trustees, the community as a whole and those organisations considering the approval of a grant application.

Hallmark promotes the good management of Village Halls through a quality standards scheme which is backed up by a system of peer visitors. The main benefits of the scheme are:

- It gives Village Hall volunteers confidence that they are running their Hall in the correct way;
- It provides funders and other organisations interested in Village Halls with a benchmark for well managed community facilities;
- It is acknowledged by the Charity Commission;
- It can lead to reduced insurance premiums.

The Hallmark scheme was launched as a nationwide scheme by ACRE (Action with Communities in Rural England) in March 2007 and currently operates in 20 counties in England including North Yorkshire.

The county-based operation of Hallmark ensures that village halls are responding to a scheme that is locally relevant, whilst drawing on national standards that are well benchmarked. It encourages management committees to share best practice, access local training opportunities suitable for their needs and build strong networks at local level to create a sustainable support system.

There are three levels of attainment in the Hallmark scheme:

- Level 1 assesses whether the committee is meeting the requirements of its charitable status;
- Level 2 assesses compliance with legislative issues;
- Level 3 examines the Hall's role in the community and how it interacts with its users.

Husthwaite Village Hall was given level 1 accreditation during 2014 and is eligible for level 2 accreditation once an additional wash hand basin has been installed in the kitchen. Quotations are being sought to undertake this work and an application will be made for Hallmark 2 status once the installation is completed during 2016.

The village hall is already substantially compliant with the requirements of Hallmark 3 accreditation. A major scheme to improve the first impressions for visitors to the village hall (which is one of the first element of Hallmark 3 accreditation) is to complete the landscaping of the village hall site. In spite of strenuous efforts to obtain grants to complete this work during 2014 and 2015,

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these have so far been unsuccessful. A substantially reduced scheme for the north and south banks at the front of the hall will be undertaken during early 2016.

3.7 Use of the Hall

The current hall is the main public meeting place in Husthwaite and is the place where most social, educational and cultural activities happen.

The key objectives of the Village Hall Committee are:

- to present a varied programme of activities to appeal across as wide a range as possible of the community and;
- by demonstrating the potential for organised community activity, to encourage participation and event leadership from other groups and individuals .

The new village hall has been able to accommodate a wide range of provision in the two years since it opened with a significant increase in usage.

Number of Events in the Old and New Halls	
OLD HALL	
	• 2004 5
	• 2005 5
	• 2012 10
NEW HALL	
	• 2014 19
	• 2015 21

It provides a place in which other people can do things. Various societies (e.g. History Society, Gardening Club) meet there as does the Parish Council, Neighbourhood Watch and on occasion the PCC. It is a popular venue for Rural Action Yorkshire and village hall network meetings. The Scottish Dancing Group meets there and one of the first functions held in the new hall was a Burns Supper. There have been regular live music concerts, a number of visiting theatre productions and several village parties. Families and others hire it for functions and parties and we have tried our hand at small corporate events.

In particular, the following are now regular features in the events calendar:

- Primetime has become a very successful indoor sports project aimed at older people and those less mobile or indeed anyone who wants to come along. Husthwaite is the lead village in something which North Yorkshire County Council is trying to encourage county wide;
- The Orchard Village Club, which is very popular and much enjoyed, provides lunch and company for older people once a fortnight;
- The monthly Book Exchange, which is highly valued especially since the demise of the County's Mobile Library;

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- The Book Exchange is now combined with a community café, the Apple tree Café, which also opens in support of other day time events, when light refreshments are required;
- There has been a constant development of the seasonal markets. This brilliant format is rewarded with average attendances of around 450 people four times a year;
- A short mat bowling team has been established during 2014/15 and the members have developed over that time with noticeable skill, which is reflected in recent successes in league games;
- A fortnightly Youth Club has been established and is running successfully. This fulfils one of our important commitments to improve the life skills of school children and teenagers;
- During 2014/15 a Careers Fair was organised in association with Easingwold School;
- Arising from the personal interest and enthusiasm of one village teenager, there is now an established Film Club and although he has since moved away to University this continues with great success. The monthly programme has been augmented by a film leasing offshoot, so anyone who wants can view their favourite films in their own home, choosing from an extensive library that also forms part of the monthly Book Exchange;
- The regular quiz nights provides competitive, friendly fun evenings;
- Table Tennis has been organised on winter Sunday mornings;

12 Months to 30th September 2015

EVENTS

6 Impossible Things
Autumn Market
Drovers Road Film
Football Evenings
Gatto Marte
Howden Jones
Jeromes
Merchant of Venice Film
Month in the Country
Open Gardens
Poetry Evening
Question Time
Rachel Sermanni
Sherlock
Snake Davis
Spring Market
Summer Market

ACTIVITIES

Apple Tree Café
Book Exchange
Careers Fair
Film Club
First Responders
Ladies Night
Little pippin Music
Orchard Village Club
Prime Time
Private Parties
Quiz Nights
Short Mat Bowling
Table Tennis
Yoga
Youth Club
Zumba

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The above table lists the events and activities that took place during the financial year 2014/15.

Two features of the old village hall have not yet translated to the new building.

1. Elphin Drift evenings, which were an enormously successful showcase for local talent have not been held since the new hall opened because the principle organiser has moved away from the village. Also;
2. The regular plays and pantomimes that were an annual triumph in the old hall have not featured in the events calendar, with only one local production (Drovers Road) being staged over the last two years.

Given the very helpful technical advice we received from the Wakefield Theatre in setting up what are widely regarded as excellent facilities for live performance and theatre, these are gaps that need to be addressed.

3.8 Growing Community Involvement

Ideas for new initiatives come from many sources. All go through the committee stage then are developed by individuals or groups. Volunteers are at the heart of this process. We work together to do the preparatory work, make the event happen and then clear up afterwards. Getting involved makes the community stronger.

Partnerships have become vital. What happens in the hall is often supported by outside bodies and Rural Action Yorkshire has been particularly helpful, together with our association with Rural Arts North Yorkshire.

We recognise that there is the opportunity for further community development. A recent village survey confirmed earlier research, which is that there are sections of the village that take no part in community activity and don't see the village hall as something for them.

We can't change that overnight, but we can provide opportunities for people to be involved if they want to be and help them make that choice.

3.9 Strengths, Weaknesses, Opportunities and Threats

During the Autumn of 2015 two workshops were held for villagers to help develop this business plan and to review the workings of the new village hall during its first 18 months of activity. One of the sessions asked participants to do a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and the results are shown in the table in Appendix A.

In summary:

- The quality of the building and equipment and the social activity and opportunity to meet people and the network links were well thought of;

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- The new housing proposal would bring more people to the village and lead to a higher number of potential users and people involved in events and fund raising;
- The village hall might fill some of the gaps left by the closure of the village shop, the closure of the pub and the loss of a post office;
- Access, because of its location at the top of a hill with no pavement and a lack of car parking was perceived as a problem, particularly in the winter;
- Insufficient support for a number of events was commented on;
- Competition from other village halls and the Galtres Centre in Easingwold was seen as particular issue facing the village hall as were competing fundraising activities;
- The impact of ‘austerity’ and a number of villagers relying on low fixed incomes would continue to impact on village hall revenues over the next three years.

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4. Purpose

4.1 The broad purpose of Husthwaite Village Hall is to provide a meeting place for members of the community.

4.2 Outcomes

As part of the funding provided by the Big Lottery, 4 specific outcomes were agreed as follows:

OUTCOMES	
•	Outcome 1 Local residents will be better motivated to organise and participate in inter-generational activities, thus improving community spirit;
•	Outcome 2 Social events and well-being activities will reduce isolation and improve health and community cohesion for local residents, especially older people;
•	Outcome 3 Teenagers, school leavers and anyone leaving education without work will develop improved life skills and employability prospects;
•	Outcome 4 Young children will improve their earliest social skills, and locally-delivered peer group support will alleviate the isolation of parents.

These outcomes were reviewed by a workshop of villagers in September 2015 and were still felt to be appropriate. In spite of the emphasis in the previous business plan, inevitably people's focus had been on the building and its development, but the focus now has to change so that the village hall is not only a venue where people meet, but also needs to become an enabler and a facilitator for building the community.

4.3 Big Lottery Fund Conditions

One of the conditions of the lottery funding is that a charge is placed on the hall for a period of 20 years and our grant agreement with The Big Lottery Fund ends on 20th December 2033. The Big Lottery will continue to monitor our activities until then and will keep information about the village hall project for seven years after that date.

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Under the terms and conditions of the grant agreement we are also obliged to keep accounts and records which show how the Big Lottery grant was spent, for at least seven years after the grant agreement ends.

The Big Lottery will require us to submit returns for our building over 20 years at 1, 4, 5 and 10 year intervals regarding:

- Any changes in legal status;
- Any changes in scope and usage;
 - Any circumstances where the building has been used as security for other funding (we would need Big Lottery agreement in advance);
 - The sale, subletting, leasing or disposal of the building (we would need Big Lottery agreement in advance);
 - Maintenance, licencing and insurance;
 - Fair and open accessibility and compliance with relevant legislation;
 - Submission of annual accounts to the satisfaction of the Charity Commissioners for England and Wales;
 - Public acknowledgement of Big Lottery funding in line with their publicity guidance;
 - Outcomes and achievements since the previous monitoring report.

4.4 Values

The Trust Deed states that the village hall is *“for the use of the inhabitants for [sic] the Parish in the County of North Yorkshire without distinction of political religious or other opinions including use for meetings lectures and classes for other forms of recreation and leisure time occupation with the object of improving the conditions of life for the foresaid inhabitants”*.

During 2013, the VHC developed a set of values that were agreed to form the basis of the committee working together to support the purpose. These were:

Teamwork

To work effectively as a team to achieve the goals of the Village Hall Committee:

- By having clearly articulated common goals;
- Playing to the strengths of individuals on the committee;
- Having your opinions respected and respecting the opinions of others;
- Being supportive of each other and maintaining a united public profile;
- Discussing issues openly in a challenging but sensitive way;
- Giving critique in a constructive and not personal manner.

Organisation

To ensure that Husthwaite Village Hall Committee is run in a professional and organised manner:

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- Having appropriate processes and protocols to meet the standards of compliance and governance of a reputable charity;
- Having a financial plan which ensures the village hall is self-sustainable;
- Operating in a professional and ethical manner.

Inclusivity

To position the village hall as a resource for the entire Husthwaite community:

- Providing a diverse programme of events that represents the interests of the whole community;
- Ensuring people are made welcome at events in the village hall;
- By having diverse representation on the Village Hall Committee;
- Making it easy for people to access and attend events.

Community Enhancement

Using the village hall to support the development of Husthwaite and the local community:

- Encouraging community spirit to get involved and develop the community as a whole;
- Understanding the needs and requirements of the community;
- Using diverse methods of communication to engage with the whole community;
- Making the village hall a hub for the community and the organisations within it.

4.5 Commercial Usage

The village hall's finances and a financial forecast are set out later in this business plan (Section 7), but it is clear that the income from hall hire over the first two financial years has been insufficient to meet both the running costs and the cost of replacing furniture and equipment arising from wear and tear. Further, there has been little if any surplus income sufficient to develop further facilities in the hall, although there are schemes (Paragraph 8.3), which will enhance the users' experience and comfort while using the village hall.

While the Village Hall Committee will continue to work hard in running activities and events for the village community and promoting community involvement, there is some doubt about the extent to which increasing the hall usage to such an extent that income from hall hire covers all the hall's financial requirements is feasible. We know from talking to other village halls that we are not alone in facing a significant challenge in developing and maintaining a critical mass of activity so that the village hall pays its way.

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One proposal that came from the business planning workshops held during the Autumn of 2015 was to market the hall to get more business and commercial bookings. This is a very demanding clientele, but a potentially financially rewarding area that could help subsidise the village hall's mainstream activities. It would however require investment in developing the Committee Room to more of a 'boardroom' standard with very good audio/visual facilities to match those in the main hall, better acoustics, a superfast broadband connection etc. We would also need to be able to provide a good and reliable refreshment and luncheon service.

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5. Running the Community Building

5.1 Management Structure

The Village Hall Committee (VHC) meets monthly. In addition to the VHC, there are sub-committees and sub-groups which form part of the wider VHC structure:

- **Sub-committees**
 - **Events committee** - Responsible for developing a programme of events. The Events Committee is currently chaired by Will Mowatt;
 - **Building Group** - This group managed the building and equipping of the new village hall and liaised with the Big Lottery Fund and other grant giving organisations during the planning and construction phases. With the completion of the new village hall, the Group is responsible for the maintenance of the fabric and development of the building environment and facilities. The Building Group is currently chaired by Philip Hewitson and the day to day stewardship of the building is managed by John Ovenston;
 - **User Development Group** -. This group includes existing users and potential beneficiaries and provides an important forum for the purposes of monitoring the success of the village hall in delivering the four outcomes defined in paragraph 3.2 above. This group was intended to meet quarterly, but declining attendance by users meant that there were no meetings between October 2014 and December 2015. The re-forming of this group in December 2015 stressed its importance as a medium for communications between the varied users of the hall and the Village Hall Committee. The User Development Group is currently chaired by Lynn Colton.

- **Sub-groups**
 - Orchard Village Club;
 - Primetime;
 - Youth Club;
 - Book Exchange.

During 2014 and 2015, the Village Hall Committee sought expressions of interest in forming a short mat bowling team and purchased the necessary equipment for the team to practice and subsequently compete in a local league. In the last Business Plan the team was listed as a sub-group of the Village Hall Committee, but during

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Autumn 2015, team members elected to form an independent club, which is now no longer forms part of the village hall charity.

5.2 Management Responsibilities

As part of the development of responsibilities in relation to the new hall, the following responsibilities were identified and allocated to committee members (including non-voting members).

Chairman
Secretary
Treasurer and Risk Management
Marketing and Communications
Bookings Secretary
Building Maintenance
Development
Fund-raising
Staffing (volunteers and employees)
Networking
Programme of Events
Compliance
Monitoring and Evaluation

The role of Vice Chair will be combined with one of these roles. Some members may have more than one responsibility. The structure chart (see Appendix B) was developed in response to this.

5.3 Organising Volunteers

Volunteers are the lifeblood of the village hall now and will continue to be so in future. The willingness of the community to get involved was particularly apparent in the Lottery bid process to which a large number of people contributed. It has also been evident since then with for example, the Open Gardens fundraising event in May 2015 being supported by 78 volunteers on the day, which raised £1,200 for the village hall.

In broad terms the volunteers come under 3 categories:

1. Committee members;
2. Event organisers;
3. Community members.

During 2015, the village hall relied on nearly 14,500 volunteer hours. This effort ranged from:

- Baking to joinery;
- IT to drama;
- Bookkeeping to horticulture;
- Plumbing to fundraising;

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- Sewing to wiring;
- Flower arranging to musician
- Painting to cooking;
- Washing up to training;
- And almost anything else you can think of;

...using work or professional experience, personal interests and hobbies.

The time commitment for a typical monthly Apple Tree Café are:

	Hours
Set up Hall	2
Baking	5
Cooking	5
Shopping	1
On the day	6
Clearing away	3
General organising	1
TOTALHOURS	23

For a typical quarterly market time spent is:

	Hours
Pre-market meetings	14
Organising	16
On-line advertising	6
Other media advertising	3
Preparing & distributing posters	13
Setting up road signage	4
Setting up the Hall	16
On the day	30
Café volunteers	45
Parking organisers/ on the door/stall help	18
Running bread stall	9
Clearing up	6
TOTAL HOURS	180

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Volunteers bring a huge variety of talent, skills and experience to the work of the village hall, but many people take their knowledge and skills for granted. Sharing this by helping with village hall events and activities is a very practical way of supporting the community and being involved in it.

The **Orchard Village Club** runs 12 sessions a year. Organising and running these sessions and providing transport averages 17.2 hours of volunteer time for each session, which is 206 hours for the year.

There are 40 **Primetime** sessions a year. Organising and running these sessions and providing transport averages 11 - 12 hours of volunteer time for each session, which is 440 - 480 hours for each year.

Although the VHC continues to be well supported by volunteers across the community, the responsibility tends to fall on the same group of the community and the intention is to try to further extend the number of volunteers and co-ordinate these in an efficient way. It is a continuing concern that parts of the village community never come to activities or events at the village hall.

5.4 Succession Planning

All VHC members are asked to give at least a year's notice of intention to resign/retire and should be expected to help with the identification and briefing of a successor. Retirement of VHC members should also be staggered so as to maintain continuity and a level of experience on the VHC.

Given the nature of the role it is sensible to consider a maximum term for VHC members, at least those with the most stressful or time-consuming responsibilities. While it is obviously not sensible to decline help from willing and able people, it is also important to ensure that the members of the VHC are all able to devote the time and energy required to ensure effective governance. A finite term is also a help in attracting new joiners.

In setting up the sub-committee/group structure the VHC is seeking to manage both retirement and succession by creating a defined role for a wider circle of helpers - the 'support team'. Former VHC members take up a position in this 'support team' after resigning from a central role, while those potentially interested in joining the VHC can join the 'support team' first to get an idea of what is involved. The 'support team' members attend occasional VHC meetings and are given specific tasks or responsibilities including sitting on sub-committees. Further, those members of the community, who do not want or are unable to commit to a central role, can make a valuable contribution through joining this 'support team'.

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5.5 Building further links with existing and potential users

Paragraph 5.1 above refers to the re-formation of the User Developments Group and stresses its importance as a medium for communications between the varied users of the hall and the Village Hall Committee.

The VHC itself is looking at its composition in terms of representation from other village organisations (e.g. the village school, the PCC) as well as the existing Parish Council representative to forge closer links.

Social media (e.g. Facebook) is increasingly being used as one of the ways to publicise events and seek views and the village halls email circulation now extends well beyond the village and has 240 recipients, who have expressed an interest in keeping in touch with village hall activities.

5.6 Financial Management

The financial management arrangements have developed strongly over the last two to three years. The annual budget is agreed by the VHC at the beginning of the financial year (i.e. October) and a monthly report is produced for the Committee showing the bank balances and monthly receipts/payments for activities, events and overheads together with the outturn against the budget for the financial year to date.

A cumulative receipts and payments analysis for each activity or event is produced at the half year and at the year end and statements for individual activities can also be produced on demand if required.

Receipts may be 'Restricted' where donors to a village hall activity or to the village hall fund may designate or "restrict" the use of their donations to a particular purpose or project. Much of the grant monies and donations received for the new village hall were 'Restricted' in that the money could only be spent on the specific part of the building and equipment programme specified by the donors (e.g. equipping the kitchen, providing the demountable stage and curtaining, investing in 'green' technology to run the building).

Some ongoing activities also have 'Restricted' funding status because they receive their funding solely for the purpose of running that activity. Primetime, the Orchard Village Club, The Book Exchange and the Youth Club are the main examples, where the Treasurer maintains separate bank accounts and accounting records for these activities.

All other ('unrestricted') receipts and payments go through the village hall's general account and any surplus is used to:

1. Cover the costs of running the hall, including sponsoring non-revenue generating activities (e.g. First Responders) and pump-priming activities (e.g. short mat bowling);
2. Create a reserve or 'sinking fund' to replace furniture and equipment as it wears out. A depreciation charge is levied on all furniture and equipment at 20% on the reducing balance each year;

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3. Fund developments to improve further facilities in the hall and enhance the users' experience and comfort while using it.

In the two years since the new hall opened the income generated from all activities has been sufficient to cover the cost of 1 and most, but not all of 2. There has been no surplus generated yet to make any meaningful contribution to 3.

5.7 Policies and Procedures

There are a number of policies and procedures that have been introduced since the new village hall opened, which are consistent with best practice and good governance. These are:

- Accidents/Incidents Reporting
- Bookings and Hall Hire;
- Building Maintenance checklists;
- Communications and engagement;
- Complaints;
- Emergency Action Plan;
- Environmental
- Equality;
- Events;
- Fire Safety;
- First Aid;
- Flooring Maintenance;
- Health and Safety;
- Heating;
- Insurance: Public Liability and Building and Contents;
- Keys and keyholders;
- Marketing;
- Premises licencing and Alcohol;
- Risk Assessment
- Regular User Attendance;
- Security;
- Storage;
- Volunteers;
- Youth Club Constitution

In October 2015 the VHC began reviewing the policies and procedures in place in the light of operational experience since the new village hall opened at the beginning of 2014. The above list will be updated on a rolling basis, based on the review dates for each policy and changing legislation/regulation.

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5.8 Partnership Working

Currently:

- Easingwold School;
- Hambleton District Council;
- Husthwaite Parish Council;
- Husthwaite School;
- North Yorkshire County Council;
- Northallerton and District Voluntary Service Association;
- Orchards of Husthwaite;
- Rural Action Yorkshire;
- Rural Arts;
- Yorkshire Energy Partnership;

5.9 Performance Indicators

In order to monitor the impact of the new village hall, a number of indicators were agreed with the lottery. These are included in Appendix C.

A survey was carried out at the end of 2012 to establish a baseline and a further survey was undertaken in May/June 2015 to monitor progress. The detail for each outcome highlighted by the 2015 survey is set out in Appendix D, but in summary:

- Between June 2014 and Feb 2015, over 120 events and club meetings had been hosted in the new village hall including stand-up comedy, jazz, two travelling theatre company productions a community play, a harvest 'hoe-down', quarterly markets and a Christmas quiz;
- A new club launched in October 2014, Primetime was a joint Hambleton District Council and North Yorkshire Sport initiative. It aims to provide opportunities for socialising and physical activity in rural communities, particularly among older, less mobile and isolated residents. After a successful pilot scheme the club now meets weekly for two hours to play Paralympic sports such as Boccia and new age kurling;
- In February 2015 the Husthwaite Youth Club finally re-launched following over 12 months of consultation, planning and preparation with the support of North Yorkshire Youth. The club now meets twice a month and 15 young people aged between 11 and 15 have attended so far. Two young people aged between 16 and 20 are involved as youth leaders;
- 85% of respondents had attended an event in the new hall in 2014 compared with 73% in 2012. Of those who answered the relevant question, 89% said they were quite or very satisfied with the facilities in the new hall compared to only 19% who were satisfied with the old hall.

The survey results concluded that:

“The overall increase in numbers attending events and clubs at the new hall is very encouraging. The new facilities are much appreciated and admired by locals and visitors alike. The success of the Orchard Village Club and Primetime and the re-launch of the Youth Club are particularly pleasing as this caters for two main target groups of beneficiaries.”

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The one criticism of the building itself has been the lack of sufficient ventilation or air-conditioning. The outside of the hall also requires more landscaping work. The VHC is raising funds to address these concerns.

A more co-ordinated approach to publicity/marketing has helped increase numbers to the big events such as the markets, plays etc. The VHC has learnt that it needs to space out events in order not to overload the demands on the target audience. The VHC also now has a rota of volunteers to spread their workload.

The lack of progress with regard to very young children is frustrating, but largely due to the lack of numbers. An external organiser e.g. ‘Tumble Tots’ is a possibility, but numbers have to be sufficient to make it viable so we will need to broaden the target audience. But the biggest problem is finding someone to do the substantial work involved in getting started. We have learnt that effective volunteers are usually those who are interested in or will benefit from the activity or event in question. But the VHC and the volunteer rota do not include anyone in this target group and carers of young children are unlikely to have the time or inclination to help with the setting up of events/activities. So it remains a problem area which we will need to consider further.

The survey results indicated less feelings of social isolation in the community.”

5.10 Managing Risk

In order to structure an approach to managing risk, the VHC has reviewed the potential weaknesses and threats in the operation of the village hall and proposes management action and processes in the following areas:

5. Governance:
 - a. Securing the relevant skills and commitment to manage all aspects of the village hall’s organisation;
 - b. Identifying and retaining key individuals;
 - c. Accurate, timely and relevant reporting to the VHC;
6. Operational
 - a. Security of assets;
 - b. Disaster recovery and planning;
 - c. Procedural & systems documentation;
7. Financial
 - a. Cash flow sensitivities;
8. Environmental/external factors
 - a. Public perception

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These areas are covered in more detail in the following chapters and an analysis of the risks, potential impact and the actions required are set out in the VHC's Risk Register (Appendix E)

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6. Marketing and Communications Strategy

6.1 Current strategy

The current methods of communicating with the community are summarised in the table below.

	Description	Target Audience
Website	The village website is currently used to communicate events, provide a calendar of activities and provide a reference point for many aspects of village life.	Villagers, local community, would-be and former residents
Newsletter	The village has a free bi-monthly newsletter which keeps the community informed of village news and activities. Paper copies are distributed to each home in the village with an electronic version placed on the village website and emailed widely.	Villagers
Regular e-mail	An e-mail distribution list has been set up using Mail Chimp which enables focussed messages to be sent out to our target audience. The list currently stands at 240 and is added to as we collect e-mail addresses. In addition there is a regular village e-mail which covers village hall activities as well as other village and community events.	Villagers, local community, previous event attendees
Social Media	The VHC has set up a page on Facebook which covers Forthcoming Events and has created two groups (Husthwaite Village Hall Events Planning and Husthwaite Village Hall Audience Feedback). In addition the Husthwaite Village Twitter account @HusthwaiteNews is used to tweet on forthcoming events.	Villagers and local community
Flyers and Posters	Events are publicised in the village and in the surrounding community through flyers posted through letter boxes and posters placed in strategic positions.	Villagers and local community
Advertising	To promote certain events, we use the local paper the Easingwold Advertiser. This is a unique publication, which has a very high circulation rate within the local area and is an efficient means of reaching a wide local audience.	Easingwold and surrounding villages
What's On	We publish events on various online What's On sites.	York, North Yorkshire, Teesside and Ryedale

6.2 Priorities

The intention in the previous business plan was to develop the contact strategy which has largely been done and will be built on over the next three years using the mediums identified in the above table.

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The priorities going forward are to:

- Provide timely information regarding matters of interest or concern;
- Make provision to receive feedback (formally & informally);
- Ensure “one voice” and consistency in communication;
- Ensure confidentiality in communication where requested and/or appropriate;
- Ensure a culture of openness and inclusivity when communicating;
- Raise awareness of achievements;
- Promote and enhance reputation.

6.3 Principles

The principles to be adopted are that all communication activities will:

- Be accessible to all;
- Reflect a commitment to using plain English;
- Be open and honest;
- Be relevant, accurate, sensitive and timely;
- Enable meaningful engagement with stakeholders (i.e. the village and wider community, service users, volunteers and sponsors);
- Recognise the importance and value of engaging with service users;
- Ensure that we listen to stakeholders, act on information received when appropriate and provide feedback;
- Reflect the principles of confidentiality, Data Protection, Freedom of Information and other relevant legislation.

The VHC recognises that feedback from stakeholders is important for engagement and an understanding of, and improvement in the services provided by the village hall as a community facility. As such, provision will be made to encourage formal and informal feedback as appropriate. In particular, the VHC will organise a ‘Communications Group’ drawn from villagers, including those who do not normally participate in village hall activities. Its purpose will be to monitor delivery, report progress and provide assurance to the VHC about the delivery of the Communications Policy.

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7. Three-year Activity Plan

7.1 Activities and Clubs

Since the new village hall opened in January 2014 there have been a number of regular general and club activities established (e.g. Quiz Nights, Film Club Presentations, table tennis, youth club, short mat bowling, History Society, Gardening Club, Prime Time, Orchard Village Club, Book Exchange) as well as routine community meetings (Parish Council, Neighbourhood Watch, Village Hall Committee, village hall & neighbourhood forums etc.) private hire, social activities and events.

These activities will be taken forward and developed to encourage new users and targeted beneficiaries. In particular the VHC will:

- Continue to support and help the expansion of The Orchard Village Club (including Prime Time), leading to new activities, learning programmes etc.;
- Explore links with the University of the Third Age (U3A) movement, which provides, through its U3As, life-enhancing and life-changing opportunities. Retired and semi-retired people come together and learn together, not for qualifications but for its own reward and the enjoyment of discovery. Members share their skills and life experiences. The U3A movement is supported by its national organisation, the Third Age Trust and is not yet well established in this part of North Yorkshire;
- Develop start-up for IT and computer skills courses;
- Re-energise the local drama group, particularly involving younger people in live theatre;
- Re-launch exercise classes with taster sessions in Yoga and Zumba;
- Review activities for parents and pre-school children with the village school;
- Continue to support and help the development of the Youth Club;
- Develop activities for the under 21s: work placements, CV writing workshop, mock interviews, committee membership etc.;
- Re-establish 'open mike' nights for local talent;
- Continue to support and develop The Book Exchange.

7.2 Social Activities and Live performance

In terms of social activities and live performances, the Events Committee tends to work 6 - 12 months in advance to build up a varied programme. This not only has to be built around the availability of artists and key players, but also the routine needs of hall users. For example, the erection of the full stage can be quite disruptive to some activities that might be scheduled immediately before or after the event. Similarly, lighting, audio and room arrangements requirements for one gathering can be a complete nuisance to other users.

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For 2016, the programme of events at this early stage is

- Burns Supper - scheduled for January;
- Murder Mystery - written and led by David Pike and scheduled for February;
- St Patricks Day Ceilidh - by popular request, with the Ampleforth Ceilidh Band in March;
- Mama Mia Singalong - scheduled for April;
- “Egil Skallagrimson Keeps his Head” - North Country Theatre is celebrating 20 years of bringing really good theatre to villages all over our region by bringing back one of its most popular productions (originally commissioned for the Yorvik Viking Festival) - scheduled for March;
- Snake Davis - Snake Davis is renowned for his skill and expertise in playing both the saxophone and the flute. He has played with some of the world’s biggest artists and can play in any number of genres from smooth jazz to soul jazz. His concert at the village hall in 2015 was a sellout - scheduled for June;
- Treasure Hunt & BBQ - reviving a Husthwaite summer tradition - scheduled for June;
- Wine Tasting - proposed for August;
- Made in Husthwaite - last held in the old village hall in July 2009 - proposed for July;
- Anya Faull - is an experienced vocalist and graduate of Leeds College of Music where she majored in jazz studies. She has worked extensively as a big band singer around the world and continues to perform with a number of different outfits across the UK. Anya is an accomplished session singer and has recorded at many different studios including the famous Abbey Road Studios in London. She appeared in front of a packed house at the village hall and has been asked to come back by popular request - scheduled for September.

7.3 Other Suggestions

Other suggestions for 2016 and beyond have been:

- Pop-up Pub;
- Classical Music Event;
- Antiques Roadshow;
- Race Night;
- Other Musical Events;
- Question Time (with EU Referendum Theme);
- Military Wives Choir;
- Games Nights (e.g. Dominos, Beetle Drive etc.);
- Equestrian Sale.

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In addition, the business planning workshops held in September and October 2015 came up with various suggestions including social evenings, crafts taster sessions, a community shop, a post office, discounts for people on low fixed incomes, a welcome pack for new residents, more commercial use and bringing young people in for experience.

The Events Committee is actively researching these areas in developing its forward programme for the VHC.

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8. Financial plan

8.1 Three-year Financial Outturn and Forecast for General Funds

Income	Outturn 2013/14	Outturn 2014/15 (Provisional)	Budget 2015/16	Forecast 2016/17	Forecast 2017/18
	£	£	£	£	£
Affiliate Scheme	39	0	0	0	0
Sponsorship	0	0	0	0	0
Donation from Parish Council	750	1,000	1,000	750	500
Hall Hire	4,263	6,183	7,200	7,600	7,900
Donations Received (Hall)	1,399	310	1,000	800	800
Apple Tree Café	302	406	450	470	500
Film Club	299	89	110	120	130
Quarterly Markets	1,679	1,798	1,920	2,010	2,170
Quiz Nights	641	229	240	250	300
Short Mat Bowling	-92	553 ¹	0	0	0
Other events/concerts etc.	860	2,217	3,080	3,200	3,400
	_____	_____	_____	_____	_____
TOTAL	<u>£10,140</u>	<u>£12,785</u>	<u>£15,000</u>	<u>£15,200</u>	<u>£15,700</u>

Expenditure					
	£	£	£	£	£
Rent & Rates	63	287	310	310	310
Heat, Light & Power	2,468	2,671	2,200	2,300	2,500
Insurance	801	908	950	1,050	1,150
Accountancy Fee	100	100	100	100	200
Maintenance	721	1,111	1,170	1,340	1,500
Printing & Stationery	337	323	350	380	400
Miscellaneous	644	193	240	240	240
Cleaning	558	945	950	1,000	1,050
	_____	_____	_____	_____	_____
Surplus before Depreciation	5,692	6,538	6,270	6,720	7,350
	4,448	6,247	8,730	8,480	8,350
	_____	_____	_____	_____	_____
TOTAL	<u>£10,140</u>	<u>£12,785</u>	<u>£15,000</u>	<u>£15,200</u>	<u>£15,700</u>
Surplus before Depreciation	4,448	6,247	8,730	8,480	8,350
Less Depreciation	5,867	4,857	4,100	3,400	3,838
	_____	_____	_____	_____	_____
Surplus/Deficit (-) on Income	<u>-£1,419</u>	<u>£1,390</u>	<u>£4,638</u>	<u>£5,080</u>	<u>£4,512</u>

¹ Includes hall hire adjustment for 2013/14 and 2014/15

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All general (i.e. ‘unrestricted’) receipts and payments go through the village hall’s general account and any surplus is used to:

1. Cover the costs of running the hall, including sponsoring non-revenue generating activities (e.g. First Responders) and pump priming activities (e.g. short mat bowling);
2. Create a reserve or ‘sinking fund’ to replace furniture and equipment as it wears out. A depreciation charge is levied on all furniture and equipment at 20% on the reducing balance each year;
3. Fund developments to improve further facilities in the hall and enhance the users’ experience and comfort while using it.

The table above shows that in the two years since the new hall opened (January 2014) the income generated from all activities has been sufficient to cover the cost of 1 and most, but not all of 2. There has been no surplus generated yet to make any meaningful contribution to 3. The financial plan for the next three years seeks to remedy this situation by generating sufficient funds to cover fully the cost of replacing furniture and equipment as it wears out, while generating a small surplus to improve facilities and the environment of the hall

8.2 Pricing

The published pricing schedule of hourly rates is currently:

Village Users

	Main Hall	Committee Room	Combined
Sunday to Friday	£10	£8	£15
Saturday	£12	£10	£20

Non-village users

	Main Hall	Committee Room	Combined
Sunday to Friday	£12	£10	£20
Saturday	£15	£12	£25

There is a £20 fee for use of kitchen when food is being prepared and served.

Hall charges have been held for two years and no increases are proposed for 2015/16 although the hire charge for evening events and for the hire of the whole building will be recast on a sessional basis rather than an hourly charge. This change will give greater clarity in advance of the cost of events for the organisers, while it should not significantly change the income received.

Feedback at the planning workshops and through Facebook suggests that a number of older villagers on low fixed incomes are not attending some of the village hall events because of the cost, but otherwise would be very keen to do so. Although

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we know that our charges for events are broadly competitive, given our facilities, the VHC is looking at ways of subsidising the cost of ticket sales for this group, either through sponsorship or grant aid. Also, if the village hall is able to generate a surplus through its activities, this will also help to extend financial support to activities for this part of the community.

8.3 Improving Facilities

Although the village hall is brand new, there are a number of aspects that require improvement and where further expenditure is required.

As funds allow, the intention is to:

Landscape the site - The main elements of the proposal are to create a 'hard' landscape and planting scheme that completes the landscaping of the whole village hall site and reduces grounds maintenance to a minimum for the future. Quotations for the full scheme ranged from £6,600 - £7,600, but the VHC was unable to secure grant income to undertake this work during 2014 and 2015 (most grants for this type of project tend to favour 'urban' projects). Therefore, a reduced scheme has been proposed to create planted banked areas at each of the North and South sides of the village hall site adjacent to the Nookin. The cost of this reduced scheme will be approximately £2,000 - £2,500.

Install a Wash Hand Basin in the Kitchen - As part of our Hallmark 2 application, we need to provide separate hand washing facilities from the main sinks for those using the kitchen. The cost of this installation will be approximately £400.

Improved Ventilation for the Main Hall - During 2015, the Committee was able to install remote winding gears for the high level windows in the main hall to replace the window pole that had been provided as part of the Architect's specification, but which was totally unusable. This has improved the ventilation in the main hall, but there is still an issue of ventilation for events when the hall is very busy and in hot weather. There are plans to install a 'Heat Recovery Ventilation System' in the main store room with fresh air ducting to the main hall. The cost of this installation will be approximately £8,500.

Acoustic Treatment for the Committee Room - There is a proposal to install acoustic panelling to the walls and ceiling of the Committee Room to improve the acoustics. The cost of this installation will be approximately £700.

Audio Visual Equipment for the Committee Room - A large video screen was installed in the Committee Room during 2015 and the Broadband signal was enhanced by a booster unit. There is still the need for a fixed video projector and speakers to allow for the Committee Room to provide small conference and

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presentation facilities. The cost of this installation will be approximately £600 - £750.

Furniture - The hall chairs were transferred from the old village hall and while they are in good condition a large number of users complain that they are uncomfortable. During the Film Club presentations for example, a number of members bring their own cushions. Also there are no chairs with arms, which means they are not particularly suitable for use by the elderly or the infirm. The intention is to replace the hall chairs as an early priority and to make an initial purchase of chairs with arms, as funds allow. The cost of replacing all the hall chairs will be in the order of £2,800.

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Appendix A Notes from Workshop, 6 October 2015 - These are comments from the various tables from the SWOT analysis:

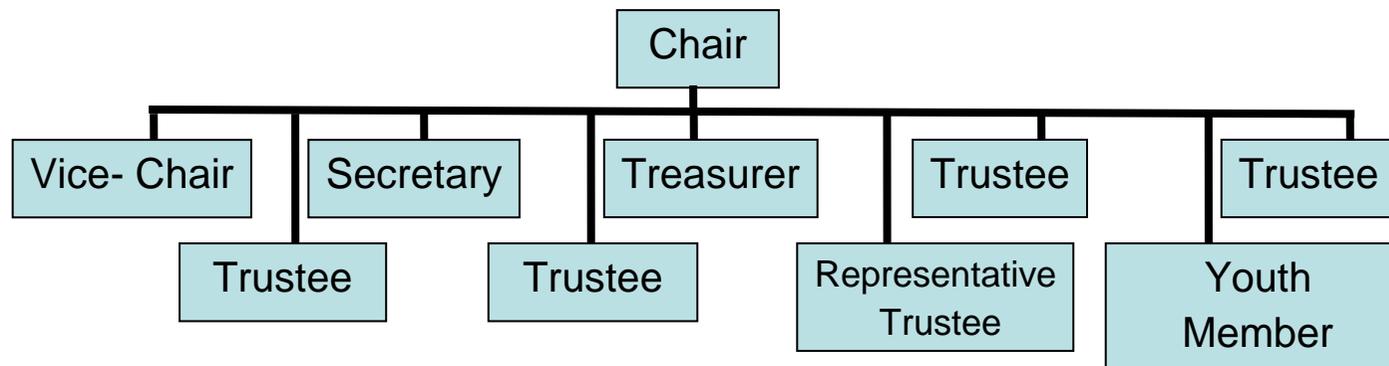
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Beautiful venue • Committed committee • Great Kitchen • Disabled Access • Variety of activities for all ages • Green Roof • Multifunctional spaces • Excellent equipment • Good page on village website • Good village newsletter which promotes the hall • Friendly people • Clean building • Warm building • Broadband • Quarterly market • Good lunch club • Good network links to support agencies and local authorities 	<ul style="list-style-type: none"> • Top of a steep hill • Limited street lighting • No pavement • Inadequate fridge – too small especially if there is a bar being provided • No proper bar area – big problem at events • Low numbers attending classes/activities • Insufficient support for events • Lighting too harsh • Can be difficult to get to events/activities if you don't have a car, especially in the dark, bad weather • Poor landscaping which is making the outside look unkempt • Ageing committee • Not enough people to develop new ideas
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • New houses being built will bring new people into the village • More people to become involved in attending events and helping run village hall • HVH –set up own charity • More opportunity for fund raising for HVH • Hold taster sessions for crafts, classes etc. • Create new bar that is not in the kitchen at events • Consider social evenings which may compensate for lack of village pub • Look at setting up a community shop • Look at having a post office • Market the hall to get more business/commercial bookings • Market the hall to do more private parties and weddings • Great place to meet new people, especially if you are new to the village • Ask if people need help with transport and arrange a rota for giving people lifts • Approach owner of field at back of village hall to look at using it for car parking and creating a path down from the field to the village hall 	<ul style="list-style-type: none"> • Other events being run by other organisations in village and surrounding area • People on fixed incomes cannot afford to come to many events per month. They have to choose which they can afford. Not sure if this is understood and they feel uncomfortable sometimes in saying they are not attending and don't want to say why they are not coming. • Disunity/fallouts within the community • Villagers apathy • Competition from other villages and Easingwold (particularly Galtres Centre) • Ageing population

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Appendix B

Husthwaite Village Hall Committee - Structure



- The original trust deed has been extended to include 4 elected trustees, 4 co-opted trustees and 1 representative trustee
- In addition the Committee will continue to have a Youth Member
- Responsibilities will be allocated to members and where appropriate a sub-committee will be set up

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Husthwaite Village Hall Committee - Specific Responsibilities

Chair

- Chair of Village Hall Committee

Vice-chair

- Deputy in absence of chair

Secretary

- Meeting agenda and minutes
- Building Plans
- Business Plan

Treasurer

- Financial control
- Financial Reporting
- Risk Management

Marketing and Communications

- Communications
- Website
- Advertising and promotion
- Contact database
- Programme of events

Building Maintenance

- Repairs and renewals
- Hall cleaning
- Health and Safety

Bookings Secretary

- Hall bookings
- User agreements
- Development
- Development of hall usage
- Co-chair of Events Committee

Fund-raising

- Local fund-raising
- Grants and external funding

Staffing (volunteers and employees)

- Volunteers rota
- Staff responsibilities (as required)

Networking

- Maintaining key networks
- Building new networks

Compliance

- Policy strategy and development
- Policy compliance

Monitoring and Evaluation

- Production of indicators
- Community survey
- Chair of User Group

Note: Some members may have more than one responsibility

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Appendix C

Project Outcome	Indicator	Level	Timescale
Outcome 1 Local residents will be better motivated to organise and participate in inter-generational activities, thus improving community spirit.	Number of groups regularly using Village Hall	3 new groups	By the end of the project
	Number of events/exhibitions/performances	6 more events than in the year before start of project	By the end of the project
	Percentage of homes using the village hall for at least one activity	15% above baseline	By the end of the project
	Number of events which include intergenerational groups	15% above baseline	By the end of the project
Outcome 2 Social events and well-being activities will reduce isolation and improve health and community cohesion for local residents, especially older people.	Number of targeted beneficiaries contributing to the Orchard Village Club (previously Evergreen Club) and number of occasions on which it is open	100 attendances at 12 openings	By the end of the project
	Number of participant hours in health/exercise events	120 participant hours	By the end of the project
	Level of satisfaction with village hall activities and services	15% more than baseline scoring level 3 and above (5 point scale) (A)	By end of the project
	Feeling of isolation in older age group (over 65s)	10% reduction on baseline (A)	By end of the project

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<p>Outcome 3 Teenagers, school leavers and anyone leaving education without work will develop improved life skills and employability prospects.</p>	<p>New Groups within this age range expressing an intent to use the new village hall</p>	<p>3</p>	<p>By the end of year 1</p>
	<p>Number of attendance/hours by under 21s in village events related to life skills and employability</p>	<p>60 attendance hours</p>	<p>By the end of the project</p>
	<p>Number of under 21s involved in project management/committee work</p>	<p>4</p>	<p>By the end of the project</p>
	<p>Teenagers confidence in seeking job opportunities</p>	<p>15% above baseline (A)</p>	<p>By the end of the project</p>
<p>Outcome 4 Young children will improve their earliest social skills, and locally-delivered peer group support will alleviate the isolation of parents.</p>	<p>Groups within this age range expressing an intent to use the new village hall</p>	<p>3</p>	<p>By the end of year 1</p>
	<p>Groups within this age range using the new village hall</p>	<p>2</p>	<p>By the end of the project</p>
	<p>Number of attendance hours by pre-school children and their parents in Village Hall activities</p>	<p>180 attendance hours</p>	<p>By the end of the project</p>
	<p>Feeling of isolation of parents of young children</p>	<p>10% reduction on baseline (A)</p>	<p>By the end of the project</p>

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APPENDIX D

Results of village and village hall activity surveys May/June 2015

1. **Local residents will be better motivated to organise and participate in inter-generational activities, thus improving community spirit.**

“8 new clubs have been launched since the opening of the new hall and the Youth Club has re-launched. All bar one of the clubs meeting in the old hall in 2012 have also continued in the new hall.

In 2012 there were 15 one-off events, exhibitions and performances. In 2014, there were 18.

In 2012 68 out of 205 respondents belonged to a group or club meeting regularly in the hall. In 2014 80 out of 180 belonged to a group or club meeting regularly in the new hall. The number may be higher for 2014 as possibly does not include those occasionally attending exercise classes.

Many of the events put on at the old hall and the new hall alike were open to all ages. We have increased activities aimed specifically at the young and the old as already reported. Most new clubs have been set up so as to appeal to all (e.g. Zumba where regulars include 1 under 20 and 2 over 70).

The main focus has been on increasing the number of regular events such as markets, community cafe and book exchange, quiz nights etc. and the range of clubs. Some large one off events (e.g. a summer ceilidh), had to be cancelled due to lack of support or clash with another local event.

2. **Social events and well-being activities will reduce isolation and improve health and community cohesion for local residents, especially older people.**

“In the reporting period, the Orchard Village Club met 12 times (including an outing and a garden party as well as the regular club meetings). Average attendance is about 30 so total attendance well exceeds target.

In 2014 health and fitness opportunities included weekly Zumba and yoga classes², short mat bowls, circuit training at the weekend, a course

² Unfortunately, both the Yoga and Zumba classes ceased during 2015 because of poor attendance. The VHC will offer subsidised taster sessions during early 2016 to try and revive interest and attendance at these classes.

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of Latin and ballroom dancing, monthly table tennis and most recently Primetime. Added all together the recorded participant hours total 670.

In 2014 80% said they were satisfied or highly satisfied about the range of events being put on, 65% said they were satisfied or highly satisfied about the range of clubs on offer and 89% said they were satisfied or highly satisfied about the facilities. The figures for 2012 were 58%, 29% and 19%.

In 2012, 16 respondents were unhappy about the amount of social contact they have with other people in the village (and 55 said they were neither happy nor unhappy about the same). In 2014, 2 were unhappy (and 31 were neutral). Of these 6 are aged over 65.

The commitment of organisers, helpers and attendees to the Orchard Club has ensured a successful outcome. Attendance at events celebrating the opening of the new hall exceeded expectations. 82% of respondents said they were more likely to join in activities in the new hall.”

3. Teenagers, school leavers and anyone leaving school without work will develop improved life skills and employability prospects.

“One group entirely devoted to this age group - the Youth Club - has been launched. 12 young people were involved in the Community Theatre Project - 'Drover's Road' - in July 2014. Members of this target age group regularly attend events at the hall in particular table tennis and live music.

A 'careers evening' was held in March 2015. Organised in conjunction with Easingwold School, the event was attended by first year sixth form students who had the opportunity to talk to representatives from a wide range of jobs including accountancy, law, aviation, marketing, PR and logistics.

At least 10 young people have been involved in organising events at the village hall including preparing questions for the monthly quiz, running the film club and taking the minutes at the VHC meetings. Members of the youth club recently manned the café at the quarterly market to raise funds for the club.

In 2012, 7 out of 25 respondents aged between 12 and 20 said they were quite unconfident or very unconfident about their employment prospects. In 2014 out of 15 respondents in the same age group, all said they were confident about their prospects.

Given the relatively low numbers of teenagers in the village and the effort required to get the Youth Club re-launched, more regular groups

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specifically for this age group were not feasible. The careers event was well-received but poorly attended due to a lack of publicity at school.”

4. Young children will improve their earliest social skills, and locally-delivered peer group support will alleviate the isolation of parents.

“In addition to the Little Pippins Music group (see below), the VHC has considered various options for this age group.

One new regular monthly group, Little Pippins Music, aimed at the 0-5s, has been set up³. Numbers vary from 3 - 19 and the time of the session was changed after consultation with parents/carers to facilitate attendance.

In addition to the music group (total recorded attendance hours = 60) 30 attended the children's art workshop in April, and 9 attended a Pirate Art event in May. 19 came to see Double Trouble, a play for families.

Please see the answer above regarding general satisfaction with amount of social contact. In 2014, of the 11 full time or part time carers of children aged between 0-5 years, 10 were happy with the amount of social contact they had in the village and one was neither happy nor unhappy.

This has been the most challenging outcome largely due to the small numbers of young children currently in the village. A film club event aimed at young children was very poorly attended. There is also other local provision for this group e.g. an established toddler group in a nearby village.

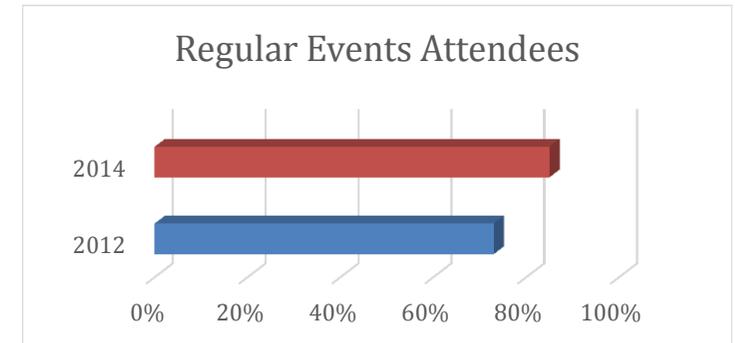
³ Unfortunately Little Pippin Music closed at the end of the summer term because of poor attendance. The work commitments of the organisers has not allowed alternatives to be explored.

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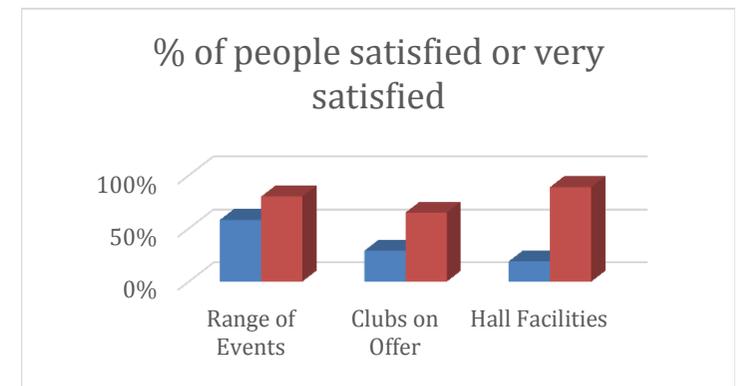
Survey response: % of People who attended an event in the Hall

	2012	2014
Regular Events Attendees	73%	85%



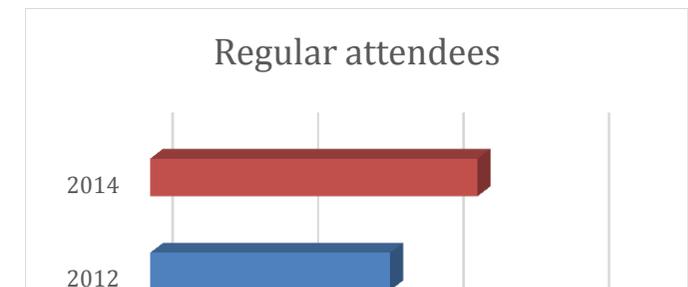
Survey response: % of People who said they were Satisfied or Very satisfied with the range of social events and clubs on offer

	2012	2014
Range of Events	58%	80%
Clubs on Offer	29%	65%
Hall Facilities	19%	89%



Survey response: % of People who are regular attendees of a Club

	2012	2014
Regular attendees	33%	45%



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Appendix E

Risk Register

Description of Risk	Likely Impact	Impact	Action Required	Lead Responsibility
1. Governance				
<ul style="list-style-type: none"> Lack of relevant skills or commitment 	<ul style="list-style-type: none"> Fails to achieve purpose; Decisions made by others bypassing VHC; Poor decision making and poor value for money. 	High	<ul style="list-style-type: none"> Review and agree skills required; Draw up competency framework and role descriptions; Review decision making processes. 	Chair
<ul style="list-style-type: none"> Loss of key individuals 	<ul style="list-style-type: none"> Experience or skills lost; Operational impact on key projects and priorities; Loss of contact base and corporate knowledge; 	High	<ul style="list-style-type: none"> Succession planning; Document systems, plans and projects; Agree notice periods and handovers 	Chair/Secretary
<ul style="list-style-type: none"> Reporting to the VHC (accuracy, timeliness, and relevance) 	<ul style="list-style-type: none"> Inadequate information leading to poor decision making; Inability of VHC to fulfil its control functions; VHC is poorly informed. 	High	<ul style="list-style-type: none"> Strategic planning, objective setting and budgeting processes; Timely/accurate project reporting; Timely/accurate financial reporting; Assess and review projects and authorisation procedures; Regular contact between Trustees, working groups, volunteers etc. 	Chair/Secretary /Treasurer/ Booking Secretary

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Description of Risk	Likely Impact	Impact	Action Required	Lead Responsibility
2. Operational Risks				
<ul style="list-style-type: none"> Security of assets 	<ul style="list-style-type: none"> Loss or damage; Theft. 	High	<ul style="list-style-type: none"> Review security arrangements; Create asset register and inspection programme; Arrange safe custody for documents and deeds; Review insurance cover; Agree facility management arrangements. 	Building Group Chair/Treasurer
<ul style="list-style-type: none"> Disaster recovery and planning 	<ul style="list-style-type: none"> Computer systems failure or data loss; Destruction of property, equipment, records 	High	<ul style="list-style-type: none"> Agree IT recovery plan; Implement data back-up procedures and security measures; Review insurance cover; 	Building Group Chair
<ul style="list-style-type: none"> Procedural & systems documentation 	<ul style="list-style-type: none"> Lack of awareness of procedures and policies; Actions taken without proper authority. 	High	<ul style="list-style-type: none"> Properly document policies and procedures; Audit and review of systems 	Booking Secretary

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Description of Risk	Likely Impact	Impact	Action Required	Lead Responsibility
3. Financial Risks				
<ul style="list-style-type: none"> Cash flow sensitivities 	<ul style="list-style-type: none"> Inability to meet commitments; Lack of liquidity to cover variances in costs; Impact on operational activities. 	High	<ul style="list-style-type: none"> Ensure adequate cash flow projections; Identify major sensitivities; Ensure adequate information flow Monitor arrangements & reporting. 	Treasurer

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Description of Risk	Likely Impact	Impact	Action Required	Lead Responsibility
4. Environmental/external factors				
<ul style="list-style-type: none"> Public perception 	<ul style="list-style-type: none"> Impact on voluntary income; Impact on use of services; Ability to access grants. 	High	<ul style="list-style-type: none"> Communicate with supporters and beneficiaries; Ensure good quality reporting of the Village Hall's activities and finances; 	User Development Group Chair/ Fundraiser/ Booking Secretary

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