

Hawkesbury Hospital Hall - Chairman's Year-End Report 2021

Charity Number 1176993

This is my first annual report as Chair of the committee of trustees having replaced Chris Rispin who stood down at the last AGM after 6 years in the role (and 20 years as a committee member!). I would like to thank Chris for his assistance in my initial transfer to the role and also for his honest and candid explanation of the challenges facing the Village Hall – I cannot say I went into this with my eyes closed!

The past year has been very variable due to the on-going Covid-19 pandemic. We started the year in full lockdown with the hall closed, progressed to partial opening then almost full opening by the summer, only to be restricted again at the year end with the emergence of the Omicron variant. However, despite the continued uncertainty, the committee have worked extremely hard to make 2021 a successful year and to position the hall for future growth and improvement once the pandemic is over. We have used the time, particularly the restricted periods, to undertake a thorough review of all aspects of the hall, from the financial position, the operating position, the current and emerging challenges we see and the ever increasing requirements we face in today's society in order to set a course for the way forward as we emerge from the pandemic. I provide more detail of this later in the report. This was accompanied by a determination to allow the hall to be used as much as we possibly could throughout the year, implementing strict safety and operating rules and guidelines and cleaning protocols, and the committee are extremely grateful to the many regular hirers who had sufficient confidence in these measures to return rapidly when conditions allowed. We were also able to organise a number of events and fund raisers, mainly in the second half of the year, including two weddings and a benefit performance by the drama group which alongside the return of the Horticultural Show, Bonfire event and Christmas Shopping evening all contributed to boost our income considerably. We were also very grateful for the significant Government Covid grants that continued into 2021.

From a financial perspective, despite being locked down for about 25% of the year and the Covid threat limiting event opportunities, we managed to generate revenue from lettings of approximately £14k, only slightly lower than the total letting revenue for 2019 pre-pandemic. Along with the generous Covid grants and an increase in fundraising, this provided total revenue of approximately £38k. When set against our operating costs and expenditure, all of which have been subjected to considerable scrutiny and challenge, and allowing for particularly high maintenance costs, this has enabled an overall profit for the year of £17k. However, without the Covid grants this would have been a loss of £1k. More details can be found in the Treasurer's annual report.

It had been highlighted at last year's AGM that changes were required in order for the hall to remain financially viable and to meet modern day changing requirements. A number of options had been discussed for the future of the hall ranging from relying on subsidies from either a benefactor or the community as a whole, to significantly increasing hiring

charges, to a speculative suggestion of adding commercial uses including a potential merger with the village shop. The priority for the year, therefore, was to determine the best strategy for taking the hall forward so we started 2021 by undertaking a village survey and questionnaire which provided some really good insights and views. Along with our internal review of the current financial and operational status and cost base, we formulated a 3-Year Strategic Plan based on a strategy of increasing revenue growth through greater utilisation of the community use of the hall. The main hall costs are largely independent of the hall utilisation and so additional revenue from increased use will allow a larger return that covers these costs and should provide a small surplus for re-investment. This strategy will require improving the hall facility, minimising operating costs and providing both an increase in number and more diverse range of activities and events. The plan has allowed us to set a direction for the immediate future and to prioritise appropriate actions and make key decisions. Much of the committee's work in 2021 has focussed on what I would call "behind the scenes" activities that are not immediately visible to hirers or users of the hall and its facilities but are essential to set the conditions going forward. These have included major reviews of our governance, our policies and procedures, finances and operating efficiencies. The key highlights and improvements we have achieved through the year are as follows:

- Stabilised and improved the hall finances through in depth review of revenue sources, costs and expenses, payment schedules, etc. and implemented a detailed and robust new finance and accounting system and procedures to enable more accurate understanding of the finances and better decision making
- Ensured our full entitlement to the generous Government Covid grants that were available and, in addition, have relentlessly pursued other grant and funding opportunities resulting in awards from the European Leader Programme, the National Lottery, our own Parish Council and some private donations. Along with the financial management improvements, this has allowed us to establish a "minimum reserve" operating balance in our accounts for the future to address regular operating costs plus any surprises, increased maintenance requirements, etc. but, crucially, also allowed us to establish an investment/development fund aligned to the Strategic Plan. This will enable approx. £38k to be spent in 2022 on improvement and development of the hall to grow revenue by making it a more inviting venue for additional hall entertainment events, live music, meetings, private parties, wedding receptions, christening parties, etc. whilst at the same time significantly reducing energy costs
- Reviewed and re-written almost every policy and procedure, bringing them up to date with current legislation and societal expectations. This has been a very significant committee activity absorbing many hours and I offer a special thank you to those committee members who took responsibility for each of the policies/procedures
- Overhauled our Health & Safety approach resulting in a re-write of the policy and the implementation of a new risk management process with improved risk register and risk action monitoring. This has significantly

improved the identification of risk hazards enabling a prioritised mitigation action plan to be developed that has in turn resulted in the overall risk profile being reduced to a very low level

- Made a significant move toward digitisation of the hall operation with the introduction of an on-line booking and automated invoicing system, the introduction of a card payment scheme for the bar, which also allows accurate recording of all sales items to improve stock control and estimating for future events, plus the use of cloud-based document storage to provide easier and faster document storage and retrieval and enable faster decision making
- Appointed a dedicated bar manager to ensure the smooth and efficient operation of the licenced bar for all events and parties

If 2021 was a year of mainly “behind the scenes” activity and improvements by the committee, this will change considerably in 2022 as we implement the investment/development plan I highlighted earlier. The plan consists of 10 projects to enhance the whole of the hall building. The key highlights are listed below:

- The first and most obvious is the investment in solar power generation. Aided by 80% total grant funding, we will complete the installation at Easter which will allow the hall to become net self-sufficient for our annual electricity requirements. As well as the very obvious environmental benefit, this will prove a very good investment as we see the significant rises in energy bills that will come into effect during the year
- The whole of the main hall will undergo a substantial refurbishment and re-decoration programme to enhance its appearance and use and attractiveness to potential hirers, complementing the improvements to the kitchen and toilets made in recent years
- The hall refurbishment will also extend to the bar and cellar area to replace old equipment, re-decorate and modernise to allow more efficient operation
- Investment in the upstairs meeting room and office aimed at creating a more professional work and meeting environment to increase bookings from businesses as well as activity and charity groups
- A hearing-loop system will be installed in both the main hall and upstairs meeting room to improve the facilities for those with hearing difficulties
- Storage facility improvements for the key user groups of the hall to improve use of space
- Overhaul of the website and broadening of our advertising and marketing approach, once the improvements have been completed, to target increased lettings

In 2022 we will also develop an Environmental Strategy and Action Plan which will complement the solar power investment and lead to reduced carbon emissions, reduced waste and reduced operating costs – but more about that in next year’s report!

However, it needs to be recognised that, even with the reasonably high current utilisation of the hall by the regular bookers/activity groups, the

costs of running and operating the hall exceed the revenue from all these regular lettings by approximately £6k per year. The committee are reluctant to significantly increase hiring rates, though a small increase may be necessary, but would rather focus on increasing the number and diversity of key revenue generating events, private parties, weddings and so forth. We have based our strategy on this, but of course its success is dependent on the residents of Hawkesbury and their desire and willingness to support such activities and events.

I will finish my report by offering my sincere thanks for the support and effort of the hall committee members and volunteers. Our village hall is operated as an Incorporated Charity and is self-funding – it is not financed or operated by the Parish Council, as many seem to believe, nor does it have any beneficiaries or major donors or sponsors. The hall is run by the committee, all of whom are volunteers who provide their time and effort completely free of charge and take on the responsibility of trustees of the Incorporated Charity to enable the existence, operation and development of the hall to meet the needs and requirements of the residents of Hawkesbury. The Village Hall should be regarded as a community asset and its continued operation and success will only be possible through the community's use and support of it.

Andrew Webb

Chairman - Hawkesbury Hospital Hall Incorporated Charity

HAWKESBURY HOSPITAL HALL
STATEMENT OF INCOME & EXPENDITURE
Year ended 31st December 2021

Income

31.12.2020

£2,087.20	Donations	£872.40
£59.42	Donations for H@P	£0.00
£12,501.00	Grants	£18,324.71
£32,618.70	Grants for H@P	£0.00
£6,964.78	Lettings	£14,099.27
£610.24	Fund raiser	£2,095.96
£0.00	Fund raising for H@P	£667.46
£263.39	Car park donations	£322.93
£5.42	Interest	£0.49
£20.00	Hire of hall equipment	£0.00
£139.68	Bar Sales	<u>£1,965.25</u>
Total income		£38,348.47

Expenditure

£557.65	Bar Purchases	1000.25
£180.18	Rates & water	£151.06
£2,265.27	Licences & insurance	£3,788.13
£2,681.93	Cleaner	£2,992.64
£1,417.48	Cleaning materials	£461.72
£3,068.60	Maintenance	£8,097.21
£1,062.45	Bins	£1,412.77
£1,158.24	Electricity	£712.65
£1,489.71	Oil	£1,723.50
£641.33	Internet & website	£552.31
£0.00	Bar expenses	£0.00
£653.04	New equipment (included in maintenance)	£0.00
£76,507.35	New Play Park	£0.00
£24.00	Sundries	<u>£0.00</u>
Total Expenditure		£20,892.24
Difference between Income and Expenditure		£17,456.23

Closing balance @ 31st December 2021

Main Treasurers A/C	£	37,963.48
Skate Park A/C	£	3,007.33
	£	<u>40,970.81</u>

Opening balance @ 1st January 2021

Main Treasurers A/C	£	18,187.99
Skate Park A/C	£	5,326.59
	£	<u>23,514.58</u>

BALANCE SHEET AS 31st DECEMBER 2020

Sum of all Accounts	£40,970.81
	<u>£40,971</u>
Accumulated fund B/F	£23,514.58
Difference between Income and Expenditure	<u>£17,456.23</u>
	£40,971

I hereby certify I have prepared the above figures in conjunction with the books and records submitted to me and that they are in accordance therewith as far as I am able to ascertain

William J Cullen
10 Hunters Mead, Hawkesbury Upton, Badminton, South Gloucestershire GL9 1BL

16 October 2022

Dear Committee

Hawkesbury Hospital Hall - Statement of Income and Expenditure for the year ended 31 December 2021

I have reviewed the Statement of Income and Expenditure for the year ended 31 December 2021 and the supporting cash book spreadsheets, bank statements, invoices and receipts provided by the treasurer. I am confident that the statement correctly reflects the financial position of the Hall shown in the bank statements of the corresponding period.

Accounting records

I found the monthly accounting records and cash book to be extremely detailed, well-structured and very easy to follow. They appear to be well maintained and managed. The use of Sharepoint this year made the accounts very easy to review and all the files are consistent and cross reference easily.

Invoice System

The introduction of an invoice system in the second half of the year appears to have made the recording of income much more robust and has provided a clear audit trail, which made verification of the source of income streams this year much easier.

Yours faithfully

A handwritten signature in dark ink, appearing to read 'A O'Brien', written in a cursive style.

Anna O'Brien ACA