

LEIGH AND BRANSFORD MEMORIAL HALL AND RECREATION GROUND

England & Wales · Charity number 523163

Details

Other names	LEIGH AND BRANSFORD MEMORIAL HALL, MEMORIAL HALL COMMITTEE
Status	Registered
Legal form	Other
Registered	1969-03-17
Register	View on the Charity Commission register

Contact

Address	Lambs Farm Coles Green Leigh Sinton Malvern WR13 5DW
Phone	01886832413
Email	leighandbransfordhall@hotmail.co.uk
Website	leighandbransfordhall.co.uk

Activities

Objects: IN THE INTERESTS OF SOCIAL WELFARE, TO IMPROVE THE CONDITIONS OF LIFE OF THE INHABITANTS OF THE PARISHES OF LEIGH AND BRANSFORD WITHOUT DISTINCTION OF POLITICAL, RELIGIOUS OR OTHER OPINIONS BY THE PROVISIONS OF FACILITIES FOR RECREATION AND OTHER LEISURE-TIME OCCUPATION

Activities: Providing and maintaining two halls and a playing field for the benefit of local organisations.

Classification

- **How:** Provides Buildings/facilities/open Space
- **What:** General Charitable Purposes, Recreation
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** PARISHES OF LEIGH AND BRANSFORD
- Worcestershire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-02-28	£27,880	£24,583	-	-
2024-02-29	£36,034	£33,867	-	-
2023-02-28	£30,016	£56,062	-	-
2022-02-28	£32,178	£15,913	-	-
2021-02-28	£39,281	£15,939	-	-

Trustees

Name	Role	Appointed
Jonathan Edwin Gamble	Chair	2012-02-13
Clive Lloyd		2013-12-24
Dale Humphries		2019-05-21
David Gwillam		2025-01-21
Emma Thatcher		2024-09-17
George Thomas		2019-05-21
Leah Heard		2025-01-21
Lesley Bayston		2025-11-01
MARY CROAD		
Marie McNally		2023-09-19
PATRICK MILLS		
PAULINE HARCOTMBE		
Rev Anne Potter		2016-05-17
Susan Jennifer Benjamin		2016-05-16

Linked charities

- RECREATION GROUND (523163-1)

LEIGH AND BRANSFORD MEMORIAL HALL AND RECREATION GROUND

England & Wales - Charity number 523163

Accounts

Leigh and Bransford Memorial Hall and Recreation Ground

Sherridge Road, Leigh Sinton, Malvern, WR13 5DE

Leigh and Bransford Memorial Hall Committee of Trustees

ANNUAL REPORT 2024-25

MARCH 2024 – FEBRUARY 2025:

A YEAR WHERE BOOKINGS INCREASE BUT SO DO OUR OVERHEADS – BUT NEVERTHELESS A POSITIVE YEAR

INTRODUCTION

One of the benefits of looking back over previous reports together with sound record keeping is the point of reference they can give as we look forward to identifying our hopes, ambitions (and sometimes fears) for the year(s) ahead.

The annual report for 2022-23) was characterised by a period of prolonged and exponential rises in inflation. Soaring inflation, like the pandemic before it, if not strategically addressed, would have posed a serious threat to our Hall's short and long-term financial viability. In the event we were able to stabilise the potential threat and impact of our rapidly rising overheads and, as that year progressed, the trustees managed to re-set our financial strategy to create a sustainable platform for the future, which we then described as our "new normal".

Last year's annual report (2023-24) reflected on what turned out to be our first full year experiencing this "new normal" – a year when, thanks to the determined effort of all our trustees, we were able to consolidate, and slightly improve, the relatively healthy financial position we had managed to achieve by the end of the previous year.

And so, to the year just ended – 2024-25 – which also marks the 105th anniversary of the opening of the Memorial Hall on January 20, 1920. Although much has changed since those early days, what hasn't changed is the mission of the charity, set by our founding trustees 105 years ago. Their original purpose statement is clear about how the hall and its grounds should be managed

"in the interests of social welfare, to improve the conditions of life without distinction of political, religious or other opinions by the provision of facilities for recreation and other leisure-time occupation."

As trustees our over-arching objective each year is to uphold those values which, in practical terms, is reflected in our published pledge to *"maintain and improve the Hall, its grounds and*

facilities as a financially viable and welcoming safe place for all hirers and their guests to use and enjoy”.

So, how did we do last year? Here are the headlines.

LAST YEAR’S HEADLINES

- In total bookings last year were up by 12%. That translates as 376 bookings or slightly more than one a day throughout the year. Included in that number were 8 weddings – 5 more than the previous year
- Our financial viability goes from strength to strength. Last year our accounts showed a net positive balance of income over expenditure of almost 15% while maintaining a rolling reserve in excess of £25,000.00
- We had, however, initially expected to generate a larger surplus than this, but as the months progressed, we experienced higher than average emergency maintenance issues. This meant we had to increase our contingency budget to cover those additional costs. Inevitably that also meant we had less to spend on planned improvements and replacement of old equipment
- Despite having to allocate more of our annual surplus to cover those unplanned maintenance costs, we were still able to purchase new furniture (tables and chairs) and achieve some re-decoration in the Small Hall
- Our end-of-year carry forward surplus (taking account of maintaining our rolling reserve) is being used to purchase a new CCTV hard-drive and to replace the industrial oven and microwave in the kitchen
- Additional prioritised improvements for the (2025-26) year ahead were also identified – these will be implemented as and when funds become available.

OUR OBJECTIVES FOR 2024-25

Our two, over-arching objectives for 2024-25 were, as in the previous year, very straight forward and served us well as both strategic and tactical priorities. They were:

- To maintain an environment that would give hirers a good, value-for-money experience
- To improve and sustain the Hall’s continuing financial stability and security
- To implement an agreed schedule of improvements to the Hall and its amenities as finances allowed.

HOW DID WE DO?

MEASURING SUCCESS: OBJECTIVE 1

To maintain an environment that would give hirers a good, value-for-money experience

As in previous years we triangulated our measurement of success against this objective by asking ourselves whether:

- our rates continue to be competitive
- we are ensuring that the building and grounds are clean and safe, and its facilities continue to be in keeping with hirers' expectations, and
- whether the number of hires per year is decreasing, increasing, or holding steady

Are our hourly rates competitive?

We had previously undertaken an analysis of the advertised rates for hiring village or community halls in the surrounding area. A like-for-like comparison is not straight forward as the Leigh and Bransford Memorial Hall is the largest community space available for hire and so we would expect our rates to be generally higher than the other halls. But that was not always the case. It is also interesting to see how others advertise their rates – for some halls the hirer needs to book the kitchen space separately whereas our business model always includes the use of the fully equipped kitchen with crockery, cutlery, glasses and so forth, together with use of any of the tables and chairs we keep in our furniture store.

Many of the surrounding halls also require a deposit of between £50.00 to £100.00 – we, on the other hand abandoned this practice some years ago as it was costly and cumbersome to administer. We now require all hirers to acknowledge their acceptance of our Terms and Conditions at the point of hire, which gives us the ability to require additional payment for damages or failure to leave the building in an acceptable manner.

All that said, and allowing for the annual inflation-linked rate increase on 1 March 2024, our hire rates are broadly comparable with other local halls and similar public venues.

This analysis when contextualised against year-on-year hire numbers (see below) suggests that our hourly rates are set within market expectations – or to put it another way, what the current market will bear.

Are we ensuring that the building and grounds are clean and safe and its facilities in keeping with hirers' expectations?

In order to keep our overheads manageable, our Terms and Conditions require all our hirers to work through an End of Hire Checklist before finally leaving the building. We have a self-clean and tidy away system with which all hirers must comply. This checklist requires hirers to clean up and clear away at hire end to ensure that the building is left clean and tidy for those that follow. Failure to comply may trigger an additional payment from them.

We also employ the weekly services of a professional cleaner, which in 2024-25 was our second largest overhead, next to our energy costs, accounting for almost 19% of our planned operating expenses.

Every year we also endeavour to update our facilities in line with hirers' expectations and the 2024-25 year was no exception – despite unusually high extraordinary unplanned maintenance costs. A more detailed list of improvements and other works is given later in this report under the review of our third objective.

Are the number of hires per year decreasing, increasing, or holding steady?

We constantly monitor the number of hires being booked over the course of each year, as the raw data helps to give us a year-on-year comparison of activity. But the number of hires on their own needs further triangulation to determine more meaningfully how we're doing.

For example, we categorise our hires into three groups, namely the number of hires booked by our regular weekly or monthly groups; so-called 'one-off' hires (although these can also be 'repeat business' hires; and wedding or other weekend bookings more than 12 hours). We then look at the revenue generated by the regular hires compared to the one-off hires and weddings etc. In any one year, these 3 data sets will vary so it is important also to know the income generated by these different groups.

In 2023-24 we reported that while the total number of hires (before taking into account cancellations) fell by just over 7% compared with the previous year – 336 hires compared to 364 hires – gross income from all hires was actually up on the previous year.

In the year just ended the actual gross number of hires increased to 376, which is better than both the previous years. Year-on-year hires were up by almost 12% and our hire income also correspondingly rose by just under 10%. The two-year gross average number of hires is now 356.

Hires by our regular groups (excluding ground rent, fund-raising, grants and payments from recycling textiles collections and the renewable heat initiative payments) generated 56% of our hire income. We had 8 regular groups, clubs or organisations that met regularly at the hall for most of the past year – and although we lost one of those groups in February, we have since had 4

more groups start, which means we now have 11 groups hiring the Hall regularly (either once or twice a week or once a month). We therefore expect to generate more income in the year ahead as the net number of regular groups hiring the hall has increased by 3, and their combined weekly meeting hours exceeds by some margin the weekly duration of the regular hire that has since been discontinued.

A fuller analysis of hire income is given below under the narrative for our second objective, but the above headline analysis and narrative suggests that, while we will always operate a policy of striving to continually improve, we met our first objective to provide value for money for our hirers.

MEASURING SUCCESS: OBJECTIVE 2

To safeguard a sustained return to financial stability

The UK's inflation rate in March 2024 (the first month of our financial year), measured by the Consumer Price Index (CPI), was **3.2%**. This was significantly lower than the 10.1% we experienced in the previous year. We were therefore able to limit any increase to our standard hourly hire rates (that took effect on 1 March 2024) to a modest amount in line with the lower inflation figure. Our hope and expectation being that keeping our rates affordable, in a period of increasing consumer confidence, would see our hires increase over the year. When coupled with the modest rise in hourly rates, our annual hire income could increase by 6% or more.

In the final analysis our hire income alone increased by almost 9.5% (or £1,971.00 more than the previous year). When other income from ground rent, fund raising, textiles recycling and renewable heat initiative (RFI) payments from Ofgem were added in, our year-on-year income total improved by £2,075.00 or just over 8%.

Grant income in the year was just £304.00, compared to £10,229.00 in the previous year – but as grant income is always used to fund improvements to the Hall's amenities and not for maintenance or other running costs, funds obtained through grants does not directly affect our day-to-day and year-on-year financial viability.

Analysing our expenditure over the year, we know that our single most expensive overhead is the cost of energy. We had installed over 20 solar panels and a back-up battery storage system two years ago, and in January 2024 when our commercial contract came up for renewal, we were able to fix a much lower price for the next three years. We started to feel the benefit of those price cuts during the 2024-25 financial year. Our annual energy costs fell dramatically by 48% from £7,266.00 in 2023-24 to £3,748.00 in 2024-25. Nevertheless,

energy remains our largest annual overhead, closely followed by professional cleaning costs (£2,901.00) and buildings insurance and public liability (£1,143.00). Taken together, these three annual overheads accounted for 46% of our budgeted expenditure.

Overall, our annual overheads (operating expenses) reduced by £3,819.00 or 18% compared to the previous year. Although there were 'swings and roundabouts' across the other operating budgets, the total saving is almost entirely due to the massive £3,518.00 reduction this year in our energy costs – which completely justifies the investment the trustees made in fitting solar panels and a battery storage system. The cost of the investment made in financial year 2022-23 was £26,000.00, of which almost £7,000.00 was offset by grant funding. That meant that the trustees committed £19,000.00 from its reserves to fund the purchase and installation of the system.

We have calculated that without the solar panels and battery storage system the exponential rise in electricity costs that began at the start of our financial year 2022-23 would have seen our annual costs rise from £3,062.00 in 2021-22 to around £12,000.00. In the event, our annual electricity costs in both 2022-23 and 2023-24 came in at £7,398.00 and £7,266.00 respectively. Based on these figures (and even allowing for the high contract price in both of those years) the solar panel system saved us around in 2022-23 rise to £12,000.00. In the event our solar system saved us around £9,336.00 in energy costs over those two years. If we then add the further savings of £3,518.00 made in the year just ended (2024-25), that shows that in the first three years of operation, the system has saved us a total of at least £12,854.00. Based on these figures we expect to have recouped the initial expenditure of £19,000.00 by the middle of financial year 2026-27.

Financial Summary: 2023-24

At the beginning of the 2024-25 Financial Year (FY) our total opening balances were as follows:

Lloyds: £27,166.49 (in the previous year it was £27,795.54)

PayPal: £7,861.78 (in the previous year it was £5,065.94)

Total Available: £35,028.27 (in the previous year it was £32,861.48)

At the close of business on Thursday 28 February (the last day of our Financial Year 2024-25) our balances at Lloyds and PayPal were as follows:

Lloyds: £32,060.62

PayPal: £6,265.17

Grand Total: £38,325.79

These figures show that we ended the 2024-25 FY with an improved, year-on-year balance of 9.4% or **£3,297.52**. This is an improvement of 2.4 percentage points on the previous year's outturn measured against the opening balances.

Since 1 March 2024, our Lloyds' account has seen the following amounts paid in and paid out:

MONTH	PAID IN	PAID OUT	INCOME v EXPENDITURE
March	£298.00	£1,573.64	-£1,275.64
April	£2,870.00	£1,573.20	+£1,296.80
May	£1,587.02	£3,586.47	-£1,999.45
June	£547.50	£2,253.39	-£1,705.89
July	£2,091.70	£930.68	+£1,161.02
August	£3,199.32	£1,593.66	+£1,605.66
September	£1,693.16	£2,081.40	-£388.24
October	£312.96	£2,726.84	-£2,413.88
November	£1,799.01	£1,202.05	+£596.96
December	£1,980.00	£2,180.06	-£2,000.06
January	£952.00	£1,219.91	-£267.91
February*	£13,305.70	£4,921.44	+£8,384.26
TOTAL	£30,636.37	£25,842.74	+£4,793.63

* February income includes £7,500.00 hire income transferred from our PayPal account

This shows a positive balance of income over expenditure in the year just ended of +£4,793.63 as measured by transactions on our Lloyds account.

The February transaction shows the transfer of end-of-year PayPal funds for hires that took place during the year, so this table is a true reflection of our annual income over expenditure. The opening PayPal balance of £6,275.16 (carried forward to the 1 March 2025) represents advance hire income for the next financial year and beyond.

We had hoped to reach a target surplus of income over expenditure approaching £10,000 by year end, but during the year we encountered several unplanned maintenance issues that required us to commit more funds from our projected margin (surplus) to cover those emergency works. This is detailed further below.

Most of these high additional costs had one thing in common: WATER!

- The torrential rainstorms we experienced at various times over the year caused two separate leaks in the roof
- in December rainwater got into the external lighting units which caused a complete circuit to fail just as a family party was starting . . . those of you who have had to call out emergency electricians will know that their fees are not cheap!!
- the hot water immersion heater located in the roof space above the small hall toilets also spectacularly failed over the Easter holiday weekend last year – which went undiscovered for at least 4 days. We had to replace the old cylinder, redecorate the stained ceilings and dry out all electrical wiring
- we also discovered and dealt with a large wasps’ nest in the eaves above the kitchen window
- additional costs were incurred by having to replace the locking handles on the main entry doors
- add to this a very expensive annual service on our Fire Safety Alarm system and we quickly found we had incurred additional unplanned expenditure approaching £9,000.00 over the year – in addition to our planned overhead costs.

MEASURING SUCCESS: OBJECTIVE 3

To implement an agreed schedule of improvements to the Hall and its amenities as finances allowed.

We had initially planned to replace the ageing thermoplastic tiled floor in the Small Hall Lobby, do some internal decorating, order some additional tables and chairs and begin the process of refurbishing the original porch (which is in urgent need of attention). But as it became clearer that our available surplus would be less than hoped, we had either to scale back our plans or find additional ways to fund the improvements. Emma, one of our trustees volunteered to refresh the paintwork in the Small Hall and in November we made a grant application to the Parish Council to cover the cost of additional furniture, which, we’re delighted to say was subsequently approved – and we are indeed most grateful to both Emma and the Parish Council for this support. The decorating and the delivery of new tables and chairs have now been achieved. Then at the very end of the financial we had news about a new, local funding opportunity open to us that would allow us to plan for the refurbishment of the original porch in 2025-26.

All that said, as we did manage to end the year with a modest surplus, we subsequently committed some of that surplus to fund the replacement of the ageing and inefficient catering oven and microwave in the kitchen.

And finally, as the new financial year will also be the 80th anniversary of VE Day, we made a forward commitment to restore and replant the two 'Memorial Garden Planters' either side of the original porch. A local resident, Barry Thornley, an experienced gardener with an impressive record of achievements in the gardening world volunteered to completely redesign the planters and Bransford Webbs Plant Company then agreed to sponsor the work by providing some, if not all, of the new plants and shrubs. Work will commence in May 2025 and will be completed in good time for the gathering outside the hall on Remembrance Sunday, 9 November.


Needless to say, we are all very excited about this new project which, when completed, will bear testimony to everything that is positive about our local community – where such selfless acts as volunteering your time, influence, expertise and skills really do make an important and lasting difference. In remembering and honouring our past we also build our hope in the future.


Jon Gamble, Chair of Trustees

May 2025

Leigh and Bransford Memorial Hall and Recreation Ground
Income and Expenditure for the period ended 28th February 2025

<u>2023/24</u>	<u>INCOME</u>	<u>2024/25</u>
10,627.70	Hire of Buildings	12,491.60
10,295.84	Hire of Buildings (PayPal)	10,403.39
2,239.00	Ground rent	2,354.60
1,240.00	"200" Club	1,240.00
-	- Advertising	-
-	- Fund Raising	-
-	- Bank interest - CAF Bank	-
10,229.00	Donations & Grants	304.40
977.25	Heating rebate	1,011.15
425.50	Clothes recycling	75.44
<u>36,034.29</u>	TOTAL INCOME	<u>27,880.58</u>
	<u>EXPENDITURE</u>	
2,618.00	Cleaner's Wages	2,901.50
323.88	Cleaning Materials	275.88
1,015.11	Waste Collection	998.83
7,265.69	Electricity	3,747.73
366.36	Water	681.13
1,204.50	Insurance	1,143.51
274.32	Heating servicing	274.32
893.52	Telephone	767.47
500.00	Rent of Lease for Car Park	500.00
3,000.00	Ground Maintenance	942.00
-		-
2,190.00	Website	2,563.76
174.38	Fire Equipment Maintenance/replacement: Inspections/Testing	1,573.50
332.64	Licenses	80.48
662.12	Administration and sundries	551.87
<u>20,820.52</u>	Total Operating Expenses	<u>17,001.98</u>
-	Fundraising expenses	-
11,577.99	Extraordinary: Maintenance/repairs	6,394.90
-	Pest Control	60.00
908.99	Improvements including equipment	460.78
560.00	"200" Club prizes	665.40
<u>33,867.50</u>	TOTAL EXPENDITURE	<u>24,583.06</u>
2,166.79	Surplus/deficit of Income over expenditure	3,297.52

Signed.....
Chairman
Dated..... 20.05.2025

Signed.....
Treasurer
Dated..... 20/5/2025

Leigh and Bransford Memorial Hall and Recreation Ground
Year ended 28 February 2025
PayPal Summary

Balance	Date	Payments Received	Refunds	Expenses	Withdrawals	Fees	Balance
7,861.78	Mar-24	204.00				3.26	8,062.52
8,062.52	Apr-24	836.00				13.10	8,885.42
8,885.42	May-24	888.00	234.4			13.63	9,525.39
9,525.39	Jun-24	799.00				11.59	10,312.80
10,312.80	Jul-24	409.00				6.32	10,715.48
10,715.48	Aug-24	2,605.00	775			26.62	12,518.86
12,518.86	Sep-24	365.00				5.71	12,878.15
12,878.15	Oct-24	1,095.00				16.93	13,956.22
13,956.22	Nov-24	240.00				3.96	14,192.26
14,192.26	Dec-24	1,120.00				16.48	15,295.78
15,295.78	Jan-25	1,992.00				30.29	17,257.49
17,257.49	Feb-25	1,023.00			12000	15.32	6,265.17
		11,576.00	1,009.40	-	12,000.00	163.21	

Leigh and Bransford Memorial Hall and Recreation Ground
 Year ended 28 February 2025
 Bank Reconciliation

Lloyds Current Account

	Dr	Cr
Opening balance	27,166.49	
Income per summary	29,477.19	
Expenses per summary		24,583.06
Closing balance		32,060.62
	<u>56,643.68</u>	<u>56,643.68</u>
Reconciliation:		
Balance per statement		32,060.62
O/S cheques:		
		-
O/S receipts:		
		<u>32,060.62</u>

PayPal

	Dr	Cr
Opening balance	7,861.78	
Income	11,576.00	
Refunds through PayPal		1,009.40
Charges		163.21
Expenses		-
Paid Out		12,000.00
Closing balance		6,265.17
	<u>19,437.78</u>	<u>19,437.78</u>
Reconciliation:		
Balance per statement		7,861.78
		<u>7,861.78</u>

Leigh and Bransford Memorial Hall and Recreation Ground
Year ending 28 Febtuary 2025
Summary of Maintenance Expenditure

<u>Date</u>	<u>Supplier</u>	<u>Detail</u>	<u>Cost</u>
13/05/2024	Colin Breeze	Replace Hot Water Cylinder	1,402.20
13/05/2024	Prosser Electrical	Reconnect Immersion Light lad	132.00
23/05/2024	Kevin Oliver	Replace Ceilings	660.00
23/05/2024	Shaun Stoker	Repair Ceilings and paint	534.00
23/05/2024	Joe Whatmore Elect	Disconnect /Reconnect light	175.00
09/04/2024	Prosser Electrical	Call out to to immersion	108.00
14/05/2024	Travis Perkins	Materuals re repair ceilings	155.14
25/10/2024	A.E.S. Roofing	Replace Slate Clear Gutterin	912.00
02/12/2024	Plumbing DV Ltd	Emer call out Eleci repair	850.00
22/01/2025	george	Replace Lamp Disable Toilet	6.97
07/02/2025	Emma	Painy for main hall	59.97
13/02/2025	Worcester Renewables	Heating Antifreeze	1,295.33
16/07/2024	George	repait toilet lock	8.29
13/12/2024	ABM Glass	Repait front door lock	96.00

6,394.90



Section A Independent Examiner's Report

**Report to the trustees/
members of** Charity Name
Leigh and Bransford Memorial Hall and Recreation Ground

**On accounts for the year
ended** 28th February 2025 **Charity no
(if any)** 523163

Set out on pages 1 (remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **28/02/2021**.

**Responsibilities and
basis of report** As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

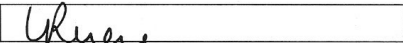
I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement** I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

** Please delete the words in the brackets if they do not apply.*

Signed:  **Date:** 1st October 2025

Name: Louise Ruane

**Relevant professional
qualification(s) or body
(if any):** FCCA

Address: Pear Tree Cottage, Yarrington Road, Alfrick, Worcs, WR6 5EX

Section B

Disclosure

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

NONE

LEIGH AND BRANSFORD MEMORIAL HALL AND RECREATION GROUND

England & Wales - Charity number 523163

Accounts

Leigh and Bransford Memorial Hall and Recreation Ground

Sherridge Road, Leigh Sinton, Malvern, WR13 5DE

Leigh and Bransford Memorial Hall Committee of Trustees

ANNUAL REPORT 2023-24

MARCH 2023 – FEBRUARY 2024: A YEAR OF FURTHER CONSOLIDATION

INTRODUCTION

One of the benefits of sound record keeping and looking back over previous reports is the point of reference they can give as we look forward to identifying our hopes, ambitions (and sometimes fears) for the year(s) ahead.

The previous year's annual report (2022-23) was characterised by a period of prolonged and exponential rises in inflation. Soaring inflation, like the pandemic before it, if not strategically addressed, would have posed a serious threat to our Hall's short and long-term financial viability. In the event we were able to stabilise the potential threat and impact of our rapidly rising overheads and, as that year progressed, the trustees managed to re-set our financial strategy to create a sustainable platform for the future, which we then described as our "new normal".

And so to the year just ended – 2023-24 which was our first full year experiencing this "new normal" – a year when, thanks to the determined effort of all our trustees, we were able to consolidate, and slightly improve, the relatively healthy financial position we had managed to achieve by the end of the previous year.

OUR OBJECTIVES FOR 2023-24

Our two, over-arching objectives for 2022-23 were very straight forward and served us well as both strategic and tactical priorities. So, in order to consolidate the progress we had made that year, and to build on our ambitions going forward, we adopted a slightly modified version for the 2023-24 year; namely:

- To maintain an environment that would give hirers a good, value-for-money experience
- To safeguard a sustained return to financial stability, and
- To implement an agreed schedule of improvements to the Hall and its amenities as finances allowed.

HOW DID WE DO?

MEASURING SUCCESS: OBJECTIVE 1

To maintain an environment that would give hirers a good, value-for-money experience

There are at least three ways to triangulate our measurement of success against this objective, namely:

- are our rates competitive?
- are we ensuring that the building and grounds are clean and safe and its facilities in keeping with hirers' expectations?
- are the number of hires per year decreasing, increasing, or holding steady?

Are our hourly rates competitive?

We had previously undertaken an analysis of the advertised rates for hiring village or community halls in the surrounding area. A like-for-like comparison is not straight forward as the Leigh and Bransford Memorial Hall is the largest community space available for hire and so we would expect our rates to be generally higher than the other halls. But that was not always the case. It is also interesting to see how others advertise their rates – for some halls the hirer needs to book the kitchen space separately whereas our business model always includes the use of the fully equipped kitchen with crockery, cutlery, glasses and so forth, together with use of any of the tables and chairs we keep in our furniture store.

Many of the surrounding halls also require a deposit of between £50.00 to £100.00 – we, on the other hand abandoned this practice some years ago as it was costly and cumbersome to administer. We now require all hirers to acknowledge their acceptance of our Terms and Conditions at the point of hire, which gives us the ability to require additional payment for damages or failure to leave the building in an acceptable manner.

All that said, our rates are broadly comparable with the other local halls and, even allowing for the hourly rate increases we had to impose during the year- due to the exponential rise in inflation which significantly increased our annual overheads.

This analysis suggests that our hourly rates are set within market expectations – or to put it another way, what the current market will bear.

Are we ensuring that the building and grounds are clean and safe and its facilities in keeping with hirers' expectations?

In order to keep our overheads manageable, our Terms and Conditions require all our hirers to work through an End of Hire Checklist before finally leaving the building. we have a self-clean and tidy

away system with which all hirers must comply. This checklist requires hirers to clean up and clear away at hire end to ensure that the building is left clean and tidy for those that follow. Failure to comply may trigger an additional payment from them.

We also employ the weekly services of a professional cleaner, and this accounts for INSERT % of our annual overheads.

Every year we also endeavour to update our facilities in line with hirers' expectations and the 2023-24 year was no exception – a detailed list of improvements and other works is given later in this report under the review of our third objective.

Are the number of hires per year decreasing, increasing, or holding steady?

We constantly monitor the number of hires being booked over the course of each year, as the raw data helps to give us a year-on-year comparison of activity. But the number of hires on their own need further triangulation to determine more meaningfully how we're doing.

For example, we categorise our hires into three groups, namely the number of hires booked by our regular weekly or monthly groups; so-called 'one-off' hires (although these can also be 'repeat business' hires; and wedding or other weekend bookings in excess of 12 hours. We then look at the revenue generated by the regular hires compared to the one-off hires and weddings etc. In any one year, these 3 data sets will vary so it is important also to know the income generated by these different groups.

In 2023-24 we know that while the total number of hires (before taking into account cancellations) fell by 5% compared with the previous year – 345 hires compared to 364 hires – gross income from all hires was actually up on the previous year.

Further analysis shows that 76% of all hires was attributable to weekly or monthly local group hires, and the balance (24%) were one-off (or repeat business) hires. Included in this category were 3 weekend wedding celebrations, family or other gatherings.

We can also report that we had a slightly higher cancellation rate this year compared to the previous year (i.e. 9% compared with 7.7%). However, further analysis shows that from this year's annual total of 31 cancellations, 25 (or 80%) were made by regular groups – of which, one new group failed to recruit sufficient numbers (accounting for 10 cancellations), and two of the children's 'holiday clubs' also failed to recruit, accounting for a further 8. The remaining 7 local group cancellations were due to unforeseen circumstances.

That meant that only 6 one-off hires were either cancelled or re-scheduled. The point here being that local groups meet, *on average*, for just 2-3 hours, whereas one-off hires usually meet for longer

durations – when 48-hour weekend packages are taken into account the average hire will easily be in double figures. Longer hires generate more income.

A full analysis of hire income is given below under the narrative for our second objective, but the above headline analysis and narrative suggests that, while we will always operate a policy of striving to continually improve, we met our first objective to provide value for money for our hirers.

MEASURING SUCCESS: OBJECTIVE 2

To safeguard a sustained return to financial stability

The UK's inflation rate in March 2023 (the first month of our financial year), as measured by the Consumer Price Index (CPI), was **10.1%**. While this was marginally down from 10.4% in the year to February 2023, inflation remained stubbornly high for the first six months of 2023-24. This impacted on us in at least two distinct ways – first, significantly escalating the cost of our annual overheads and unplanned maintenance costs, and second, necessitating a rise in our hourly hire rates which, if not pitched sensitively, could result in those new rates proving just too expensive as hirers had to juggle their own domestic budgets simply to make ends meet.

The narrative above (Objective 1) shows that while we did see a slight downturn in the total number of annual hires, this was mostly down to three specific regular groups failing to achieve viability. Our one-off hires (including weekend hires) actually increased, which of itself helped to offset the exponential rise in our overheads.

Our single most expensive overhead was the cost of energy. Although we had installed over 20 solar panels and a back-up battery storage system a year earlier, the actual unit price of electricity had previously increased exponentially for commercial properties – the Hall may be a registered charity but is still classified as a commercial business. Not only is the unit rate more expensive, but we are also liable for additional charges – the CCL (Climate Change Levy) and 20% VAT. As we are not a VAT registered charity this automatically increases our (already high) energy costs by a fifth.

In the final analysis we paid just over £7,250.00 for electricity over the year, which to put in context works out at almost £20.00 a day. Without the solar panels, we would have had to pay nearer £12,000.00 or almost £33.00 a day. So our investment in solar energy saved on average £13.00 a day over the past 12 months. But the even better news was that from February 2024 (the last month of our financial year) we were able to renegotiate a new contract at a significantly lower unit

price for electricity, locking in the new reduced rate for three years. We therefore confidently expect much more predictability and stability on our energy costs going forward.

The exponential rise in our annual overheads since coming out of covid – up from about £12,000 a year to almost £19,000 (or over 50%) now includes:

- providing free Wi-Fi throughout the building (almost £900.00 a year)
- an additional £1,000.00 a year to cut the grass
- increasing the annual cleaning contract hours – which is now our second largest annual overhead at just under £3,000.00 a year
- having two skips of commercial waste a fortnight emptied rather than the one
- a larger contingency budget for emergency repairs and maintenance – recently we have incurred unplanned maintenance costs for water ingress and roofing issues, as well as septic tank emptying, drainage work, tree pruning and pothole filling on the drive and carparking areas

Financial Summary: 2023-24

At the beginning of the 2023-24 Financial Year (FY) our total opening balances were as follows:

Lloyds: £27,795.54

PayPal: £5,065.94

Total Available: £32,861.48

At the close of business on Thursday 29 February (the last day of our Financial Year 2023-24) our balances at Lloyds and PayPal were as follows:

Lloyds: £27,166.49

PayPal: £7,861.78

Grand Total: £35,028.27

These figures show that we ended the 2023-24 FY with an improved, year-on-year balance of almost 7% or **£2,166.79**.

Although the end of year balance on our Lloyds account was slightly down by £626.05 our PayPal balance was up by £2,795.84.

Since 1 March 2023, our Lloyds' account has seen the following amounts paid in and paid out:

MONTH	PAID IN	PAID OUT	INCOME v EXPENDITURE
March	£10,979.55	£2,088.71	+£8,890.84

April	£1,307.06	£3,084.35	-£1,777.29
May	£2,604.75	£949.13	+£1,655.62
June	£290.75	£1,559.17	-£1,268.42
July	£666.53	£1,751.49	-£1,084.96
August	£1,363.65	£1,166.28	+£197.37
September	£1,413.35	£648.74	+£764.61
October	£610.15	£2,252.47	-£1,642.32
November	£1,342.08	£6,917.56	-£5,575.48
December	£190.75	£2,697.95	-£2,507.20
January	£2,523.25	£4,099.29	-£1,576.04
February*	10,141.58	6,847.36	£3,294.22
TOTAL	£33,433.45	£34,062.50	-£629.05

* February income includes £7,500.00 hire income transferred from our PayPal account

Although the end of year balance on our Lloyds account was slightly down by £629.05 our PayPal balance was up by £2,795.84. This -2.3% difference in our Lloyds account is largely due to the slight downturn in the number of hires throughout the year by our regular groups (see above) which we invoice in arrears. However, the improved end of year PayPal balance of over 50%, is due to the increased number of one-off and weekend bookings.

All online bookings are paid for using PayPal (and not by invoice into our Lloyds account). This confirms the narrative above that while the overall number of hires was down slightly on the previous year, our income, largely due to an increase in one-off and weekend hires, was higher. As both sets of hires were subject to in-year hourly rate increases, this also confirms our narrative that hirers are willing to pay the current hire fees as they are pitched within current market tolerances and expectations.

In 2020-21 and 2021-22, four (of our 14) annual overheads (Electricity, Cleaning, Wi-Fi and Waste Collection) accounted for almost half (44% and 47% respectively) of our regular outgoings. In the year just ended, these same four budget lines increased to the point where they now accounted for 65% of our regular expenditure on annual overheads.

Additionally, our outgoings on most of the other 10 budget lines increased, but by smaller amounts, with the net result that our annual overheads (regular operating expenses) for the past year actually decreased slightly to £17,820.52 (compared to £18,397.24 in 2022-23) or by 3%.

Financial Summary: The Year Ahead

We start the coming year in good financial shape, with healthy balances in both our Lloyds and PayPal accounts.

As the new FY begins, we should remember that the opening **PayPal balance** of **£7,860.00** mostly comprises advance hire income – that is income received for hires scheduled to take place later in the coming year. This means that at the start of the current FY the *working balance* in our Lloyds account (excluding the PayPal balance) already gives us headroom to the value of **£7,000.00** to cover about half of our expected annual running costs (outgoings) after reserving our rolling contingency of £20,000.00.

In the FY just ended we generated additional income of **£24,977.25** to that collected via PayPal. Our target was £19,750.00 which we therefore exceeded by £5,227.25 or 26%. However, we should remember that included in this out-turn figure was a grant of £9,900.00 to cover the costs of acoustic panelling and improved access (all of which was spent by 29 February).

In the previous FY year (2021-22) the *additional income* collected was £19,422.00 which included just over £4,000.00 in grant aid. If we net off the grant aid for both years, we can see that in 2021-22 *net additional income* was **£15,422.00** (rounded) and in 2022-23 *net additional income* was **£15,077.00** (rounded) - a slight decrease of just over 2%.

To be clear, our *net additional income* comprises hire and other income collected via invoices from our regular groups and standing orders for ground rent from Villages Playgroup and 1st Leigh Scouts, together with a few other miscellaneous amounts relating to recycling, Ofgem payments and occasional donations from local groups. However, it *excludes our Friends of Leigh and Bransford Hall lottery fund raiser* which, on past performance would add another £650.00 (net) or thereabouts.

So, we can continue to be reasonably confident that, even if we are unsuccessful in achieving any grant awards in the coming year, we could once again expect to collect an annual amount of **approximately £15,000.00** in *net additional income*. Added to this would be an expected **further £7,000.00** of income via online booking through *PayPal*, (in addition to our opening PayPal balance of £7,860.00)

In total, therefore, and based on past performance, we could reasonably expect to generate somewhere in the region of a minimum of **£22,000.00 in total annual revenue** from hires and other miscellaneous activities during the coming year – excluding our ‘Friends’ lottery and grant income.

Again, based on past performance, we could expect our annual overheads to come in at about £18,000.00 which suggests that, including unexpected maintenance costs, and keeping our £20,000.00 reserve in place, we could reasonably look to set an initial £10,000.00 budget for future works and improvements.

MEASURING SUCCESS OBJECTIVE 3

To implement an agreed schedule of improvements to the Hall and its amenities as finances allowed.

We concluded last year’s annual report signalling that discussions had already begun to agree an outline plan for further improvement work in the 2023-24 financial year. This could include, but not necessarily limited to:

- Fitting acoustic panelling to the Small Hall ceiling (to improve the acoustics in the small hall)
- Increasing the depth and efficiency of insulation in the roof void
- Improving the ramp to the Large Hall to create step-free access

In that previous year we also had to fund some quite serious unplanned maintenance work, which would add almost a further £10,000 to total maintenance and improvements expenditure. This had included:

- Attending to a serious blockage in the sewerage system (which would involve some excavation work and septic tank emptying)
- Repairing a large section of the roof over the lobby area and kitchen which had suffered serious storm damage in late December.

All this work was completed and paid for before the end of the previous financial year and would, of course, have impacted on our ambitions to achieve the agreed programme of improvements identified for the coming year.

But we began the year knowing that we had received an award of £9,900.00 from the Lottery Community Fund to help us install a schedule of improvements to the Hall and its grounds all of which, in different ways were designed to improve access.

In the event this is how we invested that grant:

- Acoustic panels were fitted to the sloping ceiling in the Small Hall which have not only improved the insulation here but also have dramatically improved the acoustics. We have a couple of trustees who suffer from hearing loss, and they have reported a significant improvement to the acoustics as a result.
- We re-hung the double doors that lead into the Large Hall by way of the access ramp, allowing us to remove the small step at the top of the ramp, which was proving to be a significant obstacle for wheelchair users. This now gives true *step-free access* to the Large Hall
- The ramp itself has also had an all-weather safety rail constructed and installed along its entire length to ensure that people using the ramp are not in danger of falling off the side of the ramp as it ascends to the double doors.
- The hazardous large potholes in the Hall driveway and in certain areas of the parking hardstanding (that have been getting worse due to the inclement weather) were all professionally repaired.
- The drainage beneath the access route to the Main Hall Doors was serviced and cleared out to prevent pooling water making access to the building difficult after considerable downpours of rain – and
- New, more efficient hand dryers were installed in all the toilets.

In addition, we were fortunate to obtain a 50% grant towards the cost of a new defibrillator (which has been located on the corner of the building that faces the Sherridge Road), and the cost of permanently wiring it in has been met by a contribution from the Worcestershire Community Fund, managed in our parish by Councillor Karen Hanks – we are most grateful for her support in covering the cost of the installation. The defibrillator is now fully commissioned and illuminated so it can be easily seen both by day and during the night. This adds another important potentially life-saving

piece of equipment to those already installed in various locations around our parish. It has since been registered with the Ambulance Service and is now part of the National Defibrillator Network.

Finally, during the year we commissioned the design and build of a brand new website – which is due to go-live in the next financial year (2024-25). Our original website went live in April 2016 and represented a huge step forward for us. For the first time potential hirers could find lots of information about the Hall and book a hire on-line in an instant, simply by visiting the website. Up to that point, potential hirers had to fill in a booking request form or phone our booking secretary; payment was by cheque, which then had to be banked and the door key had to be collected in person and then returned and hire end. The old paper-based system was time-consuming and inefficient, keys could often go missing and there was always the potential, inadvertently, to make double bookings.

Almost overnight our new website made the whole process much speedier and, after people got used to it, much more convenient, relatively straightforward to use and generally much more efficient. But technology, as they say, moves on. Lots of features people expect to find on websites today are missing from ours – but due in part to the way it was originally ‘built’, those new features can neither easily nor economically be incorporated into what is, as far as our website is concerned, old technology – a thing of the past. Or, to put it another way, the advice we had from the individual who maintains our current website and expertly coordinates all our online bookings, it is *“quicker, easier, and cheaper, to build a completely new site than to try and untangle the existing one”*.

And so, towards the end of last year the trustees commissioned him to design and build a brand-new website. A site, that in the professional jargon, will have an *“improved user interface”* giving a *“superior user-experience;”* be of *“responsive design”* and *“increased flexibility”*; and as far as possible is *“future proofed”*.

To the end-user, that means a website that looks attractive and up to date; is set out clearly – making it ‘friendlier’ (or more intuitive) to use, needing fewer ‘clicks’ to find the information they need quickly; making communication with us through the site uncomplicated and eliminating the potential for confusion.

The new website will also look and work in the same way whether accessed by desktop or laptop computer, tablet, or mobile phone. That certainly isn't the case with our current website. And, finally, it will need to be 'Future-Proof' with as long a 'shelf-life' as possible – so it can be updated quickly as and when the specific technologies we rely on to add functionality to the site change – like pop-up messaging, uploading photographs and videos or simply revising the Frequently Asked Questions (FAQs) and online booking calendars.

However, what we may consider to be a great improvement, to others could still seem rather 'clunky' – in that, in their opinion, it doesn't work as smoothly, intuitively, or as efficiently as it could. So, with that in mind we will be 'road-testing' the new site with a volunteer panel of testers, to ensure, as far as we are able, that the site meets its design criteria.

As part of the preparation for this new site, we commissioned and paid for a three-dimensional 'virtual tour' of the Hall and its grounds which will be a major new feature of the website – allowing potential hirers to take a virtual walking tour of the Hall's space and facilities.

So, what of the year ahead?

The trustees have already discussed trying to raise sufficient funds during the year (perhaps with the help of some grant aid too) to achieve the following improvements and refurbishments:

- Replacing the old thermoplastic tile flooring in the entrance lobby
- Potentially adding acoustic panelling to the Large Hall
- Making some timely refurbishment repairs to the original Porch that leads into the middle of the Small Hall
- Refreshing the slated area outside the Large Hall
- Releasing a new and improved website

We will report on these, and/or other improvements in next year's Annual Report.

CONCLUSION

As chair I continue to be grateful for the continued support, commitment and thoughtful debate of our trustees who generously give their time, ideas and expertise so willingly to govern, manage and

constantly improve the Hall as a community meeting space – keeping it safe and viable for future generations.

During the course of the year we welcomed two new trustees to our number, following the untimely death of our previous Parish Council representative, and the resignation of another trustee. The current list of trustees is published on the Charity Commission website and noted in the minutes of our recent Annual General Meeting.

We are always alert to the possibility of recruiting some new blood trustees to refresh our committee membership and who can contribute fresh ideas and new ways of working (as appropriate) to keep our governance strong and relevant in a changing post-covid world.

Together, we can look forward to a positive year (2024-25) ahead as the past year has successfully built on and consolidated the progress made in 2022-23. We continue to be ready for this ‘new, post-covid normal’ and the new opportunities and challenges that will be sure to emerge.

A handwritten signature in black ink, appearing to read 'Jon Gamble', with a stylized, cursive script.

Jon Gamble, Chair of Trustees

May 2024

Leigh and Bransford Memorial Hall and Recreation Ground
Income and Expenditure for the period ended 29th February 2024

<u>2022/23</u>		<u>2023/24</u>
	<u>INCOME</u>	
7,410.08	Hire of Buildings	10,627.70
9,021.34	Hire of Buildings (PayPal)	10,295.84
2,239.00	Ground rent	2,239.00
1,320.00	"200" Club	1,240.00
50.00	Advertising	-
-	Fund Raising	-
-	Bank interest - CAF Bank	-
9,095.00	Donations & Grants	10,229.00
880.77	Heating rebate	977.25
-	Clothes recycling	425.50
<u>30,016.19</u>	TOTAL INCOME	<u>36,034.29</u>
	<u>EXPENDITURE</u>	
2,626.50	Cleaner's Wages	2,618.00
439.11	Cleaning Materials	323.88
990.98	Waste Collection	1,015.11
7,398.62	Electricity	7,265.69
545.55	Water	366.36
1,139.70	Insurance	1,204.50
348.25	Heating servicing	274.32
952.24	Telephone	893.52
500.00	Rent of Lease for Car Park	500.00
1,931.72	Ground Maintenance	-
-		-
712.49	Website	2,190.00
-	Fire Equipment Maintenance/replacement: Inspections/Testing	174.38
132.00	Licenses	332.64
680.08	Administration and sundries	662.12
<u>18,397.24</u>	Total Operating Expenses	<u>17,820.52</u>
-	Fundraising expenses	-
35,909.35	Extraordinary: Maintenance/repairs	14,577.99
-	Pest Control	-
1,038.00	Improvements including equipment	908.99
717.98	"200" Club prizes	560.00
<u>56,062.57</u>	TOTAL EXPENDITURE	<u>33,867.50</u>
- 26,046.38	Surplus/deficit of Income over expenditure	2,166.79

Signed.....
Chairman

Dated 21.05.2024

Signed.....
Treasurer

Dated 21-05-2024

Leish and Bransford Memorial Hall and Recreation Ground
Year ended 28 February 2024
Bank Reconciliation

Lloyds Current Account

	Dr	Cr
Opening balance		27,795.54
Income per summary	33,433.45	
Expenses per summary		34,002.50
Closing balance		27,166.49
	<u>61,228.99</u>	<u>61,228.99</u>
Reconciliation:		
Balance per statement		27,166.49
O/S cheques:		
O/S receipts:		
		<u>27,166.49</u>

PayPal

	Dr	Cr
Opening balance	#01/02/2023	5,965.94
Income	12,296.40	
Refunds through PayPal		1,837.80
Charges		162.76
Expenses		-
Paid Out		7,500.00
Closing balance		7,861.78
	<u>17,362.34</u>	<u>17,362.34</u>
Reconciliation:		
Balance per statement		7,861.78
		<u>7,861.78</u>

Leigh and Bransford Memorial Hall and Recreation Ground
Year ended 29 February 2024

PayPal Summary

1

Balance	Date	Payments Received	Refunds	Expenses	Withdrawals	Fees	Balance
5,065.94	Mar-23	987.20				16.23	6,036.91
6,036.91	Apr-23	193.00				3.10	6,226.81
6,226.81	May-23	463.00				7.88	6,681.93
6,681.93	Jun-23	556.00				8.38	7,229.55
7,229.55	Jul-23	506.00				8.08	7,727.47
7,727.47	Aug-23	2,657.00				39.00	10,345.47
10,345.47	Sep-23	1,600.40	212.8			21.22	11,711.85
11,711.85	Oct-23	999.20	112			14.98	12,584.07
12,584.07	Nov-23	591.00	750			- 1.63	12,426.70
12,426.70	Dec-23	2,152.80				31.14	14,548.36
14,548.36	Jan-24	630.00				10.41	15,167.95
15,167.95	Feb-24	960.80	763		7500	3.97	7,861.78
		12,296.40	1,837.80	-	7,500.00	162.76	



Section A

Independent Examiner's Report

Report to the trustees

Charity Name
LEIGH AND BRANSFORD MEMORIAL HALL AND RECREATION GROUP

On accounts for the year
ended

28/2/2024

Charity no
(if any)

523163

Set out on pages

(remember to include the page numbers of additional sheets)

Responsibilities and
basis of report

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 28 02 2024.

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent
examiner's statement

[The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of [insert name of applicable listed body]]. Delete [] if not applicable.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination (other than that disclosed below *) which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:

Luane

Date:

11/9/2024

Name:

LOUISE RUANE

Relevant professional
qualification(s) or body

FCCA

(if any):

Address: PEAR TREE COTTAGE, YARRINGTON ROAD, AFRICA
WURCS, WR6 5EX

Section B

Disclosure

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

LEIGH AND BRANSFORD MEMORIAL HALL AND RECREATION GROUND

England & Wales - Charity number 523163

Accounts

Leigh and Bransford Memorial Hall and Recreation Ground

Sherridge Road, Leigh Sinton, Malvern, WR13 5DE

Leigh and Bransford Memorial Hall Committee of Trustees

ANNUAL REPORT 2022-23

MARCH 2022 – FEBRUARY 2023: BACK TO OUR “NEW NORMAL”

INTRODUCTION

In summary 2022-23 was a year of transition and re-set for the Memorial Hall.

By March 2022 - the first month of our financial year which ended on 28 February 2023 – most covid-19 restrictions had been lifted and the trustees were looking forward to a more settled year ahead. It was a period of transition that, post-pandemic, social commentators were already starting to call *'the new normal'*. For our part, the trustees hoped this 'new normal' would be characterised by a sustained return to a healthy volume of regular and occasional hires. Achieving this would not only stabilise our self-supporting financial viability – as we moved away from a reliance on government-funded NNDR (National Non-Domestic Rates) support grants, which had now ceased – but also to give us the confidence to embark on our next round of planned 'green' improvements to the building and its amenities.

But what no one was expecting as the year began, was the sudden and exponential hike in inflation. Soaring inflation, like the pandemic before it, if not strategically addressed, could pose a serious threat to our Hall's financial viability. As the year progressed, spiralling inflation dramatically increased the cumulative cost of our annual overheads (operating expenses) and necessary (planned or unplanned) maintenance. It was clear that we would need an effective financial strategy to mitigate the impact of these rising costs because, if left unchecked, our cash reserves would be rapidly depleted. It was time for a re-set; but we had to exercise caution. Simply increasing our hire charges too steeply and too quickly (to counter our rising costs) would potentially make hiring the Hall unaffordable for many and therefore negatively impact our ambition to see a return to pre-pandemic hire levels.

The period of rising inflation – which peaked in October at just over 11% - we are now led to believe, was at least partly due to Russia's invasion of Ukraine. The consequences of which quickly led to a global surge in energy prices (gas, electricity, and oil) and with that the inevitable rises in food, raw materials, and other goods and services.

Perversely, and by sheer co-incidence, Russia's invasion of Ukraine began on February 24th, 2022, the exact same day the government published a statement on its website that all remaining covid-19 legal restrictions in England had been withdrawn. The revised guidance to the public being to practice specific, safe and responsible behaviours as the primary means of stopping the spread of the virus.

So, at the very same moment that our *freedom of movement* was being restored here in England, other world events were conspiring to restrict our *financial freedoms* through a protracted period of rampant inflation. In the event, however, the trustees were able to develop a sufficiently robust fiscal strategy over the year to consolidate the Hall's return to financial stability – with the result that hire income did indeed stabilise and we were able to embark on implementing our planned improvements, (with the help of further grant income). What follows is my Chair's report detailing how that was achieved and what we, as trustees, managed to do.

OUR OBJECTIVES FOR 2022-23

We had two main objectives for the year just ended.

Our **first** was to ensure, as far as we were able, we achieved a sustained return to financial stability.

Our **second**, *which was obviously contingent on achieving the first objective*, was to implement an agreed schedule of improvements to the Hall and its amenities.

Our **measure of success for the first objective** was to at least cover our annual overheads and make a small surplus *just through the income that hiring the hall would generate*. Of course, we would continue to seek out and apply for any relevant grants and awards to supplement our annual income to improve the facilities, but unless we could be financially self-sufficient to cover at least our annual overheads through hire income alone, we would know that our financial strategy to achieve this first objective would have failed.

Our **measure of success for the second objective** was whether we could then achieve the planned schedule of improvements we had agreed for the year.

HOW DID WE DO? MEASURING SUCCESS

Objective 1 – To achieve a sustained return to financial stability

When I look back at last year's Annual Report, our records showed that it wasn't really until November 2021 (or 9 months into our financial year) that hirers' confidence returned sufficiently to show a sustained upturn in bookings.

In that year (2021-22) although we recorded a gross total of **297 bookings** (which equated to an average of almost 6 bookings per week) half of those bookings were made in the last 4 months of our financial year, in other words from November to the following end of February – which reminded us how difficult the first two-thirds of that previous year had been. Our out-turn statistics showed that as our regular hirers (that is local groups, clubs, societies, schools, training organisations and the parish council) slowly returned to their normal schedule of meetings, these accounted for almost three-quarters of all hires (of which just 20 or 9% were cancelled due to re-imposed, short-term covid-19 restrictions). By comparison, our one-off (i.e., occasional) hires were *significantly down* (weddings, family gatherings, children’s parties, desk-top sales, church groups, quiz evenings, concerts and the like) being more severely impacted because of the continuing uncertainty about new covid-19 strains emerging during those first 8 months. We originally recorded just over 60 one-off hires (still slightly more than one a week on average), but when we factored in the 13 cancellations, this reduced to 47.

Nevertheless, the late surge in bookings from November ensured that we ended that year with a healthy carry-forward income, boosted quite considerably by the final two, so-called, NNDR (National Non-Domestic Rates) grants and, to a lesser but no less welcome degree, the continuing Ofgem Renewable Heat Initiative (RHI) quarterly payback payments (for which we qualified after installing the air-source heating system). Our out-turns for 2021-22 would be the benchmark by which we could therefore compare our performance in the year just ended – 2022-23.

And so to the year just ended. By comparison, in 2022-23 we recorded a gross total of 364 hires – an increase of 22%. Of these, 75 were so-called ‘one-off’ or occasional hires, which is an improvement of 14 occasional hires compared with last year, or 23%. When cancellations are factored in, the total (net) number of hires falls by 28 to 336 or by just less than 8%. A further breakdown of the cancelled bookings shows that 18 of these were from our regular groups and 10 from occasional hirers.

Tables 1 and 2 below compare the two years using these statistics.

Table 1 : Year on Year Comparison of Hires – gross figures (i.e. before cancellations)

Year	Regular Hires	Occasional Hires	Gross Total	% Regular	% Occasional
2021-22	236	61	297	79%	21%
2022-23	289	75	364	79%	21%
Year-on-Year Change	+ 53 (+22%)	+ 14 (+23%)	+67 (+23%)	0%	0%

Table 2 : Year on Year Comparison of Hires – net figures (i.e. after cancellations)

Year	Regular Hires	Occasional Hires	Net Total	% Regular	% Occasional
2021-22	216	47	263	82%	18%
2022-23	271	65	336	81%	19%
Year-on-Year Change	+ 55 (+25%)	+ 18 (+38%)	+73 (+28%)	-1%	+1%

Table 2 is the better measure (indicator) of our success in that it compares the actual (net) number of hires across the two years as it takes account of cancellations.

This shows that we successfully attracted a net total of 73 more hires in 2022-23 – an improvement of 28%. However, in order to assess more meaningfully the impact these additional hires had on our continuing financial viability, we need to compare our *net* income across the two years (that is income generated by hires, internal fundraising, rebates and ground rent, but excluding one-off grants and awards). The results are interesting as Table 3 (below) completes that analysis

Table 3 : Year-on-Year comparison of net Annual Hire Income (which excludes grants and awards but includes rebates and ground rent) and Annual Operating Expenses (excluding exceptional expenditure).

Year	Hire Income	Other generated income	Total Income	Year-on-Year Difference	Operating Expenses	% Change in O.E.	End of Year Balance
2020-22	£6,608	£3,968	£10,576	-	£9,705	-	+£871

2021-22	£17,693	£4,387	£22,080	+£11,504	£11,339	+17%	+£10,741
2022-23	£17,219	£4,489	£21,708	-£372	£18,268	+88%	+£3,440

From this table we can see that despite the *actual* net total of hires for the year being up by 28%, our annual net income for the year was slightly down by -£372 from the previous year.

In 2021-22 the total net hire income of £17,693 divided by the net total of 263 hires equates to each hire generating an average of £67.27. Using that same metric, we might assume that by increasing the number of hires in the year just ended to 336, that would have generated approximately £22,600 (i.e. 336 x £67.27), which would be an improvement of almost £4,910. However, on closer analysis, the average amount per hire generated in 2022-23 dropped by £16.03 (or 24%) to £51.24.

The simple explanation for the difference is that in the previous year four weddings (that had been paid for in advance) were postponed by the hirers due to covid-19-related issues or other reasons. However, instead of cancelling and claiming a refund, the hirers decided to 'bank' the payment already made and re-schedule their weddings for 2022-23. This has had the effect of inflating the actual net amount recorded as hire income in 2021-22 by almost £2,500 and reducing the net hire income by the equivalent amount in 2022-23. We should also note that, as in previous years, the pattern and length of individual hires will always vary, so while it is useful to calculate the value of an 'average hire' for comparative purposes across each year, the more important figure is the annual net income itself that was generated and how that compares against the amount spent on our annual overheads.

As indicated in the opening summary, however, inflationary forces over the past year also caused us real concern as we experienced exponential growth in the cost of our annual overheads. Table 4 below shows how just four of our overheads have increased over the past three years.

Table 4 : Year-on-Year comparison of Highest Increases in Annual Overheads

Yr	Elect	% Increase (% Annual Overhead)	Clean	% Increase (% Annual Overhead)	WiFi	% Increase (% Annual Overhead)	Waste	% Increase (% Annual Overhead)	Total % of Annual Overhead
20-21	£2,835	- (29%)	£1,352	- (14%)	£0	-	£107	- (1%)	44%
21-22	£3,062	8% (27%)	£2,135	60% (19%)	£115	-	£0	- (0%)	47%
22-23	£7,398	141% (40%)	£2,626	23% (14%)	£952	727% (5%)	£862	705% (5%)	65%

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In 2020-21 and 2021-22, four (of our 15) annual overhead budget lines (Electricity, Cleaning, Wi-Fi and Waste Collection) accounted for almost half (44% and 47% respectively) of our regular outgoings. In the year just ended, these same four budget lines increased to the point where they now accounted for 65% of our regular expenditure on annual overheads.

Additionally, our outgoings on most of the other 11 budget lines increased, but by smaller amounts, with the net result that our annual overheads for the past year increased by £6,930 or 61% on the previous year – and £4,336 of that increase (or 63%) is due to the exponential rise in the cost of electricity.

The fact that our total spend on annual overheads last year increased to just over £18,000, led us to agree a change to our cash reserves policy. In previous years the trustees had determined that they should keep a minimum balance in the Hall's bank account of at least £12,000 to cover a year's overheads. This was a prudent measure so that in the event of a major incident that prevented the Hall from generating income for 12 months, we would be able to survive financially for a year to allow sufficient time to put plans in place to secure its financial future. Trustees had also previously agreed that none of the forward income for hires received into its PayPal account would be transferred to its cash account until those hires had actually taken place – in case refunds were requested. In a normal year, up to £6,000 at any one time is held in our PayPal account for hires yet to take place. At year end the PayPal balance (less £6,000) is then transferred into our cash account.

Now, because of these inflationary increases, the trustees subsequently agreed that the current account (i.e., the Hall's bank account) should, as far as was possible, never fall below £20,000 in order to keep a sufficient float in hand to cover at least one year's overheads. The policy of keeping at least £6,000 in the Hall's PayPal account (or the total amount covering forward hires at the end of each financial year – whichever is the greater) remains unchanged.

The net effect of this change of policy now means that at any one time, the Hall's finances will be robust enough to cover unexpected events to the extent that it can meet all its financial commitments for at least 12 months. Cash that is held over and above this floor of

£26,000 (i.e., £20,000 in the cash account and £6,000 in the PayPal account) will therefore be available to cover planned maintenance and improvements.

In conclusion, we were successful in achieving this first objective as our annual accounts show that at the end of Financial Year 2022-23, we had generated a total income of £30,016.19 and although our annual overheads had increased by almost £7,000 to £18,268.32 – we still had a surplus of Income over Annual Operating Expenses of £11,747.97. At year end, after taking into account the schedule of agreed improvements (which came to £37,665.33 – a proportion of which was covered by grant income) we carried forward an opening year cash balance in our Bank Account of £27,795.54 – which means that we had achieved our first objective for the year. Which brings me to our second objective for the year, namely, to implement an agreed schedule of improvements to the Hall and its amenities.

Objective 2 – To implement an agreed schedule of improvements to the Hall and its amenities

As indicated above, as the year progressed it became clear that we would be able to start the process of implementing our agreed improvements, the most pressing of which was the installation of solar panels and storage batteries. Soaring inflation together with a new supply contract that began in January 2022 meant that we could expect our energy costs to at least double, especially as we were already beginning to experience a growth in the number of hires.

Three years earlier we had removed the expensive and inefficient electric storage and wall mounted bar heaters and replaced them with a sustainable air-source heating system. That of course also used electricity so while the system was much more efficient in delivering heat and maintaining an ambient temperature overnight, it still required significant amounts of electricity to operate at peak efficiency. We were also successful in qualifying for the Renewable Heat Initiative (RHI) quarterly payments which, in an average year, would help offset our energy costs by £850.00 or more. But the rising unit costs would, if not strategically addressed, seriously deplete our cash reserves. So we had taken the decision in 2021-22 to fully explore the costs and benefits of installing solar panels and battery storage. At the start of the financial year 2022-23 (February) we had done most of the background research to convince all the trustees that we had to invest in such a system, even if we were unsuccessful in getting any grant aid to help with the cost. We knew that we had sufficient cash in our reserves to self-fund the purchase and installation, but as there were other improvements and necessary maintenance jobs to get done over the year, we set about fundraising

to cover some of the total costs of our agreed programme of works – the total budget for which was calculated to be in the region of £26,000.00.

The programme of works and improvements finally agreed at our May meeting would comprise the following:

- Install 25 Solar panels and 10kW battery storage system
- Replace all the remaining old draughty windows and doors
- Replace all the internal window blinds in the Large Hall with solar efficient vertical blinds
- Replace the broken fencing along the perimeter of the plot along the Sherridge Road

At our July meeting we discussed the quotes and signed off on funding for the final set of replacement windows and the installation of solar panels and storage batteries. We also signed off on the new set of blinds for the large hall and replacement fencing along the Sherridge Road and the relevant purchase orders were placed.

We also were successful in obtaining two grant payments totalling £6,845.00, the breakdown of which is as below:

- £1,845.00 from the Worcestershire County Council Divisional Fund (to cover the full cost of purchase and installation of the new window blinds, and
- £5,000.00 from the Leigh and Bransford Parish Council (as a contribution to the cost of purchase and installation of the solar panel and battery storage system.

This enabled us to offset the total cost of the agreed list of improvements so that the call on our cash reserves was reduced to £19,155.00.

The grant funding was very welcome because over the course of the year we also had to fund some quite serious unplanned maintenance work, which would add almost a further £10,000 to total maintenance and improvements expenditure. This included:

- Attending to a serious blockage in the sewerage system (which would involve some excavation work and septic tank emptying)
- Repairing a large section of the roof over the lobby area and kitchen which had suffered serious storm damage in late December.

All this work was completed and paid for before the end of the financial year but, of course, our ambition for making further improvements does not stop there. As we ended the year discussions had already begun to agree an outline plan for further improvement work in the 2023-24 financial year. This will include, but may not be limited to:

- Acoustic panelling to the Small Hall ceiling (to improve the acoustics in the small hall)
- Increasing the depth and efficiency of insulation in the roof void
- Improving the ramp to the Large Hall to create step-free access

We will report our progress on these and other improvements in our next Annual Report.

CONCLUSION

As chair I continue to be grateful for the continued support, commitment and thoughtful debate of our trustees who generously give their time, ideas and expertise so willingly to govern, manage and constantly improve the Hall as a community meeting space – keeping it safe and viable for future generations.

In the coming year we hope to recruit some new blood trustees to refresh our committee membership and who will contribute fresh ideas and new ways of working (as appropriate).

Together, we can look forward to a positive 2023-24 as the past year has successfully built on and consolidated the progress made in 2022-23. We are ready for this 'new, post-covid normal' and the new opportunities and challenges that will be sure to emerge.



Jon Gamble, Chair of Trustees

May 2023



Section A Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name
Leigh and Bransford Memorial Hall and Recreation Ground

**On accounts for the year
ended**

28 th February 2023	Charity no (if any)	523163
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Set out on pages

1
(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **28/02/2021**.

**Responsibilities and
basis of report**

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

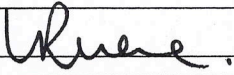
**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

** Please delete the words in the brackets if they do not apply.*

Signed: 

Date: 18th October 2023

Name: Louise Ruane

**Relevant professional
qualification(s) or body
(if any):**

FCCA

Address:

Pear Tree Cottage, Yarrington Road, Alfrick, Worcs, WR6 5EX

Leigh and Bransford Memorial Hall and Recreation Ground
Year ended 28 February 2023
Bank Reconciliation

Lloyds Current Account

	Dr	Cr
Opening balance		48,863.26
Income per summary		34,994.85
Expenses per summary		56,062.57
Closing balance		27,795.54
	<u>83,858.11</u>	<u>83,858.11</u>
Reconciliation:		
Balance per statement		27,795.54
O/S cheques:		

O/S receipts:

27,795.54

PayPal

	Dr	Cr
Opening balance	01/03/2020 10,044.60	
Income		10,387.20
Refunds through PayPal		1,216.00
Charges		149.86
Expenses		-
Paid Out		14,000.00
Closing balance		5,065.94
	<u>20,431.80</u>	<u>20,431.80</u>
Reconciliation:		
Balance per statement		5,065.94
		<u>5,065.94</u>

Leigh and Bransford Memorial Hall and Recreation Ground
Year ended 28 February 2023
Summary of Maintenance Expenditure

<u>Date</u>	<u>Supplier</u>	<u>Detail</u>	<u>Maintenance</u>
24/03/2022	ABM Glass		7,277.62
06/05/2022	Tyler Roberts		130.00
30/05/2022	Drain Unblock		294.00
15/06/2022	Tyler Roberts		285.00
15/06/2022	CaplorEnergy Solar		1,864.00
16/06/2022	Drain Covers		25.90
19/07/2022	Tyler Roberts		85.00
19/07/2022	Kevin Oliver Drains		290.00
19/07/2022	S Stoker Drains		175.00
25/07/2022	Charles Maiden Drains		200.00
01/08/2022	Charles Maiden Drains		404.00
08/08/2022	Potholes / Lock		128.73
11/08/2022	A & E Fire & Security		171.98
22/09/2022	Knightwick Fencing		28.00
04/10/2022	Clean Gutters		25.00
04/10/2022	Clean Gutters		30.00
14/11/2022	Malvern Blinds		1,363.00
14/11/2022	ABM Glass		6,509.46
05/12/2022	CaplorEnergy Solar		16,622.66

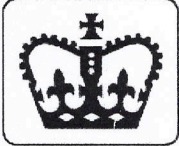
35,909.35

Leigh and Bransford Memorial Hall and Recreation Ground

Year ended 28 February 2023

PayPal Summary

Balance	Date	Payments Received	Refunds	Expenses	Withdrawals	Fees	Balance
10,044.60	Mar-22	1,011.00	44.00			14.73	10,996.87
10,996.87	Apr-22	633.00				10.45	11,619.42
11,619.42	May-22	429.20				6.80	12,041.82
12,041.82	Jun-22	198.00	68			2.22	12,169.60
12,169.60	Jul-22	1,690.00	68			24.31	13,767.29
13,767.29	Aug-22	908.00				13.71	14,661.58
14,661.58	Sep-22	175.00	55			3.05	14,778.53
14,778.53	Oct-22	1,022.00	675			7.07	15,118.46
15,118.46	Nov-22	899.00				14.99	16,002.47
16,002.47	Dec-22	507.00				9.53	16,499.94
16,499.94	Jan-23	1,277.00	138			18.33	17,620.61
17,620.61	Feb-23	1,638.00	168		14000	24.67	5,065.94
		10,387.20	1,216.00	-	14,000.00	149.86	



Section A Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name
Leigh and Bransford Memorial Hall and Recreation Ground

**On accounts for the year
ended**

28 th February 2023	Charity no (if any)	523163
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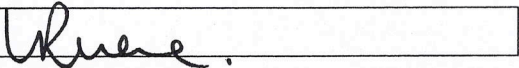
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Signed: 

Date: 18th October 2023

Name: Louise Ruane

**Relevant professional
qualification(s) or body
(if any):**

FCCA

Address: Pear Tree Cottage, Yarrington Road, Alfrick, Worcs, WR6 5EX

Leigh and Bransford Memorial Hall and Recreation Ground
Income and Expenditure for the period ended 28th February 2023

<u>2021/22</u>	<u>INCOME</u>	<u>2022/23</u>
7,359.82	Hire of Buildings	7,410.08
10,334.85	Hire of Buildings (PayPal)	9,021.34
2,161.84	Ground rent	2,239.00
1,390.00	"200" Club	1,320.00
50.00	Advertising	50.00
-	Fund Raising	-
-	Bank interest - CAF Bank	-
10,096.00	Donations & Grants	9,095.00
786.06	Heating rebate	880.77
-	Wedding Fayre	-
32,178.57	TOTAL INCOME	30,016.19
	<u>EXPENDITURE</u>	
2,135.50	Cleaner's Wages	2,626.50
86.59	Cleaning Materials	439.11
-	Waste Collection	990.98
3,062.60	Electricity	7,398.62
342.85	Water	545.55
1,081.58	Insurance	1,139.70
358.20	Heating servicing	348.25
115.86	Telephone	952.24
500.00	Rent of Lease for Car Park	500.00
-	Ground Maintenance	1,931.72
-	Wedding Fayre	-
2,173.74	Website	712.49
-	Fire Equipment Maintenance/replacement: Inspections/Testing	-
121.03	Licenses	132.00
1,361.68	Administration and sundries	680.08
11,339.63	Total Operating Expenses	18,397.24
-	Fundraising expenses	-
3,818.86	Extraordinary: Maintenance/repairs	35,909.35
-	Pest Control	-
-	Improvements including equipment	1,038.00
755.00	"200" Club prizes	717.98
15,913.49	TOTAL EXPENDITURE	56,062.57
16,265.08	Surplus/deficit of Income over expenditure	- 26,046.38

Signed.....
Chairman

Dated..... 16.05.2023

Signed.....
Treasurer

Dated..... 16.05.2023

Leigh and Bransford Memorial Hall and Recreation Ground
Year ended 28 February 2023
Bank Reconciliation

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Leigh and Bransford Memorial Hall and Recreation Ground
Year ended 28 February 2023
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25/07/2022	Charles Maiden Drains		200.00
01/08/2022	Charles Maiden Drains		404.00
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Leigh and Bransford Memorial Hall and Recreation Ground

Year ended 28 February 2023

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Balance	Date	Payments Received	Refunds	Expenses	Withdrawals	Fees	Balance
10,044.60	Mar-22	1,011.00	44.00			14.73	10,996.87
10,996.87	Apr-22	633.00				10.45	11,619.42
11,619.42	May-22	429.20				6.80	12,041.82
12,041.82	Jun-22	198.00	68			2.22	12,169.60
12,169.60	Jul-22	1,690.00	68			24.31	13,767.29
13,767.29	Aug-22	908.00				13.71	14,661.58
14,661.58	Sep-22	175.00	55			3.05	14,778.53
14,778.53	Oct-22	1,022.00	675			7.07	15,118.46
15,118.46	Nov-22	899.00				14.99	16,002.47
16,002.47	Dec-22	507.00				9.53	16,499.94
16,499.94	Jan-23	1,277.00	138			18.33	17,620.61
17,620.61	Feb-23	1,638.00	168		14000	24.67	5,065.94
		10,387.20	1,216.00	-	14,000.00	149.86	

LEIGH AND BRANSFORD MEMORIAL HALL AND RECREATION GROUND

England & Wales - Charity number 523163

Accounts

Leigh and Bransford Memorial Hall and Recreation Ground

Sherridge Road, Leigh Sinton, Malvern, WR13 5DE

Leigh and Bransford Memorial Hall Committee of Trustees

Chair's Summary Report to the AGM, 17 May 2021

INTRODUCTION - MARCH 2020 - FEBRUARY 2021 : THE YEAR OF THE PANDEMIC

As our 2020-21 financial year was about to begin on 1st March 2020, the trustees were busily preparing for a year of celebration - planning a number of free community events throughout the coming year to mark the centenary of the building of the Leigh and Bransford Memorial Hall - which opened its doors for the first time in January 1920.

Little did we know on March 1st, however, that the rapid and exponential rise in infection rates caused by a new and hitherto unknown strain of the coronavirus, subsequently named covid-19, would call such an abrupt halt to all our plans. Not just for our year of celebrations but for most of our potential hirers throughout the whole year.

On 16th March, 2020 the whole country was put on high alert and then, a week later on Monday, 23rd March put into full lockdown. This marked the start of an extended period of enforced closure, followed by a series of severe restrictions when we were allowed to open and then by two further periods of enforced lockdown - all of which effectively cancelled our entire centenary year of celebrations and hires.

But of course it wasn't just the celebrations that were cancelled, our annual calendar of bookings (the regular hires of the Hall - from where we derive most of our income) was also almost completely wiped out.

In a typical year the Hall hosts up to 20 wedding celebrations and many more family and community gatherings, not to mention all the regular groups, clubs, societies and other organisations that hold their events in our heritage community building. Needless to say, over the period to the end of February 2021 the three lockdowns coupled with a raft of social distancing and other restrictive measures designed to protect the country's population from the

spread of the virus (especially in public spaces), meant that for the vast majority of the year the Hall remained closed – resulting in the wholesale cancellation or postponement of scheduled events already booked in. More detail of the financial impact is set out in the FINANCIAL SUMMARY section below.

The pandemic also changed the way the trustees met, communicated and discharged their responsibilities throughout the year. The first and last, shortened, regular face-to-face Board of Trustees' meeting during the year took place on Tuesday, 17th March. All subsequent bi-monthly meetings were held by email, with a brief exception in July when the Trustees met for just one hour to discuss their reopening plans. This remote (virtual) process helped to ensure proper governance and management of the charity's assets would continue throughout the entire period.

From the very beginning our strategic approach was to make sure that our website was kept up-to-date with timely information about the status of the Hall; how the trustees were managing the situation and how we were preparing to reopen when permitted by law. We also immediately contacted (by email and/or phone) all our hirers who had events booked in post March 23rd, to advise them of their options. Furthermore, we took the early decision that no hirer would lose out financially whether they chose to cancel or postpone their bookings. Full refunds would be given or free postponements and rebookings.

We also dealt with questions and enquiries throughout the year via our website, email account and social media page and published a monthly information article in the free local Newsletter 'The Sphere' – published online via our Parish Council website. Thus using modern technology helped us to ensure effective two-way communications could continue throughout the whole period. But, of course, like for all other businesses, this came at a financial cost; however these costs were far outweighed by the benefits of our early adoption of this multi-faceted communications strategy. We have had many messages of thanks and support for the ways in which we tried to minimise the stress and anxieties for those in our community who had booked in advance and, in many cases, paid in full for their event.

2020-21 will certainly be a year to remember, but not in the way any of us expected.

FINANCIAL SUMMARY

(i) The impact of covid-19 on bookings and revenue

Financial year (FY) 2020-21 was indeed a most extraordinary year. We began the year with a relatively healthy cash balance to carry forward of £23,300.00 (rounded).

We have for many years now operated within a financial policy that reserves (holds back) a set amount of our opening cash balance (i.e. the amount of total funds available on 1st March – the first day of our financial year) as ‘restricted funds’. This comprises an assumed amount (based on a rolling average of previous years’ outgoings) calculated to cover annual operating costs added to a second identified amount that relates to income already received *in advance* for hires yet to take place.

Data from previous years indicates that in a typical year we could expect to incur about £12,000 of operating costs (overheads) and, at any given date, be holding approximately a rolling £6,500.00 in our account relating to hires paid for in advance but yet to take place. At the start of the 2020-21 financial year we had, as usual, therefore identified c£18,500 of ‘restricted’ funds within our total carry forward opening balance and, as in previous years, agreed to keep this as a minimum balance throughout the year. This policy was designed to protect the financial viability of the charity for a full twelve months in the event of a major incident or other catastrophe limiting our ability to generate revenue income. A sum of c£18,500 in reserve means that, even without access to a revenue stream, the trustees would have sufficient funds at their disposal to sustain the charity for at least twelve months while they put in place a strategic rescue plan to ensure the charity continued to have the status of a going concern. This financial prudence is also supported by ‘loss of income’ insurance – but, as would become clear quite early on, this aspect of our insurance policy was subject to certain exclusions that would not protect the trustees from *all* exposure to loss of income (see also page 4 below).

Our reserves policy was, up until the current year, largely untested – great in theory, but still untested in a ‘real-life’ situation. Seen in this context, at the start of FY 2020-21, almost 80% of our opening balance comprised restricted

funds, leaving us with £4,800 of working capital going forward. In a typical year this would have given us a good start as we could normally expect to add at least £20,000 to that amount through hire income and other fundraising activity – and more depending on our success in relevant one-off grant applications for specific projects.

As history now shows, however, three weeks into March 2020, the whole country was put under strict lockdown measures and even when that period ended, two further lockdown periods followed over the remaining twelve months. In all, the Hall was fully closed for 19 weeks (just over a third of the year). When the hall was able to reopen its doors, continuing restrictions on social gatherings meant that very few (and much scaled down) events could legitimately take place, resulting in mass cancellations and postponements of scheduled bookings.

By way of comparison, the previous year's accounts (FY 2019-20) show that the gross revenue for the hire of the building was £22,830.00 (rounded). Ground rent, fund-raising and other grants added a further £15,300 (rounded). This brought our total gross income for the previous year to £38,100 (rounded).

In the whole of 2020-21 gross building hire revenue fell by 71% to £6,600.00 (rounded). Over the year we refunded hirers to the tune of £7,000 (rounded) by way of cancellations due to covid-19 – actually turning our much-reduced annual hire income of £6,600 into a net loss of £400. This starkly illustrates the impact of covid-19 on our main revenue stream – not only did we lose (compared to a typical year) about £16,230 in hire income, we also refunded a total of £7,000. ***In total therefore we calculate that covid-19 cost the charity £23,230.00 in lost income.***

This loss would have been compounded further were it not for a number of our hirers choosing to reschedule their weddings and other family hires rather than seek a full refund. Our records show that by rescheduling their hires rather than cancelling this saved the Hall from making a further round of refunds to the value of c£5,000.00. Had those refunds been claimed this would have increased lost income for the year to over £28,000.00.

When it became clear that our income would be severely impacted by the escalating pandemic, the Treasurer contacted our Insurers to lodge a claim for business interruption, only to be advised that, under the terms of our policy, we

were not covered for loss of income under the specified disease definition, as the disease in question (covid-19) was not specified in that list, nor was it related to any specified diseases on that list. Furthermore, were the disease to be made notifiable (which it later was), there would still be no cover unless the definition was amended – and we were advised that there were no plans for the insurers to extend cover to include this. In short, there would be no possibility of claiming for business interruption compensation under the terms of our policy. At renewal, we shall seek further advice on this issue before confirming our instructions with our brokers.

(ii) Government Financial Support During the Year

But it was not all bad news.

The hall is a charitable business classified as part of the ‘leisure industry’ and, as such, was eligible to apply for certain packages (grants) of financial support. In all, the trustees received 4 grants during the financial year¹ which helped to cover the significant losses incurred not only due to enforced periods of closure but also, when finally allowed to reopen, the strict restrictions placed on the type of event allowed to take place and the numbers of people allowed to attend those events. Additional costs were also incurred due to the necessary and essential emphasis being placed on public safety and the responsibility placed on trustees to provide hirers and their guests with a clean and as covid-safe an environment as possible. This condition was met through the purchase of essential items of equipment and consumables such as hand sanitisers and dispensers, masks, designated waste-disposal zones and systems, clear signage and effective cleaning materials, etc etc.

The financial support received over the year in the form of 4 grants totalled **£18,507.21** and were received as follows:

Date of payment	Amount	Cumulative Amount
05.05.20	£10,000.00	£10,000.00
18.11.20	£1,334.00	£11,334.00
13.01.21	£934.00	£12,268.00
20.01.21	£6,239.21	£18,507.21

¹ The hall also received a further two grants in March and April 2021 (which fell into our next 2021-22 financial year), of £2,096.00 and £8,000 respectively – bringing the total grant funding received between May 2020 and April 2021 to £28,603.21

As the third national lockdown was set to continue beyond the end of our financial year we were advised by our local authority (responsible for administering the grants) that the Hall would be eligible for a fifth payment in March 2021 of **£2,096.00** to cover the period from February 16 to March 31. Details of this and of a further ‘Restart grant’ payment of **£8,000.00** paid to us in April 2021 will be detailed in next year’s Annual Report.

The cumulative amount of £18,507.21 received during the year therefore in grant payments offset almost 80% of the Hall’s estimated lost income during the year.

(iii) Going Concern and Income Diversity

The above report shows the extreme financial vulnerability of small, regulated charities when major events outside of its control severely impact the charity’s ability to generate sufficient income – thereby potentially threatening its viability to remain a going concern. That is why having a diversified financial income model was introduced some years’ ago by the trustees and remains an essential part of the their Financial Strategy today.

Our current financial well-being during the last year of Covid-19 restrictions is partly due to the fact that we have developed a more diverse income stream over the past few years – so we no longer have to rely solely on hire income. Although hires are obviously still our *primary* source of income we now get a proportional, but regular amount of annual income from:

- annual ground rent payments (Playgroup and Scouts)
- fundraising activities (such as the Friends of Leigh and Bransford Memorial Hall ‘lottery’ scheme)
- successful grant applications
- Renewable Heat Initiative (RHI) payments
- work previously paid for undertaken by contractors now being provided free of charge by trustee volunteers*
- website advertising and
- the occasional bequest

During the last year, income derived from these sources (excluding hire income and the £18,507.21 in government grants) totalled £11,620 (rounded). We were

also very fortunate to have the benefit of saving expenditure on certain routine tasks and processes throughout the year as fewer hires meant less wear and tear.

* An example of this is that while in the past we have contracted locally to have the playing field cut an agreed number of times during the growing season, one of our trustees, Alan Lewis, now undertakes that task without payment, which effectively saves us at least £1,000.00 in a typical year. In fact, all of our trustees undertake various voluntary roles, duties and responsibilities – which save us from additional expenditure where we would otherwise have to buy in those essential skills.

Our balance sheet also shows that with the hall being closed for over a third of the year and, when open, operating at much less than its usual capacity, our operating expenses were down by 18%, from £11,835.00 in 2019/20 to just £9,705.00 in 2020/21.

It is true that 2020-21 was an exceptional year in very many ways, and we wouldn't expect to receive the same amount of *additional* income in a typical year, but the point remains that maintaining a more diverse income stream is financially prudent and will, in future, help us to press ahead with our ambitions for improving the building and its amenities.

To end this section of the Annual Report, despite the difficult operating environment throughout the year, we can report that our total income improved marginally by 3% compared to the previous year (up by £1,150.00).

Expenditure was down on the previous year – not just our operating expenses (down by 18%) but also our extraordinary expenses were down by 66% or £30,890. In all, the balance of income over expenditure during the year was a reported surplus of £23,341.98.

Finally, as recorded at the start of this section, our opening cash balance (cash in hand) on 1 March 2020 was £23,300 (rounded). A year later, on 28 February, 2021 it had increased by £19,300.00 to £42,600.00 (rounded).

THE YEAR IN HIGHLIGHTS: CHANGES, IMPROVEMENTS AND OTHER EVENTS

What follows is a high-level summary taken from the Chair's bi-monthly reports to Trustees.

QUARTER ONE : MARCH - MAY 2020

Bequest from the late Norman Kimber

At the very start of the financial year the trustees received a letter from the executors of the estate of the late Norman Kimber, who was a former Chair of Trustees back in the 1980's and 1990's. The letter informed us that he had left the sum of £10,000 to the trustees for them to use in any way that they felt appropriate to bring about improvements, changes or much needed maintenance to the Hall and/or its grounds. This was a most welcome and totally unexpected financial windfall that, although we didn't know it then, could not have come at a more appropriate time - as we were just a few short weeks away from a national lockdown when the Hall would be closed for significant periods with the consequential severe loss of hire income.

The Hall archives show that in 1987, a legacy of £11,500 (which is equivalent to about £28,000 today) was left to the Hall by Albert Jones (a local farmer). This provided the initial financial stimulus for Norman's vision to modernise and extend the original Hall building - which by then was around 67 years' old - culminating in the construction of a second, larger hall with stage. He wanted to ensure that the Hall's facilities were improved for the benefit of our community well into the future - which he has so obviously succeeded in doing because here we are, still thriving, over 30 years' later.

The new hall opened in September 1994, complete with its own entrance doors, stage and dedicated set of toilets. We have replaced the windows since then with double glazed units and refurbished the original wooden floor and, of course, decorated a few times, but the space is essentially still exactly as Norman would have recognised.

(See also the section entitled **Tree Planting** in Quarter Four, on page 14 below).

Centenary Events - all cancelled due to Covid-19 restrictions

In early March we were fully engaged in planning a series of free community events to celebrate the Hall's centenary. The trustees had first communicated this via a Community Christmas Card that was delivered three months' earlier to every household in the Parish.

The first event planned at the Hall was AFTERNOON TEA - community residents were being invited to drop in at any time between 2pm and 5pm on Sunday, 5th April.

However, as March wore on it became increasingly apparent that not only would we have to cancel this event, but we would also have to put the remaining planned events on hold until the situation regarding the length of time the impending restrictions on public gatherings would remain in place. Then the news of a full national lockdown starting on March 23 changed things again and trustees decided that all the planned events should be cancelled rather than just postponed. With hindsight that was the right decision since, although we didn't know it at the time, the country would be subject to two more lockdown periods and severe restrictions on public gatherings both indoors and outdoors over the year.

Lease Renewals

The start of each financial year also marks the start of a new ground lease year for the **Villages Playgroup** and **1st Leigh Scouts**, as both organisations have their buildings on Hall land. The trustees have formal, 25-year lease agreements in place with them both but charge only a modest (by commercial standards) annual amount, recognising the important contributions both organisations make to the life of our community.

While the lease for Villages Playgroup has now been in operation for a few years, this year marked the start of the renegotiated and renewed 25-year lease for 1st Leigh Scouts. This also coincided with a new build that the Scouts were undergoing to completely upgrade and extend their existing buildings. Both leases continue to operate effectively and the income they generate helps support the upkeep of the grounds and the heritage building.

Corona virus Planning and Actions

As trustees we quickly recognised that collectively, we had at least two clear responsibilities during the escalating corona virus outbreak, namely:

- to take all reasonable steps to maintain a clean, safe and hygienic environment and to close the Hall and cancel bookings if we had sufficient reason to believe that keeping it open (outwith lockdown periods) posed a significant risk to the health and well-being of those using it, and
- to implement a clear, written and defensible policy about refunds in the event that hirers choose to cancel their bookings because of the corona virus outbreak

With regard to the first responsibility, we discussed *our cleaning regime*, how best to communicate with our regular hirers about *their responsibilities after each hire* and the diligence with which we must check the building after

occasional hires. We were also clear about the circumstances in which we might take the collective decision to close the building, how that message would be communicated and how and why we subsequently make the decision to reopen. To that end we clearly displayed custom-made Notices about the corona virus and Covid-19 throughout the building in order to send a clear message to those using the hall about protecting themselves and others during the pandemic. We also followed the updated guidance issued by the Cabinet Office on *gov.uk* and took advice from ACRE².

Our main communication channels throughout the year for our actual and potential hirers were the website www.leighandbransfordhall.co.uk , email and summary written updates in the monthly Community Newsletter, The Sphere Parish Magazine.³

Importantly we published three online documents on our website that all hirers had to acknowledge reading and being bound by when making future bookings. They were:

1. Four Part Reopening Plan
2. Additional Covid-19 related Terms and Conditions
3. Risk Assessment Form for Hirers
4. End of Hire Checklist

It was reassuring to see that these actions, together with the subsequent frequent website updates enabled us to manage a constantly changing and often confusing situation effectively throughout the year with no breaches reported.

Small Grant Application

Plans to purchase 4 new tables were already in place before the pandemic struck and in early March a small grant application had been prepared and sent for consideration to the Parish Council for just under £600.00. The application was successful and the tables were purchased and delivered before the lockdown was brought into force.

End of Quarter One Cash Balance

At the end of the first quarter, cash held at the bank totalled £29,565.60.

2 Action with Communities in Rural England is a registered charity which represents thirty-eight member groups who make up England's largest rural network. The charity claims to engage 52,000 grassroots organisations in 11,000 rural communities.

3 The Sphere Parish Magazine is distributed both in hard copy and online at <http://www.leighandbransford.org.uk/the-sphere-parish-magazine/>

QUARTER TWO : JUNE - AUGUST 2020

Finalising Preparations to Reopen the Hall after the First Lockdown

ends

Our virtual meeting in July was dedicated to discussing and agreeing the detail of the process we needed to follow and the procedures that needed to be in place before the Hall could be reopened to the community.

Once again, we relied heavily on the latest government guidelines and advice from ACRE. We also applied to the local authority for our own QR code so that people using the hall post-lockdown could check-in using the NHS app on their phones. A paper-based 'register' was also in use, but it was made clear in our additional Covid-19 T&Cs that the safe keeping of this personal information of the hirer's guests was their responsibility. As trustees we were aware of the requirements of GDPR.

The Hall reopened on 1st August and a few bookings were placed in line with the sorts of hire activities that were legitimately allowed to go ahead. Before any individual could proceed with their on-line hire booking, however, they had to read the updated information on the website to ensure and then confirm that their hire was indeed permitted under the latest restrictions and regulations.

There were no breaches and the small number of hires that went ahead were all properly managed and the end of hire clean up operations (using the end-of-hire checklist) thoroughly carried out. In addition our Hall cleaner made regular visits to ensure the building was cleaned through and regular visits were also made by our volunteer Caretaker during both the lockdown months and afterwards to check that the building was safe and secure.

There is very little else to report during the second quarter as the building was closed for all of June and July.

End of Quarter Two Cash Balance

At the end of the second quarter, cash held at the bank totalled £39,041.38.

QUARTER THREE : SEPTEMBER - NOVEMBER 2020

Remedial Electrical work

The summer months had passed and in September we began to see infection rates rising once more across the country - so it soon became clear that further restrictions could well be put in place limiting further the Hall's scope to increase the types of events that could legitimately take place in the building.

In quarter three the trustees considered upgrading the heating and hot water system in the so-called Small Hall toilets. The current heating system was installed many years' ago and comprised a number of electrical cylinder

heaters, mounted on the skirting boards, which had no adjustable thermostatic controls or guards. They were either on full or off. Not only were they, by today's standards, very inefficient and costly to run, but they were unguarded and could prove to be a potential hazard if they came into contact with an individual's foot or lower leg – although the amount of heat they generated was very low – although very expensive in terms of energy consumed to produce!!.

The hot water feeding the wash-hand basins in the Small Hall toilets was controlled by manual switches which were often missed by hirers, who would then complain of having to wash their hands in cold water – or, if they did switch them on at the start of their hire, more often than not forgot to switch them off at the end – resulting in more wasteful consumption of energy.

One of our trustees did some research and proposed replacing the cylinder heaters with low-consumption new thermostatically controlled, electric panel heaters (to provide background heat) and automatic timed switches to control the hot water supply in the toilets. After recouping the initial costs it was estimated that, at current rates, this would save up to £200 in energy costs in a full year.

The proposal was agreed and the installation took place in September.

Urgent Roof Repairs

The month of August was very wet and we had experienced a number of leaks appearing in the lobby area adjacent to the Small Hall. These were investigated revealing that the source was located somewhere within the flat roof area, which was now in need of urgent repair. There was also evidence of a further potential problem located somewhere along the pitched roof area over the Entrance Lobby. Whilst the leaks had only recently become apparent, investigations carried out by the local roofing company suggested that the flat roof had, in fact, been leaking for some time and it was therefore likely that some of the wooden bearers would be starting to rot and may also be in need of replacement. In the event the problem became more serious than was first thought as the original roof, which now clearly needed serious attention, had been badly and incorrectly fitted about 25 years' ago when first installed, so repairing it would not be a quite such a straightforward task. To make matters worse, asbestos was also found to be present in the fabric of the original roof, so this had to be safely removed incurring additional cost. A suspected second leak was also investigated and that investigation revealed further remedial work was needed

to the roof area above the kitchen. As the weather worsened, gale force winds one night ripped away part of the tarpaulin used to make the building temporarily watertight, resulting in further internal water damage and to the ceilings and walls in the kitchen and small hall lobby. Although the initial work commenced in quarter 3, the remedial work carried on through quarter 4 and was finally signed off at the start of quarter one of our new 2021-22 financial year. Because of the complications, costs came in at over £5,000.00, but happily the building is now watertight once more.

A Second National Lockdown

On Thursday, 5th November England went into a second lockdown. As the Hall is classed as a non-essential business it closed immediately and a new notice was posted on our website landing page to that effect.

We did, however, keep the online booking facility open for people to provisionally advance book the hall(s) on the proviso that if the lockdown – or continuing restrictions on public gatherings after the current period of lockdown ended – then the booking would have to be cancelled and refunded or postponed and rescheduled. In the event, apart from a few short weeks in December, the Hall remained closed for the remainder of our financial year.

End of Quarter Three Cash Balance

At the end of the third quarter, cash held at the bank totalled £49,911.67.

QUARTER FOUR : DECEMBER 2020 - FEBRUARY 2021

Long-standing Trustee Resignation (Retirement)

During the year one of our longest serving trustees, Malcolm Scott, decided that after 25 years of serving as a Hall Trustee it was time for him to retire. It was sobering to reflect – in this, the Hall's centenary year – that he had served the Hall and the community so steadfastly for a full quarter of its history.

Malcolm could always be relied upon to contribute interesting and well-considered ideas – ideas that were designed to keep the hall relevant, well maintained and attractive to hirers. Not only that, he was always prepared to undertake more than what some might consider to be a fair share of the work and to go that extra mile to bring those ideas, once agreed, to fruition.

As well as a trustee, Malcolm served for many of those years as Secretary to the Committee. Through his determined efforts he was responsible for many of our successful grant applications – certainly over the past 8 years – when his bid-writing skills secured for the trustees many thousands of pounds with which to

finance much needed physical improvements to the building and grounds, including of course the lion's share of £30,000 raised to fund the recently installed sustainable air-source heating system.

Looking back, Malcolm's fund-raising successes have helped to finance the following list of improvements since 2014:

- completely replace both sets of toilets
- refurbish the kitchen
- renew the external fascia boards and guttering
- restore the original wooden floors in both halls
- replace some of the rotten windows and external doors
- install a brand new sustainable air-source heating system

In total, these projects alone cost in excess of £65,000 to complete. So the scale of his fund-raising achievement is clear for all to see. But he leaves an even more important and enduring financial legacy to the Hall - the annual income we can expect to receive for the next 20 years through the Renewable Heat Incentive - RHI - for which we qualified following the installation of the air-source heating system. Because of his diligence and foresight in completing the relevant documentation, the trustees can reasonably expect to receive, cumulatively, thousands of pounds over the period which will help to offset our energy consumption. Indeed, we have a great deal to thank him for.

Tree Planting

With Malcolm Scott's retirement and Norman Kimber's bequest coming closely together, the Trustees got to thinking about ways in which former trustees, who had played a significant role in the past, might be remembered and honoured through some kind of 'living memorial' within the grounds. The idea to plant trees in their honour was the idea most favoured - furthermore it was agreed to purchase and plant three Malus (crab apple) trees on this occasion, with a third tree to honour the contribution of another former Chair of Trustees, the late Paul Etheridge.

Ornamental Malus (or crab apple) trees were considered to be the most fitting species for this first planting as they provide blossom in the spring, beautiful colours throughout the seasons of spring, summer and particularly the autumn and then provide fruit in the form of crab apples to feed the birds during the

winter months. The malus is truly a 'sustainable' tree for all seasons, planted to honour the work of 3 individuals who worked tirelessly to ensure the continued viability and sustainability of the Memorial Hall down the years of their service.

Finalising Preparations to Reopen the Hall after the First Lockdown

ends

Right at the end of our financial year, on February 22nd, the government published its *four-step road map* to cautiously ease lockdown restrictions across England and "provide a route back to a more normal way of life". And so the trustees then went ahead and agreed the ways in which we would respond to this road map by way of a phased reopening process.

However, as the Hall would remain closed for the remainder of our 2020-21 financial year – and actually remained closed until Monday, April 12th 2021 – this will be covered in next year's Annual Report.

End of Quarter Four Cash Balance

At the end of the fourth and final quarter, cash held at the bank totalled £42,642.78.

CONCLUSION

In the conclusion to my previous (2019) report I noted that during that year the trustees had engaged in a positive exercise to more clearly identify the roles and responsibilities of the individual Board members. This work had become more pressing over the past couple of years due in no small part to the increase in the number of hires. We therefore agreed the need to ensure that as issues were encountered or jobs identified between our bi-monthly meetings, there was a process and a clear line of sight to the volunteers (individuals) who had agreed to take responsibility for that particular area of need. So far the new system has been working well.

Indeed, this new system continued to serve the Board well throughout this past year of major disruption caused by the advancing pandemic. Severe restrictions imposed on public meetings and most other face-to-face meetings, meant that with just two brief exceptions, there were no face-to-face Board Meetings throughout the year. However, having previously identified and agreed a range of key roles and responsibilities amongst our number, it became so much easier to organise actions on specific matters simply by emailing and phoning the

relevant individuals as issues in need of attention were discovered – like the leaking roof and routine meter readings and safety and heating checks.

As chair I continue to be grateful for the continued support, commitment and thoughtful debate of our trustees who generously give their time, ideas and expertise so willingly to govern, manage and constantly improve the Hall as a community meeting space – keeping it safe and viable for future generations.

We all look forward to emerging from this dreadful world-wide pandemic in 2021-22 and hope, whatever our ‘new normal’ may turn out to be, that our community will continue to hold dear the best of its enduring community values, community habits, community spirits and community traditions.

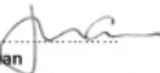
A handwritten signature in black ink, appearing to read 'Jon Gamble', with a stylized, cursive script.

Jon Gamble, Chair of Trustees

May 2021

**Leigh and Bransford Memorial Hall and Recreation Ground
Income and Expenditure for the period ended 28th February 2021**

<u>2019/20</u>		<u>2020/21</u>
	<u>INCOME</u>	
7,543.70	Hire of Buildings	5,894.90
15,290.86	Hire of Buildings (PayPal) - 2018/19	-
-	Hire of Buildings (PayPal) - 2019/20	-
-	Hire of Buildings (PayPal) - 2020/21	714.49
1,300.00	Ground rent	1,788.88
1,510.00	"200" Club	1,360.00
-	Fund Raising	-
-	Bank interest - CAF Bank	-
12,489.57	Donations & Grants	30,131.55
-	Heating rebate	820.82
-	Wedding Fayre	-
-	Grants	-
38,134.13	TOTAL INCOME	39,281.66
	<u>EXPENDITURE</u>	
2,742.00	Cleaner's Wages	1,352.00
254.49	Cleaning Materials	820.66
445.12	Waste Collection	107.16
3,023.71	Electricity	2,835.24
358.65	Water	154.23
1,141.83	Insurance	1,107.38
-	Heating servicing	420.00
-	Telephone	-
500.00	Rent of Lease for Car Park	500.00
1,003.20	Ground Maintenance	170.78
-	Wedding Fayre	-
630.00	Website	1,590.00
856.35	Fire Equipment Maintenance/replacement: Inspections/Testing	-
131.23	Licenses	167.66
747.82	Administration and sundries	789.03
11,834.40	Total Operating Expenses	9,705.68
-	Fundraising expenses	-
33,572.33	Extraordinary: Maintenance/repairs Pest Control	5,619.00 -
613.22	Improvements including equipment	-
810.00	"200" Club prizes	615.00
46,829.95	TOTAL EXPENDITURE	15,939.68
-	8,695.82 Surplus/deficit of Income over expenditure	23,341.98

Signed 
Chairman

Dated 18 May 2021

Signed 
Treasurer

Dated 18 May 2021

Leigh and Bransford Memorial Hall and Recreation Ground
Year ended 28 F
Bank Reconciliation

Lloyds Current Account

	Dr	Cr
Opening balance		8,376.56
Income per summary	43,996.15	
Expenses per summary		15,939.68
Closing balance		36,433.03
	<u>52,372.71</u>	<u>52,372.71</u>
Reconciliation:		
Balance per statement		36,304.11
O/S cheques:		
29/02/2020 #001659		
29/02/2020 #001660		
29/02/2020 #001661		
29/02/2020 #001662		
20/02/2020 #001655		

O/S receipts: MHDC refund	-	128.92	128.92
			<u>36,433.03</u>

PayPal

	Dr	Cr
Opening balance	01/03/2020 10,924.24	
Income	6,223.90	
Refunds through PayPal		6,897.09
Charges		41.30
Expenses		-
Paid Out		4,000.00
Closing balance		6,209.75
	<u>17,148.14</u>	<u>17,148.14</u>
Reconciliation:		
Balance per statement		6,209.75
		<u>6,209.75</u>

Leigh and Bransford Memorial Hall and Recreation Ground
Year ended 28 February 2020
PayPal Summary

Balance	Date	Payments Received	Refunds	Expenses	Withdrawals	Fees	Balance
10,924.24	Mar-20	345.00				5.62	11,263.62
11,263.62	Apr-20	1,190.02	1927.22			- 32.98	10,559.40
10,559.40	May-20	595.00	791.47			8.53	10,354.40
10,354.40	Jun-20	811.47	925			11.76	10,229.11
10,229.11	Jul-20	1,593.41	595			23.33	11,204.19
11,204.19	Aug-20	325.00	595			4.95	10,929.24
10,929.24	Sep-20	-	0	0	0	-	10,929.24
10,929.24	Oct-20	21.00	873.4			0.69	10,076.15
10,076.15	Nov-20	595.00				8.53	10,662.62
10,662.62	Dec-20						10,662.62
10,662.62	Jan-21	128.00	1190			1.99	9,598.63
9,598.63	Feb-21	620.00			4000	8.88	6,209.75
		6,223.90	6,897.09	-	4,000.00	41.30	

Date	Description	Ref	Amount	Type	BALANCE				ESTIMATED										
					Debit	Credit	Balance	Debit	Credit	Balance									
1/1/2018	Opening Balance																		
1/15/2018	Bank of America	1001	100.00	Debit	100.00		100.00												
1/20/2018	Bank of America	1002	200.00	Debit	300.00		300.00												
1/25/2018	Bank of America	1003	150.00	Debit	450.00		450.00												
1/30/2018	Bank of America	1004	100.00	Debit	550.00		550.00												
2/5/2018	Bank of America	1005	100.00	Debit	650.00		650.00												
2/10/2018	Bank of America	1006	100.00	Debit	750.00		750.00												
2/15/2018	Bank of America	1007	100.00	Debit	850.00		850.00												
2/20/2018	Bank of America	1008	100.00	Debit	950.00		950.00												
2/25/2018	Bank of America	1009	100.00	Debit	1050.00		1050.00												
2/28/2018	Bank of America	1010	100.00	Debit	1150.00		1150.00												
3/5/2018	Bank of America	1011	100.00	Debit	1250.00		1250.00												
3/10/2018	Bank of America	1012	100.00	Debit	1350.00		1350.00												
3/15/2018	Bank of America	1013	100.00	Debit	1450.00		1450.00												
3/20/2018	Bank of America	1014	100.00	Debit	1550.00		1550.00												
3/25/2018	Bank of America	1015	100.00	Debit	1650.00		1650.00												
3/28/2018	Bank of America	1016	100.00	Debit	1750.00		1750.00												
4/2/2018	Bank of America	1017	100.00	Debit	1850.00		1850.00												
4/7/2018	Bank of America	1018	100.00	Debit	1950.00		1950.00												
4/12/2018	Bank of America	1019	100.00	Debit	2050.00		2050.00												
4/17/2018	Bank of America	1020	100.00	Debit	2150.00		2150.00												
4/22/2018	Bank of America	1021	100.00	Debit	2250.00		2250.00												
4/27/2018	Bank of America	1022	100.00	Debit	2350.00		2350.00												
5/2/2018	Bank of America	1023	100.00	Debit	2450.00		2450.00												
5/7/2018	Bank of America	1024	100.00	Debit	2550.00		2550.00												
5/12/2018	Bank of America	1025	100.00	Debit	2650.00		2650.00												
5/17/2018	Bank of America	1026	100.00	Debit	2750.00		2750.00												
5/22/2018	Bank of America	1027	100.00	Debit	2850.00		2850.00												
5/27/2018	Bank of America	1028	100.00	Debit	2950.00		2950.00												
6/1/2018	Bank of America	1029	100.00	Debit	3050.00		3050.00												
6/6/2018	Bank of America	1030	100.00	Debit	3150.00		3150.00												
6/11/2018	Bank of America	1031	100.00	Debit	3250.00		3250.00												
6/16/2018	Bank of America	1032	100.00	Debit	3350.00		3350.00												
6/21/2018	Bank of America	1033	100.00	Debit	3450.00		3450.00												
6/26/2018	Bank of America	1034	100.00	Debit	3550.00		3550.00												
7/1/2018	Bank of America	1035	100.00	Debit	3650.00		3650.00												
7/6/2018	Bank of America	1036	100.00	Debit	3750.00		3750.00												
7/11/2018	Bank of America	1037	100.00	Debit	3850.00		3850.00												
7/16/2018	Bank of America	1038	100.00	Debit	3950.00		3950.00												
7/21/2018	Bank of America	1039	100.00	Debit	4050.00		4050.00												
7/26/2018	Bank of America	1040	100.00	Debit	4150.00		4150.00												
7/31/2018	Bank of America	1041	100.00	Debit	4250.00		4250.00												
8/5/2018	Bank of America	1042	100.00	Debit	4350.00		4350.00												
8/10/2018	Bank of America	1043	100.00	Debit	4450.00		4450.00												
8/15/2018	Bank of America	1044	100.00	Debit	4550.00		4550.00												
8/20/2018	Bank of America	1045	100.00	Debit	4650.00		4650.00												
8/25/2018	Bank of America	1046	100.00	Debit	4750.00		4750.00												
8/30/2018	Bank of America	1047	100.00	Debit	4850.00		4850.00												
9/4/2018	Bank of America	1048	100.00	Debit	4950.00		4950.00												
9/9/2018	Bank of America	1049	100.00	Debit	5050.00		5050.00												
9/14/2018	Bank of America	1050	100.00	Debit	5150.00		5150.00												
9/19/2018	Bank of America	1051	100.00	Debit	5250.00		5250.00												
9/24/2018	Bank of America	1052	100.00	Debit	5350.00		5350.00												
9/29/2018	Bank of America	1053	100.00	Debit	5450.00		5450.00												
10/4/2018	Bank of America	1054	100.00	Debit	5550.00		5550.00												
10/9/2018	Bank of America	1055	100.00	Debit	5650.00		5650.00												
10/14/2018	Bank of America	1056	100.00	Debit	5750.00		5750.00												
10/19/2018	Bank of America	1057	100.00	Debit	5850.00		5850.00												
10/24/2018	Bank of America	1058	100.00	Debit	5950.00		5950.00												
10/29/2018	Bank of America	1059	100.00	Debit	6050.00		6050.00												
11/3/2018	Bank of America	1060	100.00	Debit	6150.00		6150.00												
11/8/2018	Bank of America	1061	100.00	Debit	6250.00		6250.00												
11/13/2018	Bank of America	1062	100.00	Debit	6350.00		6350.00												
11/18/2018	Bank of America	1063	100.00	Debit	6450.00		6450.00												
11/23/2018	Bank of America	1064	100.00	Debit	6550.00		6550.00												
11/28/2018	Bank of America	1065	100.00	Debit	6650.00		6650.00												
12/3/2018	Bank of America	1066	100.00	Debit	6750.00		6750.00												
12/8/2018	Bank of America	1067	100.00	Debit	6850.00		6850.00												
12/13/2018	Bank of America	1068	100.00	Debit	6950.00		6950.00												
12/18/2018	Bank of America	1069	100.00	Debit	7050.00		7050.00												
12/23/2018	Bank of America	1070	100.00	Debit	7150.00		7150.00												
12/28/2018	Bank of America	1071	100.00	Debit	7250.00		7250.00												
1/2/2019	Bank of America	1072	100.00	Debit	7350.00		7350.00												
1/7/2019	Bank of America	1073	100.00	Debit	7450.00		7450.00												
1/12/2019	Bank of America	1074	100.00	Debit	7550.00		7550.00												
1/17/2019	Bank of America	1075	100.00	Debit	7650.00		7650.00												
1/22/2019	Bank of America	1076	100.00	Debit	7750.00		7750.00												
1/27/2019	Bank of America	1077	100.00	Debit	7850.00		7850.00												
2/1/2019	Bank of America	1078	100.00	Debit	7950.00		7950.00												
2/6/2019	Bank of America	1079	100.00	Debit	8050.00		8050.00												
2/11/2019	Bank of America	1080	100.00	Debit	8150.00		8150.00												



Section A

Independent Examiner's Report

**Report to the trustees/
members of**

Charity Name

Leigh and Bransford Memorial Hall and Recreation Ground

**On accounts for the year
ended**

28th February 2021

**Charity no
(if any)**

523163

Set out on pages

1-7

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended **28/02/2021**.

**Responsibilities and
basis of report**

As the charity trustees of the Trust, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent
examiner's statement**

I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below *) in connection with the examination which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Act or
- the accounts do not accord with the accounting records

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

** Please delete the words in the brackets if they do not apply.*

Signed:

[Signature]

Date:

14th November 2021

Name:

Louise Ruane

**Relevant professional
qualification(s) or body
(if any):**

FCCA

Address:

Pear Tree Cottage, Yarrington Road, Alfrick, Worcs, WR6 5EX

Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

