



East Worlington, Nr Crediton, Devon EX17 4TS  
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# **Business Plan**

## **2014 -2018**

## 1. Our Organisation

- i The building is a Grade II C17th cob wall, thatched roof building originally a Tythe Barn belonging to church.
- ii It came into community ownership in 1920 to serve at the Parish Hall with a remit to support community cohesion, development and learning
- iii The Hall is held in Trust under the governance of a Board of Trustees who act as the Management Committee and is a registered charity.
- iv A revised constitution and lease document was established in 1999.
- v The Management Committee are all volunteers, meet every two months, hold an AGM and have three sub-committees, namely Heritage Sub-Committee, Community Sub-Committee and Business Development Sub-Committee.
- vi The Trustees are accountable to the local parish population of East Worlington, with the requirement to ensure the facility is conserved as an artefact of our heritage and to enable public access, whilst being used for its designated purposes.
- vii The Trustees have responsibility to ensure it is well maintained with secure financial viability. The Trustees set down a number of Policies, Strategies and Plans to ensure the Hall can be sustained and achieve its function
- viii The Hall has significant heritage importance, both nationally and locally due to its history, construction and location adjacent to East Worlington House (originally the Rectory but now in private ownership) a Grade II\* building, Old Stables Building (Grade II Listed) East Worlington Church (Grade II Listed) and East Worlington Primary School House (Grade II Listed) and therefore a significant artefact of our Devonian social and economic history.
- ix The Trustees are keen to secure its use as a place to learn more about our heritage within the national context.
- x Recent achievements are articulated in our the Trustees Annual Report (May 2014) and include impacts on community engagement in the Hall's decision-making, improved sense of community well-being through the services and activities offered, the sustained delivery of services through volunteers commitment and community ownership for the vision for the Hall.

## 2. Where are we now?

### Community

- i A building let for events, functions and meetings
- ii Significantly under used by community due to uninviting internal conditions
- iii Cold
- iv Damp
- v Poor insulation
- vi Poor ventilation
- vii Poor and costly heating solution
- viii Under floor wood decay and unsuitable flooring quality
- ix Limited storage space
- x Poor toilet facilities
- xi Poor lighting
- xii Poor acoustics
- xiii No telephone or internet connectivity

### Heritage

- i Thatch in need of period renewal
- ii Architectural significance of roof timbers hidden by asbestos based product ceiling
- iii Old barn door hidden on inside by C20th stooled wall
- iv Some historical and archaeological information and evidence
- v No heritage learning programme
- vi No visitors to learn about the heritage associated with the hall and the locality

### 3. Where do we want to be?

- 3.1. **A Community Hub** which:
- i. supports community social and recreational
  - ii. supports community learning
  - iii. supports community arts and culture
  - iv. supports community meetings
  - v. is a community infra-structural facility.
- 3.2. **A Heritage Hub** which:
- i. supports the conservation of our building
  - ii. provides a facility to learn about the heritage associated with the evolution of the building
  - iii. provides opportunities to learn about our local heritage.

### 4. What we plan to do to improve and conserve our Parish Hall

#### Improve

- i Install new under floor heating
- ii Remove rising damp
- iii Improve the internal environment for greater comfort
- iv Upgrade the electrical infrastructure
- v Install insulation where possible
- vi Decorate the foyer and toilet area
- vii Increase the storage space under the stage
- viii Improve lighting
- ix Provide internet access

#### Conserve

- i Remove the C20th ceiling
- ii Conserve the roof timbers
- iii Periodic renewal of the thatch
- iv Expose the old barn door and conserve
- v Plan and implement a heritage learning programme associated with the barn and its locality
- vi Implement a Conservation Plan and Maintenance Plan

### 5. Our Strategic Objectives

- 5.1. To maximise Heritage value by conserving, preserving and educating
- 5.1.1. Actions
- i. Implement Conservation Policy and Plan
  - ii. Implement periodic renewal of the thatched roof
  - iii. Implement Maintenance Plan
  - iv. Implement Heritage Learning Programme
  - v. Ensure budget plan allocates funds for maintenance and annual contribution toward periodic renewal of thatch
- 5.2. To ensure the Parish Hall maintains financial viability
- 5.2.1. Actions
- i. Maintain a Strategic Business Plan that supports sustainability
  - ii. Maintain an annual Budget Plan that supports sustainability
  - iii. Continue to promote the hall as a venue of choice
  - iv. Continue to explore grant funding
  - v. Review and keep up-to-date the Charging Policy
  - vi. Continue to maintain prudence and effective financial monitoring
- 5.3. To promote the Parish Hall as an infrastructural asset for the community
- 5.3.1. Actions
- i. Provide facilities that support meetings of community organisations
  - ii. Secure the role of the hall within the Emergency Plan
  - iii. Install and provide Broadband and ICT equipment

- 5.4. To secure a customer-focussed approach
- 5.4.1. Actions
- i. Employ a range of strategies that ensure we are well-informed about community needs and aspirations
  - ii. Continue to ensure information about the Hall is accessible to all.
  - iii. Continue to ensure the booking system is easy and accessible
  - iv. Encourage the community to generate ideas and volunteer their time and skills
  - v. Ensure the internal conditions of the Hall support a good experience for users
- 5.5. To improve the facilities and overall customer experience
- 5.5.1. Actions
- i. Improve the toilet and foyer arrangements
  - ii. Explore options to increase space for equipment storage
  - iii. Ensure the furniture and equipment is in good condition and relevant to the needs of users
  - iv. Continue to maintain and improve the kitchen facilities
- 5.6. To promote and support the health and well-being of the community
- 5.6.1. Actions
- i. Encourage the establishment of new community interest and hobby groups
  - ii. Encourage, support and provide as appropriate a wide range of learning, social and recreational activities.
  - iii. Actively liaise with organisations and individuals who support the health and well-being of people and encourage local provision of their services
  - iv. Encourage young people to actively influence the services and activities they need in their community.

## 6. Organisations and people that use the Hall in 2013/2014

Organisation / People	Approximate Hours Usage per annum 2013/2014
Chulmleigh Academy Trust / East Worlington Primary School	200
East Worlington Parish Hall Committee / Trustees	120
East Worlington Parish Council	18
Worlington Parochial Church Council	12
Photographic Group	30
Table Tennis Group	12
Pilates Class	30
Women's Institute	30
Community Private Hire	25
East Worlington Pre-school	20
Sunday Club	24
North Devon Council / Devon County Council (Polling Station)	16
<b>Total</b>	<b>537</b>

## 7. The Business Case

- i The business case is based on two main elements, namely Community Needs and Heritage Significance

### 7.1. Community Needs

- i We have adopted a number of strategies to clarify community needs and aspirations in relation to the future business of the Parish Hall
- ii **Stakeholder representation on the Committee** - The Parish Hall Committee consists of members of the community and has four representatives from key local stakeholder organisations that all reflect the needs of the community for the Hall.
- iii **Community Survey** - We have undertaken a Community Survey (January 2012) to help identify the community's needs, views and ideas.
- iv **Parish Plan** – We use the survey of the Parish Plan and its conclusions to help shape our thinking
- v **Open Debate** - We discuss our needs and priorities in our Committee meetings which are open to the public and enable full debate and different perspectives to be considered as part of the decision-making process.
- vi **Community Needs – Conclusions**
  - a. The Parish Hall is a vital part of our community and it must be sustained
  - b. Improve the internal conditions of the Hall, especially the heating
  - c. Increase the number of activities, events and services available at the hall. Examples given include: Art Group; Drama; Bridge; Chess; Antique show; Gardeners Question Time; Whist Drives; Drop-in Opportunities; Coffee Mornings; Film Nights; Sports; More Educational / Social and Other Courses / Events.

### 7.2. Heritage Significance

- i The current Board of Trustees are very aware of the Heritage Significance of the building within its locality and context and have spent time understand more about this aspect of its importance to the community and wider.
- ii Archaeological Reports, Conservation Architect Reports and Building Condition reports in addition to the Trustees own research have contributed to an appreciation of the building's needs and importance as a aspect of our heritage. The Trustees have establish a Community Heritage Group that are playing an important role in providing a focus for the on-going conservation of the building and to lead on the opportunity to research more and provide information and learning for the community and people nationally and internationally. The Trustees have agreed a Conservation Policy and Plan and a Heritage Project Activities Plan has been developed.
- iii **Conclusion**
  - a. The conservation and sustainability of the building is of vital importance in ensuring our heritage is maintained for people now and in the future.

## 8. Projected Usage Following Conservation and Improvements

Organisation / People	Approximate Hours Usage per annum 2013/2014
<b>Learning</b>	
Chulmleigh Academy Trust / East Worlington Primary School	300
East Worlington Parish Hall Committee – Heritage Learning (Display – Exhibition – Information)	Permanent Information and Display Exhibitions 112 (8hrs daily x 14 days annually)
Sunday Club	24
Learn to Dance - Salsa	20
Learn to Play a Musical Instrument - Guitar	40
<b>Social and Recreational</b>	
East Worlington Parish Hall Committee – Social Events Programme	24
East Worlington Parish Hall Committee – Social Sub-Committee –Monthly Community Brunch	48
East Worlington Parish Hall Committee – Social Sub-Committee – Termly Community Lunch	10
Community Dances	12
Women’s Institute	30
Community Private Hire - Celebrations	36
Photographic Group	30
Table Tennis Group	12
<b>Arts and Culture</b>	
East Worlington Parish Hall Committee – Art Exhibition	24
Now and Then Theatre Group – Community Theatre	20
East Worlington Parish Hall Committee – Social Sub-Committee – Film Nights	10
Heritage Group - Meetings	12
<b>Health and Well-being</b>	
Pilates Class	40
Zumba Fun	10
Activities for the Less Mobile	40
Community Drop in and Chat Sessions	40
<b>Infra-structural</b>	
East Worlington Parish Hall Committee – Trustee Meetings	18
East Worlington Parish Hall Committee – Fund-raising Activities	36
East Worlington Parish Council - Meetings	18
Worlington Parochial Church Council - Meetings	12
East Worlington Pre-school – Fund-raising	10
Community Private Hire – Births, Deaths and Marriages; Community Consultations; etc.	12
North Devon Council / Devon County Council (Polling Station)	16
Encourage Community Social Enterprise, e.g. functions and events management.	
<b>Total</b>	<b>950</b>

## **9. Conservation / Improvement Costs**

- i Estimates have been gained to show the costs associate with the Conservation and Improvement Project. Estimates shown at Appendix 1
- ii The main strategies to achieve the funding needed are:
  - a. Grant funding applications
  - b. Own fund-raising programme of activities
  - c. Use of reserves
  - d. Village Appeal
  - e. Donations

## **10. Financial Viability and Sustainability**

- i To ensure the Parish Hall can provide the services and facilities required for it to fulfil its purpose, business viability and future financial sustainability a financial plan has been produced and this shows the costs and required income over the next three years. The plan also sets in place the strategies and processes that provide the foundations for a manageable approach to income generation over a prolonged period of time into the future.
- ii The financial plan is shown below:

## East Worlington Parish Hall - Financial Plan 2014 - 2018

	2013/2014	2014/2015	Conservation and Improvement Plan Implemented	2015/2016	2016/2017	2017/2018
<b>Income</b>						
Hall Hire	£1,799	£2,211	Charge to be reviewed to include heating	£3,100	£3,410	£3,751
Electricity Meter	£230	£230	Removed	£0	£0	£0
Hire of Tables and Chairs	£26	£26		£50	£50	£50
Own fund-raising programme activities			Target £2000 per annum	£2,000	£2,000	£2,000
Village Appeal			Target £2,000 per annum	£2,000	£2,000	£2,000
PH Monthly Draw	£0	£240	Target 200 members	£1,200	£1,200	£1,200
	<b>£2,055</b>	<b>£2,707</b>	<b>Total</b>	<b>£8,350</b>	<b>£8,660</b>	<b>£9,001</b>
<b>Expenditure</b>						
Utilities	£550	£605		£666	£732	£805
Cleaning	£367	£404	Increase cleaning to 2hrs per week	£832	£915	£1,007
Insurance	£850	£935		£1,029	£1,131	£1,244
Statutory Expenses	£100	£110		£121	£133	£146
Maintenance	£500	£550	Maintenance and Servicing	£1,000	£1,100	£1,210
Consumables	£50	£55		£61	£67	£73
Rent		£0		£0	£0	£0
Secretarial/Admin	£50	£55		£61	£67	£73
Heating		£0	Running costs for new heating	£1,200	£1,320	£1,452
Period Renewal (Thatch)			Annual Savings for next Thatching	£2,000	£2,000	£2,000
	<b>£2,467</b>	<b>£2,714</b>	<b>Total</b>	<b>£6,968</b>	<b>£7,465</b>	<b>£8,011</b>



## 11. This is what we need to do:

	<b>Target</b>
i Increase the number of people registered with the Parish Hall Monthly Draw (200 people)	£1200
ii Review the Charging Policy and Increase the Number of Users	£3100
iii Run an annual fund-raising programme	£2000
iv Maintain the Village Appeal (thatching) to secure funds for the periodic renewal of the thatch	£2000

## 12. Monitoring

- i Rigorous financial monitoring is undertaken on an on-going basis by the Trust's Honorary Treasurer who reports to the Trustees six times a year and provides an annual report for at the Annual General Meeting. The annual report is scrutinised by an independent examiner.
- ii Hall usage is monitored by the trust's Honorary Secretary who reports to Trustees six times a year and provides an annual report for the Annual General meeting.
- iii The Trustees play an active role in analysing the information in the reports, challenging where appropriate and maintaining effective and efficient financial systems. The Trustees have approved and review annually a Financial Policy.
- iv The Trustees review the Business Plan annually and compare the projections to the actuals, making decisions and taking actions as appropriate and necessary.

# APPENDIX 1

## Tender Estimates Summaries

Description	Provider A	Provider B	Provider C
<b><u>Preamble</u></b>			
1 General Prelims	2,118.00	3,700.00	
2		-	
3 Traditional trade demonstrations	696.00	-	
4		-	
5		-	
6		-	
<b><u>General</u></b>			
7 Welfare facilities	108.00		
8 Temp protection to the floor	1,215.88	1,500.00	
9 External scaffolding	3,859.68		
10 Internal scaffold	1,836.00	1,500.00	
11 Electrical isolation			
12 Smoke detector isolation			
<b><u>Hall Floor &amp; Stage</u></b>			
13 Reduce levels + install elec main in duct	1,970.29	1,630.00	61,987.00
14 New concrete sub floor + Radon sump	5,227.74	5,760.00	
15 Stage and stage gallery framework	1,860.00	8,840.00	
15 A Provisional sum (added as Slee covering letter)			
16 Under-stage floor construction	461.32	1,410.00	
17 Stage floor and upper floor	1,276.54	1,260.00	
18 Refix floor boards to gallery	1,630.19	850.00	
19 Oak balustrade to gallery	742.46	750.00	
20 2no. Stair flight and balustrades	1,825.50	1,890.00	
21 Junckers timber floating floor to hall	8,388.05	16,000.00	
22 Junckers boards to stage area	1,335.14	3,000.00	
23 Removeable panels to under-stage storage area	510.00	500.00	
24 Skirting to hall and stage			

		580.74	600.00	
<b><u>Roof &amp; Ceiling Works</u></b>				
25	Remove asbestos ceiling boards - licensed contractor	3,053.54	10,000.00	
26	Remove existing ceiling framework	306.62	600.00	
27	Alterations to trusses	2,004.52	3,200.00	
28	Clean trusses	420.00	800.00	
29	Plasterboard ceiling lining	2,182.04	3,560.00	
30	Tape and skim ceiling	2,422.00	6,980.00	
30				
A				
31	Plaster gable walls	1,124.04	3,300.00	
30	Decoration to hall	2,130.38	6,800.00	
<b><u>Thatching of Hall Roof</u></b>				
31	Strip existing thatch		-	
32	New thatch	26,220.00	36,691.00	25,250.00
<b><u>Former Rear Threshing Doors to Hall and Associated External Drainage</u></b>				
33	Remove internal cladding	45.52	50.00	
34	Threshold detail	126.00	280.00	
35	Glazed doors	3,384.00	2,300.00	
36	Make good plaster, make good panelling up to new frame	120.00	340.00	
<b><u>External Works</u></b>				
37	Lift plants, excavate trench and install land drain	869.85	2,400.00	
38	Not used			
39	Seal threshold	291.92	1,100.00	
40	Back trench, raised border and reinstate plants	96.17	600.00	
<b><u>Heating &amp; Associated Works</u></b>				
41	Form external cupboard for oil tank	730.15	1,480.00	11,752.00
42	Oil Tank	1,144.67	8,295.00	
43	Oil-fired boiler	5,907.77		
44	Underfloor heating to hall	4,920.00		
45	Radiators and pipework to kitchen, toilets and lobby	594.00		
46	Test & commission			

**Electrical**

- 47 Containment in roof
- 48 Lighting to hall
- 49 Fire detection
- 50 Data wiring
- 51 Induction loop
- 52 Electrical work in association with heating

**General**

- 53 Building works in association with heating
- 54 Building works in association with electrical

**Completion Works**

- 55 Remove scaffold
- 56 Remove coverings, clean

**Provisional Sums**

- 57 Additional asbestos removal
- 58 Ventilation
- 59 Relocate electrical board and meters
- 60 Contingency

**TOTAL EXCLUDING V.A.T**

**(Extra over cost)**

- 30
- A Oak laths in lieu of plasterboard

192.00		
5,664.00	8,763.00	16,511.00
444.00	700.00	
444.00	1,600.00	
	inc 400.00	
750.00	800.00	
1,000.00	1,000.00	1,000.00
3,000.00	3,000.00	3,000.00
1,500.00	1,500.00	1,500.00
6,000.00	6,000.00	6,000.00
<b>112,728.72</b>	<b>161,729.00</b>	<b>127,000.00</b>