

Conservation and Celebration: A Century of Serving Our Community as a Parish Hall



Good Governance Guidance



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Conservation and Celebration: A Century Serving Our Community as a Parish Hall

This guidance aims to support the achievement of effective and efficient governance and management of East Worlington Parish Hall, including its conservation and business viability, to ensure it meets the needs of our community and to secure it for the benefit of future generations.



Contents

A. East Worlington Parish Hall Good Practice Model.....	3
B. Vision, Mission, Values, Principles.....	4
C. Our Strategic Priorities.....	7
D. Driving Principles.....	7
E. East Worlington Parish Hall Charity Status.....	8
F. About being a Charity.....	9
G. About being a Trustee.....	10
H. About Public Benefit.....	14
I. Trustees' 6 main duties.....	16
J. Making decisions as a trustee.....	17
K. An Effective Board of Trustees.....	18
L. Our Internet Presence.....	20
M. Policies, Strategies and Reports.....	21
N. Committee Structure.....	21
O. Some Historical Background Information.....	22
Appendix 1: An Effective Board of Trustees.....	24
Appendix 2: Induction of New Trustees.....	35
Appendix 3: Self-evaluation Tool.....	36



East Worlington Parish Hall

A. East Worlington Parish Hall Good Practice Model

In support of the Good Practice as a Trustee of East Worlington Parish Hall the following framework of five key elements has been established.

Believe	Believe in the principles of public life and the vision and values of EWPH established by its trustees
Know	Be willing to learn and research for the benefit of undertaking an effective role as a trustee
Understand	Be willing to ask questions to deepen understand about the governance and management of the Parish Hall and maintaining effectiveness as a trustee
Act	Act in the best interests of the Parish Hall and the community it serves and behave in a way that reflects our principles, vision and values
Evaluate	Review and evaluate with the purpose of learning, effective planning and achieving improvements as necessary

The following sections provides guidance and information to support the implementation of this structure.

B. Vision, Mission, Values, Principles

1. Our Vision for the Community the Parish Hall Serves

Our Vision for our Community - We wish to live in a community that is vibrant and energised and keen to engage in community activities, support and development. We believe a successful community aims to achieve harmony recognises that conflicts do happen and manages these conflicts constructively and positively. We appreciate and value empowerment and understand the importance of responsibility as key factors in community growth and sustainability. Aspiration, vision, ambition and challenge are to be encouraged and community leadership is vital if these are to be realised and benefit the community. We believe the health and well-being are the basis of active, prosperous and happier lives, and we consider prosperity is not only linked to financial wealth but to appreciation of and care for our environment and community. We recognise and celebrate diversity and believe the wide range of talents and skills within our community enrich our living experiences.

2. Our Vision for the Parish Hall

Our Vision for the Parish Hall is set within our vision we have for our community. We aim to maximise the opportunities offered by our Parish Hall to support our community vision. We believe our Parish Hall is a vital 'Community Hub' and is able to impact positively on the lives of people who live within the community. We believe our Parish Hall is a vital artefact of our local and Devonian heritage and must be conserved as a Heritage Learning Centre.

3. Our Mission

The Parish Hall is a community amenity given in 1910 to parishioners of East Worlington. As of 1920 it was bought by the Parish Council and "held upon trust for the purposes of the village hall for the use of the inhabitants of East Worlington and the neighbourhood (hereinafter called "the area of benefit") without distinction of sex or of political, religious or other opinions, and in particular for the use of meetings, lectures and classes, and for other forms of recreation and leisure-time occupation, with the object of improving the conditions of life for the said inhabitants".



4. Our Organisational Values

We have clarified a range of organisational values to guide what we do and how we do it. They are outlined below:

- a. We believe in actively supporting the maintenance and further development of a fairer society, where everyone can participate and has the opportunity to fulfil their potential, and we treat people as individuals, irrespective of differences, placing positive value on diversity in the community;
- b. We believe in securing rural community sustainability and we actively
 - i. support learning across the community
 - ii. support local tradespeople by using their expertise and skills when possible
 - iii. support local food produces by using their produce for catering when possible
 - iv. encourage the potential for community (social) enterprise;
- c. We believe in supporting the quality of community life within a small rural community and we aim to encourage and contribute to
 - i. community engagement and interaction
 - ii. community development
 - iii. community cohesion
 - iv. community good health and well-being;
- d. We believe our community deserves a needs-led service and facility and we strive to offer one, and respond, as much as is possible, to local needs and aspirations;
- e. We recognise and understand the importance of good relationships and believe partnerships and collaborations are important to ensure our community can benefit from high quality Parish Hall resource and facilities;
- f. We understand we live in a small rural community and believe that looking outwards to the international community enriches and adds value to our own community and we believe we can actively support other communities, especially in developing countries;
- g. We believe there is always potential to improve our services and facilities and we value the contribution of vision, ideas, and feedback and recognise and support the importance of celebration of achievement.



5. Principles of Public Office

We adopt the principles of public office as follows:

- a. Selflessness
 - i. Holders of public office should act solely in terms of the public interest;
- b. Integrity
 - i. Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships;
- c. Objectivity
 - i. Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias;
- d. Accountability
 - i. Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this;
- e. Openness
 - i. Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing;
- f. Honesty
 - i. Holders of public office should be truthful;
- g. Leadership
 - i. Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.



C. Our Strategic Priorities

We have established six key strategic priorities that structure our actions and activities as Trustees as follows:

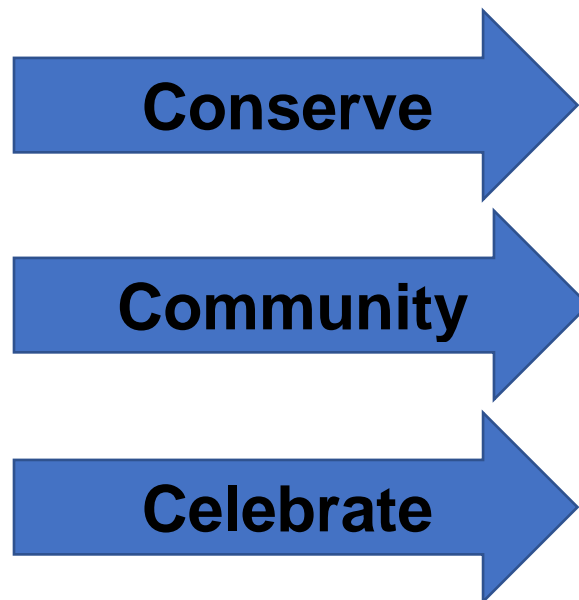
- a. To preserve the integrity of the building;
- b. To ensure the Parish Hall maintains financial viability;
- c. To promote the Parish Hall as an infrastructural asset for the community;
- d. To secure a customer-focused approach;
- e. To secure the sustainability of the Hall as a Community Facility;
- f. To promote and support the health and well-being of the community.

This structure is used to establish priorities and actions in our strategic business and improvement plan.



D. Driving Principles

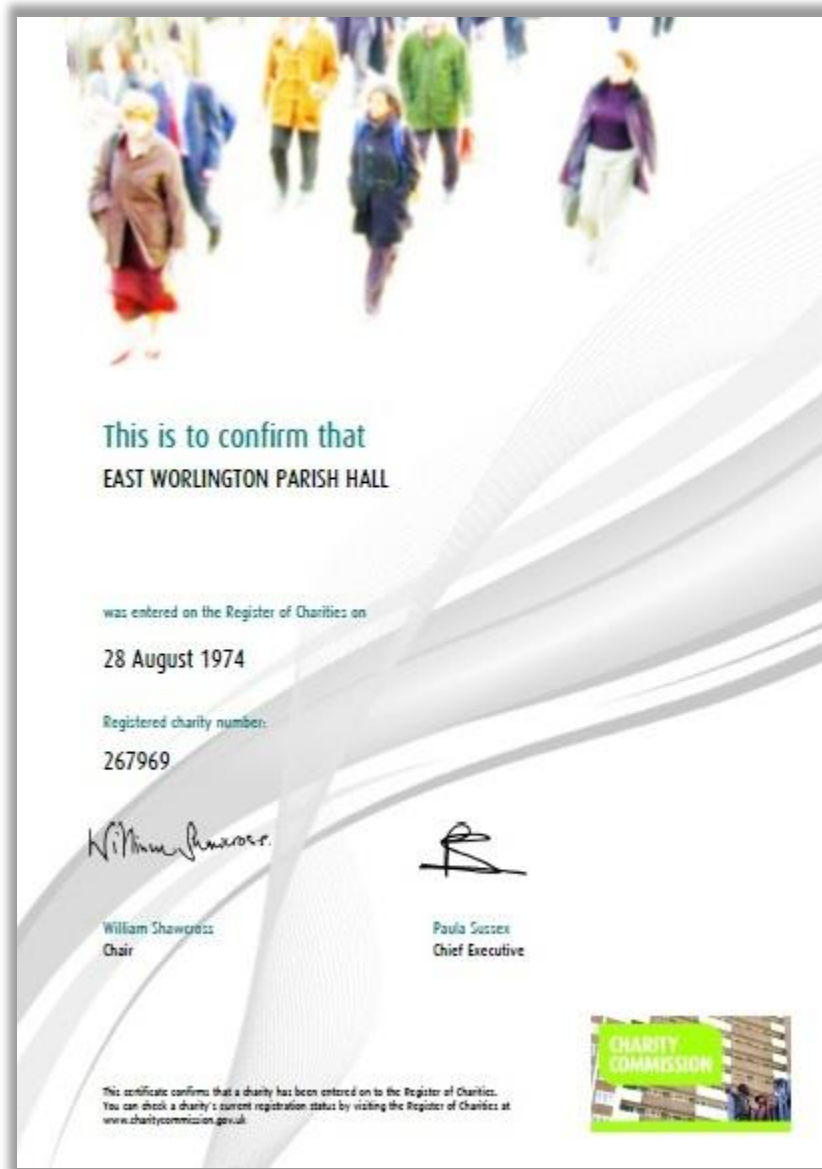
We expect trustees to support and implement our three driving principles.



- a. Conserve**
 - i. Conservation of our building as a valued feature of our heritage
 - ii. Conserve the world's natural resources
- b. Community**
 - i. We serve our community in support of community cohesion and well-being
- c. Celebrate**
 - i. We approach our roles and responsibilities with a positive 'can do' approach
 - ii. We recognise and celebrate achievement

E. East Worlington Parish Hall Charity Status

EWPH was registered for Charity status in 1974. A copy of the certificate is below.



F. About being a Charity

The 2011 Act defines a charity as an institution which is established for charitable purposes only and which is for the public benefit. It describes charitable purposes as:

- i. the prevention or relief of poverty;
- ii. the advancement of education;
- iii. the advancement of religion;
- iv. the advancement of health or the saving of lives;
- v. the advancement of citizenship or community development;
- vi. the advancement of the arts, culture, heritage or science;
- vii. the advancement of amateur sport;
- viii. the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity;
- ix. the advancement of environmental protection or improvement;
- x. the relief of those in need because of youth, age, ill-health, disability, financial hardship or other disadvantage;
- xi. the advancement of animal welfare;
- xii. the promotion of the efficiency of the armed forces of the Crown or of the efficiency of the police, fire and rescue services or ambulance services;
- xiii. other purposes that are currently recognised as charitable or are in the spirit of any purposes currently recognised as charitable.

Village/parish halls are charitable by virtue of section 5 of the 2011 Act (which incorporates the law first set out in the Recreational Charities Act 1958)

'Public benefit' is not defined in the legislation, but the Charity Commission issues guidance on the interpretation of this requirement, and charity trustees 'must have regard to any such guidance when exercising any powers or duties to which the guidance is relevant' (for further information see Charities and Public Benefit – the Charity Commission's general guidance on public benefit available on the Charity Commission's website www.charitycommission.gov.uk)



G. About being a Trustee

Who are Charity Trustees?

The Charities Act 1993 defines charity trustees as “the persons having the general control and management of the administration of a charity”.

A village/parish hall charity normally has two sets of trustees.

- i. Holding or Custodian Trustees.
- ii. Charity or Managing Trustees.

Although they are both trustees of the charity, they have very different functions.

Holding / Custodian Trustees

A village/parish hall charity will usually provide for a second set of trustees to be appointed to hold the land or property on behalf of the charity. These are the Holding (or Custodian) Trustees. Their sole function is to hold the title to the property. They should not be involved in the day to day running of the charity, which is the responsibility of the managing trustees (unless the governing document gives them certain other rules or responsibilities).

Holding/Custodian Trustees can be either:

- i. Individuals;
- ii. a body corporate, a parish council;
- iii. the Official Custodian for Charities;

Custodian or holding trustees have no power to make management decisions and must act on the lawful instruction of the ‘managing trustees’.





East Worlington Parish Hall

For East Worlington Parish Hall the Charity Commission are the Official Custodians of the charity.

The legal process was completed on 16th April 1999.

The copy of the Order is shown below:

**ORDER OF
THE CHARITY COMMISSIONERS FOR ENGLAND AND WALES**

to transfer land to the Official Custodian for Charities under the power given in sections 16
and 21 of the Charities Act 1993

dated the

16 APRIL 1999

for the charity known as

EAST WORLINGTON PARISH HALL MANAGEMENT COMMITTEE

at

East Worlington, Crediton, Devon

This Order has been adjudged as not liable to stamp duty.

ORDER

The title of land described in the schedule is transferred by this order to the Official
Custodian for Charities in trust for the charity.

SCHEDULE

Leasehold property comprised in the schedule to a Lease and Trust Deed made the 19th
February 1999 between the Parish Council of the Parish of East Worlington of the first part,
and Lady Frances Anne Stevens and Lt. Col. Peter Errington Townsend of the second part.

Commission References: 1
Case No: 136819 20/04/99
Sealing No: W 114/99
Version: 1.0

Charity or Managing Trustees

Managing Trustees are the people who manage the charity on a day to day basis and in a village/parish hall this will be the management committee.

When an individual is appointed to the committee and accepts the appointment by signing the minute book (or in any other way set out in the governing document) that person becomes a trustee of the charity. It is important therefore that every new committee member reads through the governing document carefully in order that they are aware of their responsibilities.



East Worlington Parish Hall

The Managing Trustees for East Worlington Parish Hall consist of the following membership as defined in the Constitution.

- **Seven Elected Members**
- **Four Community Organisation Members**
- **Three Co-opted Members**

The Trustees are appointed / reappointed annually at the AGM

Note: The Four Community Organisations are:

- **East Worlington Parish Council**
- **Worlington Parochial Church Council**
- **East Worlington Primary School / Chulmleigh Academy Trust**
- **Worlington Women's Institute (disbanded 2017)**

The Responsibility of Charity or Managing Trustees

Managing Trustees must ensure that they always act for the good of the charity and its beneficiaries and that in doing so they comply with the terms of the governing document and any legislation. The management committee of a village/parish hall is comprised of elected members and representatives of the user groups and co-opted members. When a representative of a user group becomes a member of the management committee, they become a trustee of the village/parish hall and they must remember that their first responsibility is to the village/parish hall charity as a whole and not to their organisation or group.

The responsibilities of managing trustees are can be summarised as follows:

- To act reasonably and prudently** - although there is no statutory definition of "reasonable" or "prudent" In practical terms this means, amongst other things, not speculating with the charity's assets; ensuring that the charity assets are fully insured against loss; complying with all and every legal requirement;

- b. **Insurance** - it is very important that trustees fully insure the charity and its assets against loss; a charitable village/parish hall will require, as a minimum, buildings and contents insurance, public liability insurance and employers' liability insurance;
- c. **Maintaining accurate financial control** – all trustees must be aware of the charity's finances. Trustees are responsible for maintaining the financial stability of the charity. They must ensure that accurate records are maintained and that they comply with all the accounting requirements required by law;
- d. **With regard to investments**, trustees are bound by: (i) their governing document e.g. trust deed, or other formal document (ii) statute;
- e. **To act together** - trustees should act together in the administration of the charity. The act of one trustee may render all the trustees liable and trustees must ensure that they are kept fully informed; it is no defence for a trustee to claim he/she did not know what was happening. Where a trustee does dissent from the majority view his/her dissent should be fully recorded in the minute book;
- f. **To avoid a conflict of interest** - trustees must be seen to be above reproach when dealing with the charity's assets. Therefore, where there is any question of a trustee being personally affected by a decision of the trustees that trustee must declare his/her interest and withdraw from any discussion or vote;
- g. **A trustee of a charity cannot be paid by the charity** even where the payment would be for work outside the role of the trustee, e.g. as a caretaker, unless expressly permitted by the Trust Deed or with the consent of the Charity Commission. This also precludes the payment of honoraria to trustees although reasonable out of pocket expenses (e.g. for stationery, telephone calls) may be reimbursed;
- h. **Delegation of responsibility** - trustees will be ultimately liable for the running of the charity and this responsibility cannot be avoided by delegating decisions to others. However, trustees have limited power of delegation in some matters, e.g. (i) where the governing document permits, some decisions can be delegated to committees or sub-committees but the trustees will still be responsible to oversee the committees, (ii) trustees can appoint experts where necessary and are entitled to rely on their expertise. However, they must still retain full control of the administration. (iii) the practical implementation of decisions can be delegated to specific officers, employees or agents;
- i. **Liability of Trustees** Even in the best run organisations problems occur from time to time and many trustees ask, "Will I be liable?" This will depend on the circumstances but in principle a trustee may be liable in the following circumstances:
 - a. if they have acted in breach of the governing document
 - b. if they have acted unwisely with charity assets resulting in a loss to the charity
 - c. if they have acted illegally.

A village/parish hall charity is not regarded as a separate legal entity and its trustees must act on its behalf. It is the trustees who sign contracts, employ staff, obtain licences etc. and it is the trustees who must sue or be sued if things go wrong. It is important, therefore, to minimise the risk to individuals and this can be done by following the good practice guidance. Where a trustee acts properly and in accordance with the wishes of all the trustees, that trustee should be able to be indemnified out of charity assets.

H.About Public Benefit

In England and Wales, public benefit is part of what it means:

- a. to be a charity – a charity must have only charitable purposes which must be for the public benefit ('the public benefit requirement');
- b. to operate as a charity - as a charity trustee, when running our charity, we must carry out our charity's purposes for the public benefit;
- c. to report on a charity's work - as a charity trustee, we must report each year on how we have carried out our charity's purposes for the public benefit and confirm that, in doing so, we have had regard to the Charity Commission's public benefit guidance where relevant.

The public benefit requirement

The charity's 'purpose' is what it is set up to achieve. For an organisation to be a charity, each of its purposes must be for the public benefit. The Charities Act 2011 calls this the 'public benefit requirement'. The public benefit requirement has two aspects:

The 'benefit aspect'

To satisfy this aspect:

- a. a purpose must be beneficial - this must be in a way that is identifiable and capable of being proved by evidence where necessary and which is not based on personal views;
- b. any detriment or harm that results from the purpose (to people, property or the environment) must not outweigh the benefit - this is also based on evidence and not on personal views.

The 'public aspect'

To satisfy this aspect the purpose must:

- c. benefit the public in general, or a sufficient section of the public - what is a 'sufficient section of the public' varies from purpose to purpose;
- d. not give rise to more than incidental personal benefit - personal benefit is 'incidental' where (having regard both to its nature and to its amount) it is a necessary result or by-product of carrying out the purpose.

Carry out purposes for the public benefit

As a charity trustee, it's our responsibility to run our charity in a way that carries out its purposes for the public benefit. This means:

- a. **Make decisions to ensure our charity's purpose provides benefit**
 - i. This means understanding how the purpose is beneficial and carrying it out so as to benefit the public in that way;
- b. **Make decisions to manage risks of detriment or harm to our charity's beneficiaries or to the public in general that might result from carrying out the purpose**
 - i. This means identifying risks of harm, minimising the risks and making sure that any harm that might arise is a minor consequence of carrying out the purpose;

- c. Make decisions about who benefits in ways that are consistent with the purpose**
 - i. This means knowing who can potentially benefit from the purpose and giving proper consideration to the full range of ways in which we could carry out our charity's purpose. We may choose to focus on certain beneficiaries. We can do this provided that we have proper reasons for doing so and we make your decisions in accordance with the framework for trustee decision making;
- d. Other factors that can also affect who can benefit from our charity's purpose include membership provisions, physical access to facilities provided by the charity (such as opening hours) and charging for a charity's services.**
 - i. Where our charity's charges are more than the poor can afford, we must run it in a way that makes more than minimal provision for the poor to benefit;
- e. Make decisions to make sure any personal benefits are no more than incidental**
 - i. This means making sure that any personal benefits people receive (having regard both to its nature and to its amount) are no more than a necessary result or by-product of carrying out the purpose;
- f. We must make decisions that are within the range of decisions that trustees could properly make in those particular circumstances. Provided that we do that, then we will have made a 'right' decision. It is not for the courts or the commission to tell trustees which decision to make if there is a range of decisions open to them.**
 - i. This means that, as a charity trustee, we generally have a choice about how to carry out our charity's purposes, provided that we exercise our discretion in a way which is in accordance with our charity's purpose (so not operating outside of that purpose).



I. Trustees' 6 main duties

a. Ensure our charity is carrying out its purposes for the public benefit

Trustees must make sure that the charity is carrying out the purposes for which it is set up, and no other purpose. This means you should:

- i. ensure you understand the charity's purposes as set out in its governing document;
- ii. plan what your charity will do, and what you want it to achieve;
- iii. be able to explain how all of the charity's activities are intended to further or support its purposes;
- iv. understand how the charity benefits the public by carrying out its purposes.

Spending charity funds on the wrong purposes is a very serious matter; in some cases trustees may have to reimburse the charity personally if not complying with good practice.

b. Comply with our charity's governing document and the law

As trustees we must:

- i. make sure that the charity complies with its governing document;
- ii. comply with charity law requirements and other laws that apply to your charity.

We should take reasonable steps to find out about legal requirements, for example by reading relevant guidance or taking appropriate advice when we need to.

Registered charities must keep their details on the register up to date and ensure they send the right financial and other information to the commission in their annual return or annual update.

c. Act in our charity's best interests

As trustees we must:

- i. do what we (and no one else) decide will best enable the charity to carry out its purposes;
- ii. make balanced and adequately informed decisions, thinking about the long term as well as the short term;
- iii. avoid putting ourselves in a position where our duty to our charity conflicts with our personal interests or loyalty to any other person or body;
- iv. not receive any benefit from the charity unless it's properly authorised and is clearly in the charity's interests; this also includes anyone who is financially connected to us, such as a partner, dependent child or business partner.

d. Manage our charity's resources responsibly

We must act responsibly, reasonably and honestly. This is sometimes called the duty of prudence. Prudence is about exercising sound judgement. We must:

- i. make sure the charity's assets are only used to support or carry out its purposes;
- ii. not take inappropriate risks with the charity's assets or reputation;
- iii. not over-commit the charity;
- iv. take special care when investing or borrowing;
- v. comply with any restrictions on spending funds.

We, as trustees, should put appropriate procedures and safeguards in place and take reasonable steps to ensure that these are followed. Otherwise we risk making the charity vulnerable to fraud or theft, or other kinds of abuse, and being in breach of our duty.

e. Act with reasonable care and skill

As someone responsible for governing a charity, we:

- i. must use reasonable care and skill, making use of our skills and experience and taking appropriate advice when necessary;
- ii. should give enough time, thought and energy to our role, for example by preparing for, attending and actively participating in all trustees' meetings.

f. Ensure our charity is accountable

We, as trustees, must comply with statutory accounting and reporting requirements. We should also:

- i. be able to demonstrate that our charity is complying with the law, well run and effective;
- ii. ensure appropriate accountability to members, if our charity has a membership separate from the trustees;
- iii. ensure accountability within the charity, particularly where we delegate responsibility for particular tasks or decisions to staff or volunteers.

J. Making decisions as a trustee

Charity trustees make decisions about their charity together, working as a team. Decisions don't usually need to be unanimous as long as the majority of trustees agree. Decisions are usually made at charity meetings.

When we, as trustees, make decisions about our charity, we must:

- i. act within our powers;
- ii. act in good faith, and only in the interests of our charity;
- iii. make sure we are sufficiently informed, taking any advice we need;
- iv. take account of all relevant factors we are aware of;
- v. ignore any irrelevant factors;
- vi. deal with conflicts of interest and loyalty;
- vii. make decisions that are within the range of decisions that a reasonable trustee body could make in the circumstances.

We should record how you made more significant decisions in case we need to review or explain them in the future.

K. An Effective Board of Trustees

It is vital that East Worlington Parish Hall is governed and managed by an effective Board. Understanding what effectiveness looks like helps maintain good practice. The main aspects that need to be understood and applied by Trustees are listed below with more detailed description found at [Appendix 1](#)

- i. Role of committee members
- ii. Officers of the Trust
- iii. Role of the chair
- iv. Role of the vice-chair
- v. Role of the secretary
- vi. Minutes
- vii. Booking secretary
- viii. Role of the treasurer
- ix. Committee meetings
- x. Agenda
- xi. Preparing to attend a meeting
- xii. Chairing the meeting
- xiii. Sub-committees
- xiv. Sub-committees exercising delegated powers
- xv. The Annual General Meeting
- xvi. New committee members

Appointment of Trustees

- a. The Trust Deed governs the appointment of trustees and the management of the charity.
- b. All trustees form the management committee for the business of the Parish Hall
- c. All trustees whether elected or appointed by organisations or co-opted retire at the Annual General Meeting in May of each year and are either re-elected, reappointed or replaced.
- d. The AGM (as are all Trustees Committee meetings) is open to the public. The election is by those present who reside within East Worlington Parish and neighbourhood.
- e. The Committee has:
 - i. a maximum of seven elected members;
 - ii. four organisation members; and
 - iii. the Committee can appoint three co-opted members.

Reducing Risk

Understanding and managing risk is an important aspect of ensuring the business of the hall is well run, compliant and viable. All Trustees should be aware of and apply the strategies that reduce risk to the Parish Hall.

The following actions by trustees reduces the risk to the Committee:

- i. Follow the governing document, i.e. trust deed or other formal document;
- ii. Attend meetings;
- iii. Act collectively, i.e. obtain committee approval before signing contracts;
- iv. Keep written minutes of decisions;
- v. Ensure the treasurer presents regular financial reports and prepares a budget each year;
- vi. Ensure that the property and the committee are adequately insured;
- vii. Obtain professional advice;
- viii. Act with due care and prudence e.g. do not commit the committee to spend money it does not have;
- ix. Ensure the property is properly maintained;
- x. Keep all licences up to date.

Frequency of Meetings

Trustees / Management Committee have six scheduled meetings a year, every two months on the second Thursday of the month. Months on meetings are January, March, May, July, September, November. The meetings start at 7.30pm and are generally held at the Parish Hall.

AGM is held annually at the May meeting.

Publicity and Marketing

We have a strategy to actively promote our Parish Hall and the activities we run. We use the following approaches:

- i. Fliers;
- ii. Posters;
- iii. Press Releases and Notices;
- iv. Newsletter Information;
- v. Parish Hall Websites;
 - a. <http://www.eastworlingtonparishhall.btck.co.uk/>
 - b. <https://ewph.uk/>
- vi. Facebook;
- vii. Twitter;
- viii. Word of Mouth.


L. Our Internet Presence

We provide information and communication through the internet:


 East Worlington Parish Hall **On-line Magazine**


Information about our Parish Hall
<http://www.eastworlingtonparishhall.btck.co.uk/>




 East Worlington Parish Hall **Our Heritage**


Learn more about the heritage of our Parish Hall and Community
<https://ewph.uk/>




 East Worlington Parish Hall


We have a blog focused mainly on our heritage
<http://ewparishhall.blogspot.com/>




 East Worlington Parish Hall

We have a Twitter account focused mainly on heritage
[www.twitter.com](http://www.twitter.com/EWPHHeritage) @EWPHHeritage



 East Worlington Parish Hall

We have Facebook presence
www.facebook.com/EastWorlingtonParishHall



M. Policies, Strategies and Reports

We have a range of policies and strategies that structure and shape our business. These can be downloaded from our website:

<http://www.eastworlingtonparishhall.btck.co.uk/ParishHallDocuments>

- a. Financial Policy;
- b. Compliments and Complaints Policy;
- c. Environmental Policy;
- d. Equal Opportunities Policy Statement;
- e. Green Policy;
- f. Fire Safety Policy;
- g. Fair Trade Policy;
- h. Safeguarding Policy;
- i. Data Protection;
- j. Living with Disability and Parish Hall;
- k. Business Plan supporting the Improvements to the Parish Hall;
- l. Communication Strategy;
- m. Promotion and Marketing Strategy;
- n. Conservation Policy and Plan;
- o. Maintenance Policy and Schedule.

Reports

We have commissioned and produced a number of reports to support our conservation and improvement work and our compliance. These can be downloaded from our website:

<http://www.eastworlingtonparishhall.btck.co.uk/ParishHallDocuments>

- i. Full Report of the Community Survey about the Parish Hall undertaken in January 2012;
- ii. Summary Report of the Community Survey about the Parish Hall undertaken in January 2012;
- iii. Asbestos Survey 2013;
- iv. Archaeologist Report 2013;
- v. Conservation Architect's Report 2014;
- vi. Trustees Annual Reports.

N. Committee Structure

We review our committee structure annually and clarify our Committee officers, our portfolio holders and our sub-committee structure. Therefore, these details could change annually. Our main sub-committees are:

- i. Conservation, Improvement and Maintenance Sub-Committee
- ii. Community Programme Sub-Committee

They meet as and when necessary.

O. Some Historical Background Information

This section offers some historical information relevant to the construction, evolution, purposes and uses of the building.

<p><i>'The earliest record that we have of what is now known as East Worlington House is a series of „Glebe Terriers“ dating from 1605(?), 1613, 1679 and 1727</i></p>	<p>The two earlier documents refer only to the land, but the documents of 1679 and 1727 include descriptions of the house and curtilage.</p> <p>The document of 1679, having listed the rooms of the house, concludes with a reference to outbuildings, viz:</p> <p>Dairy with a chamber over it, malt house with a chamber over it, a drift (?) for drying of malt, a barn built with mud walls, a shiping (shippon) and stable.</p> <p>The reference to a „barn built with mud walls (presumably cob) is picked up again in the description of 1727 which states:</p> <p>The outhouses are a barn consisting of five bays, a sheeping (shippon) of three bays and a stable of two bays all having mud walls and thatch covering...</p>
<p><i>Late C17th, C18th and Early Middle C19th</i></p>	<p>No conclusive evidence of use exists and therefore we have to assume the building was used for its original intention of agricultural purposes.</p>
<p><i>Late C19th / Early C20th</i></p>	<p>Rev H A Hill became rector of West Worlington Parish in 1891 and then also of East Worlington Parish in 1902. There is substantiated newspaper evidence that by the late C19th the building had a community function and by early C20th was noted as Parish Room. This confirms a shift from agricultural use to community use around this time.</p>
<p><i>1919</i></p>	<p>Rev H J Hodgson appointed as rector.</p> <p>End of WW1 national community memorial Initiative started.</p> <p>Barn offered for purchase by the community for use as a Parish Hall.</p>
<p><i>1920</i></p>	<p>Sale of the building from Church ownership to community ownership by East Worlington Parish Council and governed and managed by trustees.</p>

1920 and 1930 <i>recorded use of hall activities</i>	Whist Drives, Dances, Choir Suppers, Ringers Suppers, Rifles Club, Bazzars and Sales, Election Addresses, Lady Stucley Children's Treat, Sunday School Treats, Dairy School, Concerts, Meetings, Sports Club Events, Farmers Club.
1941 - 1943	Home Guarded recorded as hiring the Hall
1950s	During the 1950s Electricity and mains water supplies were installed
1964	Parish Hall Committee start project to add toilets and foyer to west elevation
1967	First record of formal agreement between the school and the hall for the school to use the hall. First year payment £10-4s-0d
1969	Toilet and foyer project completed
1974	Registered for Charity status
1974	Storeroom added to Parish Hall facilities from store associated with East Worlinton House. Accessed from stage.
1975	Building classified with Listed Building Status
1999	Order of the Charity Commissioners for England and Wales - Charity Commission become Holding Trustees.
2000	Millennium project including major conservation of Parish Hall
2014 - 2016	Heritage Lottery Grant Major conservation and improvement work to the main hall
2016	Hall rethatched
2017 - 2019	Heritage Lottery Grant
2018	Major conservation and improvement work to the kitchen
2018	Garfield Weston Anniversary Grant
2019	Major improvement work to foyer, toilet and storage

Appendix 1: An Effective Board of Trustees

- a. A person who has become a member of the managing committee should remember that they are, first and foremost, a managing charity trustee and that their primary duty and responsibility is to the parish hall charity.
- b. Elected members, co-opted members and user group representatives are all managing charity trustees and should they, at any time, find themselves with a conflict of interest they must declare it. User group representatives are entitled to put their organisation's views, but if there is a clash a decision must be made in the best interests of the charity. Although a user group representative may send a substitute to a meeting that substitute is not entitled to vote on any matter. Trust deeds usually make the provision for a small number of co-opted places on the committee which can be filled at any time during the year. Once co-opted a person is a trustee in the same way as an elected or user group representative. The trust deed states the number of people who can be elected to the committee. As managing charity trustees of an unincorporated body, members need to remember that they are individually and severally responsible for the day-to-day management of the charity.
- c. Most people over the age of 18 years can become trustees, but there are a few who are not eligible. The Charities Act 2011 lists the conditions under which anyone is disqualified from serving. (The 3 statutory criteria are set out in section 181 (A) of the 2011 Act).
- d. Upon appointment every committee member should be given an induction pack which should include copies of any legal documents, such as the trust deed, lease or constitution. It is also good practice for newly appointed managing charity trustees to sign a declaration stating that they have read and understood the conditions under which they are appointed and that they are not disqualified from becoming a trustee.
- e. Under normal circumstances, committee members of a village/parish hall charity may not benefit financially from their role. However, the Charities Act 2011 does allow managing charity trustees to receive payment for providing goods or services, providing that certain conditions are satisfied and any payment that is made is a fair price for the work involved. An example may be electrical, plumbing or legal work. There must be a power for such payments to be made in the trust deed, otherwise permission must be sought from the Charity Commission. Managing charity trustees proposing to make such payments should refer to Charity Commission guidance which is available on their website.

Role of committee members

- a. All members of the management committee have overall responsibility for meeting the parish hall's legal obligations, ensuring it is effectively managed and for adopting good practice in all its activities.
- b. The responsibilities of trustees can be summarised as follows:
 - i. acting in accordance with the trust deed;
 - ii. acting only in the interest of the charity. A trustee who is representing a particular user group is obliged as a trustee, to act in what is the best interest of the organisation, even if the user group might not agree with what is propose;
 - iii. a duty of care to exercise such care and skill as is reasonable in the circumstances. Trustees should carry out their duties with the same prudence and vigilance as they would apply to their own affairs;
 - iv. keeping informed (i.e. knowing what is going on and how things are run);
 - v. responsibility for assets. It is not just the treasurer's responsibility to ensure that the hall's money and other assets are used appropriately.
- c. Trustees have a 'duty of care' by:
 - i. not deriving any personal benefit or gain;

- ii. seeking professional advice on matters on which they are not competent;
 - iii. ensuring that they adopt sound financial practices with full and accurate records being maintained;
 - iv. ensuring accounts are maintained in accordance with the Charity law;
 - v. ensuring bank accounts are operated by more than one person;
 - vi. ensuring all monies due to the charity are collected including tax and rate relief;
 - vii. ensuring that income is spent solely for the purposes laid out in the trust deed;
 - viii. ensuring that the village hall is vested with either holding trustees, custodian trustees or the official custodian, as appropriate;
 - ix. ensuring that any investments are made in accordance with the trust deed or the Trustee Act 2000;
 - x. ensuring the organisation's resources and assets are well managed and used to pursue the objects of the charity;
 - xi. seeking professional advice where necessary about what investments are most suitable for the charity;
 - xii. keeping abreast of legislation that may affect the organisation;
 - xiii. ensuring that if staff are employed, they have a proper contract of employment and a job description, making clear the extent to which they act on behalf of the committee;
 - xiv. ensuring that the organisation has an effective health and safety policy and procedure which covers all activities, and that it is effectively monitored;
 - xv. ensuring that any appeals made properly describe what the public's donations will be used for;
 - xvi. approving, in advance, any fundraising or advertising campaign carried out on behalf of the charity (see Charity Commission leaflet 'CC3a: Charity trustee: what's involved?');
 - xvii. ensuring that adequate insurance is taken out and that the policy is regularly reviewed;
 - xviii. ensuring that the organisation meets any contractual obligations it undertakes e.g. employment, tenancy and/or licence agreements, funding contracts and equipment licences.
- d. In addition, members should individually ensure that they:
- i. regularly attend committee meetings;
 - ii. set overall policy with short, medium and long-term objectives;
 - iii. undertake regular monitoring and evaluation of the charity's work;
 - iv. promote the organisation;
 - v. ensure there is an equal opportunities policy and that its implementation is regularly monitored.

Officers of the Trust

- a. The majority of trust deeds allow for officers of the committee to be appointed at the first ordinary meeting after the AGM. The officers can be appointed from any of the trustees. Roles and responsibilities need to be clearly defined with regard to an overall policy and day-to-day decision-making. Everyone should have their own role on the committee that takes account of the time they have available and their skills and expertise. Roles should also help people to develop and acquire new skills. Each member of the committee should be clear about their responsibility to the group (both in terms of legal responsibility as well as for their own particular area of work).
- b. Providing trustees act prudently and reasonably, there should be few concerns about personal liability. Personal liability causes worry for existing and potential trustees, even though it is rare for a trustee to suffer actual financial loss. The Charities Act 2011 grants the Commission a power to relieve trustees from personal liability for breach of trust or duty where they have acted honestly and reasonably and ought fairly to be excused.

Role of the Chair

- a. The chair has two key roles: to act as the representative/figurehead of the charity and to ensure the effective operation of the management committee. This includes:
 - i. ensuring the charity sets and sticks to its policies and priorities;
 - ii. representing the charity and speaking on its behalf;
 - iii. making essential/emergency decisions between committee meetings;
 - iv. planning and running meetings;
 - v. keeping order at meetings;
 - vi. encouraging everyone to participate;
 - vii. dealing with conflict;
 - viii. being conversant with the rules of debate and procedure of committee meetings, the trust deed, rules and charity law;
 - ix. using the chair's discretion on interpreting procedures/issues;
 - x. signing on behalf of the charity, personally and with other honorary officers, when entering into contracts or completing official documents;
 - xi. liaising with the secretary over agendas and minutes, and ensuring meetings are quorate.

Role of the vice-chair

- a. Although not a necessity, it is worth considering the value of electing a vice-chair. In general, s/he deputises for the chair and assists with decision-making between meetings. Sometimes the vice-chair may take on specific areas of responsibility, e.g. the management of staff and/or volunteers, or chairing some sub-committees. The vice-chair must ensure that they are kept informed of current issues within the organisation so that, should the need arise, they can step in at a moment's notice.

Role of the secretary

- a. The secretary performs a key role in the organisation. Much of the work of the committee can fall on the secretary and it is, therefore, worth considering the possibility of sharing the responsibility between a number of people. For example, a bookings secretary could be appointed as a contact for hirers; a minute secretary to take the minutes of the meetings; a press/publicity secretary, social/event secretary etc.
- b. The duties of the secretary are set out below.

Before the meeting the secretary:

- i. notifies all committee members, in advance, of the time and place of the meeting, prepares an agenda in consultation with the chair (and treasurer when appropriate) and circulates it;
- ii. ensures that minutes of the previous meeting have been circulated and a copy placed in the minute book;
- iii. goes through the agenda, collects all relevant papers and correspondence to be brought to the meeting;
- iv. checks that members have carried out tasks agreed at the previous meeting;
- v. ensures that the room (and refreshments if applicable) is available and prepared for the meeting;
- vi. arrives early in order to:
 - a. check the layout of the room;
 - b. check that all documents are to hand;
 - c. run through procedures with the chair.

During the meeting the secretary:

- i. ensures that the minutes are agreed and the chair signs and dates the minutes of the previous meeting;
- ii. ensures that the meeting has a quorum present;
- iii. takes a note of all present, apologies for absence and minutes the meeting (unless a minute secretary has been appointed);
- iv. records decisions and policy in the minutes;
- v. keeps a check on the progress of work, as agreed by the committee;
- vi. ensures that the organisation meets its legal obligations;
- vii. reads or refers to individual items of correspondence relevant to agenda items under discussion.

After the meeting the secretary:

- i. drafts the minutes and checks with the chair before circulating (the minute secretary could do this if appointed);
- ii. deals with the necessary correspondence following decisions made at the meeting and takes other action as appropriate, unless other committee members have taken on the responsibility;
- iii. In addition to tasks concerned specifically with the committee meeting, the secretary is also responsible for:
 - a. dealing promptly with correspondence between meetings. If a decision of the committee is required then an acknowledgement should be sent, pending a formal decision;
 - b. keeping a well organised and efficient filing system which can be passed on to a new secretary. (Copies should be kept of outgoing letters. Correspondence should be divided up by subject and kept in chronological order);
 - c. ensuring that all original legal documents are kept in a safe place, e.g. the committee's bank or solicitors office, whilst keeping working copies for use at meetings and ensuring that all members of the committee have copies;
 - d. sending out publicity and information about the organisation.

Minutes

- a. Minutes should be written up as soon as possible after the meeting, either in a bound book or for insertion in a file and should be circulated promptly. This gives trustees the opportunity to mention any concerns to the chair before they are approved and signed at the next meeting. The minutes are the charity's record of decisions made and it is therefore important that they are accurate and stored appropriately. A minute book needs to be used to keep a hard copy of all the original minutes as signed by the chair. It is best practice if the minute book is a loose-leaf folder, to number the documentation so that any lost or missing pages can be identified. It is useful to attach a copy of the trust deed and lease (if the building is leased) to the minute book for quick reference.
- b. It is not necessary for the minutes to list all the points made by individuals at the meeting; only the resolutions agreed by the committee and the main points which led to the decision. Only in very rare cases will it be necessary to record any members' remarks in full. For complex discussions it is sufficient to state, 'Among the points raised in discussion were ...' and then give a brief summary. It is the role of the Chair to sign the minutes after checking with those present that they are a true and accurate record. If after discussion a trustee is unable to agree then this should be formally noted.

- c. Minutes are for people who were not at a meeting, as well as those who were present. They are not open documents and do not have to be made available for public inspection. They are, however, a useful source of information for others who may, in the future, need or want to know what the committee has done.
- d. Minutes should record:
 - i. the organisation's name;
 - ii. the type of meeting held e.g. management meeting, AGM (annual general meeting) etc.;
 - iii. the date and time of the meeting;
 - iv. where the meeting took place;
 - v. apologies for absence;
 - vi. who attended from the committee;
 - vii. others present and in what capacity e.g. an employee, as an observer etc.;
 - viii. who chaired and who minuted the meeting (if chairing and minuting is rotated, then the minutes should state who will be doing them at the next meeting);
 - ix. any necessary corrections to the minutes of the previous meeting;
 - x. whether the minutes were accepted as an accurate record and signed;
 - xi. matters arising from the previous meeting not being covered elsewhere;
 - xii. a separate minute for each item or topic being discussed at the meeting.
- e. Minutes are a record of what was discussed and decided, about a particular topic and should also include:
 - i. any decision reached by the meeting (including a decision not to take a decision);
 - ii. a summary of the discussion which led to the decision being made;
 - iii. any action needed to be undertaken in order to implement the decision;
 - iv. who is responsible for the action;
 - v. the deadline for implementing the action.

Booking secretary

- a. A bookings secretary could be appointed to take responsibility for the use of the hall and as a contact for hirers.

Role of the treasurer

- a. The role of the treasurer is to ensure that money and property are properly managed.
- b. The treasurer acts on behalf of the management committee to safeguard the organisation's finances, and as a 'watchdog' over all aspects of financial management. Like the work of the secretary, that of the treasurer can be shared amongst other members of the committee. It should also be remembered that, whilst the treasurer may give the lead, all members of the management committee are financially responsible for the management of the hall.
- c. The main responsibilities and duties of the treasurer are:
 - i. day-to-day effective book-keeping of income and expenditure systems and records;
 - ii. ensuring there are proper systems for budgeting and financial control;
 - iii. banking of all cheques and cash; acting as primary signatory (with others) to cheques, invoicing and payments;
 - iv. the regular preparation of reports on the accounts to the management committee in a format that is easily understood;
 - v. the preparation of annual accounts and submission to an independent examiner or auditor as may be required;
 - vi. ensuring that the management committee have sight of and sign off the annual accounts at a meeting before the AGM;
 - vii. being responsible to the management committee for the submission of annual accounts for their acceptance and for presentation at the AGM;

- viii. being responsible to the secretary for the final submission of accounts to the parish council and Charity Commission, as necessary;
- ix. where staff are employed, ensuring that the appropriate payroll systems are operated e.g. PAYE and Employers' National Insurance;
- x. where applicable, to register for VAT purposes and to ensure the maintenance of VAT book-keeping and returns to HM Revenue and Customs (HMRC);
- xi. ensuring that, where tax is being reclaimed on covenants and/or Gift Aid deductions, correct procedures are followed and records kept as required by HMRC;
- xii. having an input into all matters concerning the finances of the charity;
- xiii. providing the secretary with all records of accounts to be kept for a minimum period of six years.

Note:

- i. money should never be paid into a personal account.
- ii. cheque books, petty cash and account books should always be kept in a secure place.

Committee meetings

- a. It is important that the committee meets on a regular basis; some village/parish hall governing documents may stipulate the minimum number of meetings that should be held each year.
- b. Management committees do most of their work through meetings. Therefore, it is important that these meetings are lively and engage all the members, with sound decision-making, for the committee to be efficient and effective.
- c. Well-managed and effective meetings can be a source of inspiration, engendering the feeling that the organisation has a sense of purpose, knows where it is going and what is being achieved. They also enable each individual member to contribute their skills and knowledge effectively, and to feel valued.
- d. The environment in which meetings are held will also affect the proceedings. If possible, the room should have:
 - i. plenty of space;
 - ii. good natural or electric light;
 - iii. plenty of fresh air, yet be warm in winter;
 - iv. freedom from noise interference;
 - v. freedom from interruption.
- e. The layout of the room can also affect the meeting. The committee needs to decide which layout works best for them.
- f. It can be helpful to use a flipchart or other electronic equipment if available. The provision of refreshments also helps the meeting flow.

Agenda

- a. An agenda is an essential tool. It ensures that members know the purpose of the meeting, its anticipated length, matters to be discussed and what results are wanted. There should be a clear procedure for putting items onto the agenda. Normally this is done by notifying the chair or secretary in advance of the meeting. Ideally each agenda item should have:
 - i. a title;
 - ii. date, time and place of the meeting;
 - iii. approximate timings of items (it may also useful to include an expected time to finish);
 - iv. a description of why each item is on the agenda, for example: to give information;
 - v. to be discussed, but not for decision;
 - vi. to solve a problem;
 - vii. to decide upon a course of action;

- viii. to report back on action(s) previously agreed;
 - ix. where appropriate, accompanying papers with relevant details;
 - x. who will speak on the particular item.
- b. The chair and secretary should prioritise items on the agenda and ensure that they flow in a logical order. The order and timing of items should be agreed at the start of the meeting and it is advisable to tackle important items early on. Whenever possible the agenda should be sent out in advance. This has the dual benefit of allowing people to prepare and acts as a reminder of the meeting.
- c. Often committee members are swamped by the quantity of information they receive. Information needs to be presented as clearly and succinctly as possible and be based on the 'need to know' principle.
- d. To keep members focused it can be helpful for the chair to advise the committee on the response required for each agenda item. For example, in the case of reporting on an activity, simply ask the committee to note the progress made or, in discussing financial matters, ask them to focus on the trends and changes and the subsequent effect this might have on the long-term objectives.
- e. When sending out information it is useful to ask:
- i. Why are members being sent this?
 - ii. Do all the committee members need this or just the officers? Could it be discussed elsewhere e.g. sub-committee?
 - iii. Is it clear and in an easily understandable format?
 - iv. Will this help members to fulfil the hall's purpose and function?

Preparing to attend a meeting

- a. Committee members should check that they have:
- i. actioned any tasks that they agreed to do at the previous meeting;
 - ii. notified the secretary or chair of any items for inclusion on the agenda;
 - iii. read through the agenda, minutes and supporting papers and considered the issues and problems that may be raised;
 - iv. made a note of points that they may wish to raise;
 - v. prepared an outline of the main points, in a logical order, of any verbal report that they have been asked to give.

Chairing the meeting

- a. The chair is responsible for steering the committee through the business of the meeting efficiently and effectively. S/he has a duty to understand the trust deed, its aims and objectives, the basic financial position, and current issues and concerns. The chair should know what is on the agenda and why.
- b. At the beginning of the meeting the chair should:
- i. welcome those present. If there are newcomers, introductions should be made;
 - ii. seek apologies;
 - iii. sign the minutes of the previous meeting after checking with those present that they are a true and accurate record;
 - iv. explain the agenda outlining which items need decisions, which are for information, discussion or consultation;
 - v. explain any additional items for inclusion not on the published agenda;
 - vi. Any new items that do not fit the agreed headings should be included under 'Any other business' (AOB) or held over until the next meeting. It is the chair's right to refuse to add new items, even under AOB, if there is a clear procedure for putting items onto the agenda.

- c. The chair should either introduce each item or the person who is to present it. From time to time the chair should summarise, especially if there is a complex discussion. S/he should encourage everyone to participate.
- d. Before the close of the meeting the chair should summarise what has happened, the major decisions that have been made and agreed, and ensure that all present know what tasks they have to do.
- e. Finally, the chair should announce the date, time and place of the next meeting and thank people for attending.

Sub-committees

- a. Whilst the management committee may delegate tasks, it cannot delegate its decision-making powers. The setting up of sub-committees or working groups to carry out delegated tasks to implement the decisions of the management committee can be helpful. In this way, everyone on the committee need not be involved in every decision. After all, it is unreasonable to expect everyone on the management committee to be an expert in all aspects of the organisation's management. Permanent sub-committees are often referred to as standing committees. Their work is subject to the approval of the management committee and they should be given clear terms of reference.
- b. Examples of the sort of work that it can be helpful to delegate include:
 - i. the organising of a programme of fundraising (a fundraising sub-committee) or a particular event e.g. annual fete;
 - ii. suggesting priorities for maintenance, carrying out maintenance tasks, obtaining tenders for work and supervising maintenance work (a maintenance sub-committee);
 - iii. investigating the feasibility and costs of carrying out improvements or rebuilding;
 - iv. advertising for, and interviewing staff;
 - v. volunteer recruitment and support;
 - vi. publicity and media.
- c. The management committee can authorise a set figure for the sub-committee to spend in order to carry out the agreed work.
- d. Examples of the sort of work that cannot be delegated include:
 - i. the decision to contract (e.g. for building work);
 - ii. authorisation to incur expenditure;
 - iii. decisions to recruit staff and determining rates of pay, hours of work etc.
- e. Having sub-committees and/or working groups means that:
 - i. when establishing any sub- there is less pressure on the officers (and staff, if any);
 - ii. the organisation can draw on and build up areas of specific expertise;
 - iii. committee members can concentrate on developing their expertise in a particular area of management responsibility and not have to spread themselves too thinly;
 - iv. good use can be made of committee members' specific interests and skills;
 - v. people can become involved for short periods of time and contribute their knowledge and expertise to individual projects, without becoming a member of the management committee
- f. the meetings of the whole committee become shorter and more effective as the sub-group can present their work in an abridged form. It is important to minute their composition and terms of reference, these should state:
 - i. the purpose of the sub-committee;
 - ii. who is on the sub-committee, how they were appointed and the length of time they will serve;
 - iii. how often there will be meetings;

- iv. who will service the sub-committee and chair it (the latter could be a role for the vice-chair);
 - v. what topic/issue the sub-committee will cover e.g. recruitment, annual fete, etc.;
 - vi. what types of decisions or action the sub-committee can make on their own i.e. their delegated powers and what must be referred back to the main committee for decision or action;
 - vii. how the sub-committee is funded and its expenditure is authorised;
 - viii. whether it is permanent or time bound and if the latter, the terms for winding-up the sub-committee.
- g. It is imperative that the terms of reference clearly state the amount of authority the sub-committee has in making and implementing decisions. For example, there is a great deal of difference between a sub-committee that collects information and then makes proposals or recommendations to the main committee, to one which is able to make and implement decisions and simply report back to the main committee. Serious problems can occur if expectations and limits are not absolutely clear from the start. The management committee must exercise reasonable supervision over its sub-committees. All sub-committees should keep minutes of their acts and proceedings, and copies should be passed to the management committee.

Sub-committees exercising delegated powers

- a. In some circumstances, for example, where the management committee is very large, it can be expedient to set up a sub-committee with delegated powers where some members of the management committee have certain delegated decision-making functions (including engagement and dismissal of staff) and limited financial powers. In order to do this, specific power must be given in the hall's trust deed. Most village halls are unlikely to have this power, and in order to alter the deed, it will be necessary to write to the Charity Commission to ask them to alter the trust deed. The Charity Commission will only permit such a power if it can be demonstrated that it is both reasonable and necessary in the particular circumstances and that there is sufficient overall control by the management committee.
- b. The committee should consider the benefits and drawbacks of delegating decision-making functions before embarking on this course of action. There may be benefits such as quicker decisions, speedier action and shorter, more manageable committee meetings. However, there are disadvantages. Organisations may become less involved in the hall and therefore less inclined to help with projects such as fundraising. Lack of communication between the sub-committee and management committee can lead to minor problems growing out of proportion. Most importantly, if the management committee members only ratify decisions they may cease to attend meetings and forget, that they, as charity trustees, and not the sub-committee exercising delegated powers, have ultimate responsibility for the hall.

The Annual General Meeting

- a. The Annual General Meeting (AGM) is the culmination of the committee's year in office. It provides an opportunity to publicise the achievements of the past year, to make suggestions for the future and to hear suggestions and considerations from the public. A well thought out meeting can pay dividends, particularly in stimulating the general public's interest in the hall's activities and potential. To get full value from the AGM it is vital to get as many people as possible to attend. Linking the AGM with a social event can provide an additional incentive/attraction, encouraging people to come. The meeting venue should be open and accessible to all of the community including those with disabilities. Not having some basic provisions in place such as handrails for people with disabilities or induction loops to help the

- hearing impaired will, even if it is unintentional, send out a message of exclusion to some members of the community.
- b. The AGM provides a good opportunity to explain the structure of the organisation; the role and function of the management committee; the role of its officers and that of individual committee members. It is good practice to circulate a brief written explanation of the role of officers, together with their duties and responsibilities and that of committee members, when sending out nomination forms.
 - c. The AGM must be publicised and held in accordance with the trust deed.
 - d. AGM agenda - A sample agenda for the AGM is set out below:
 - i. Welcome by the chair;
 - ii. Apologies for absence;
 - iii. Approval of the minutes of the last AGM (state date);
 - iv. Matters Arising;
 - v. Chair's Annual Report;
 - vi. Treasurer's Financial Report;
 - vii. Appointment and election of the management committee;
 - viii. Appointment of an independent examiner or auditor for the forthcoming year (depending on what is appropriate for the hall);
 - ix. To consider any resolutions and/or recommendations which have been forwarded in writing to the honorary secretary;
 - x. To consider AOB of which due notice has been given in writing to the honorary secretary.

Before the AGM

- i. check the governing document to ensure that the AGM is being held within the time period allotted;
- ii. check to ensure that the accounts have been independently examined or audited;
- iii. check the governing document for details/instructions about the period of notice that needs to be given. If it is not stipulated in the governing document then reasonable notice should be given (the Charity Commission recommend 21 clear days);
- iv. check the governing document for details of how to advertise the AGM and what must be complied with in terms of the agenda items;
- v. check that committee members are fully conversant with the rules for appointing/electing the members of the committee;
- vi. check that the management committee have had sight of and signed off the annual accounts;
- vii. check that the independent examiner/auditor has been informed of the meeting.

At the AGM:

- i. ensure minutes are kept, as it is legal business that is being transacted the minutes should include:
 - a. the full text of any motions and amendments;
 - b. names of the proposer and seconder for each motion;
 - c. the result of votes, as announced by the chair of the meeting;
- ii. ensure that copies of the governing document and lease (if there is one) are to hand, together with any other documentation relating to the management of the building;
- iii. ensure elections are held in compliance with the governing document and that it is known who is eligible to vote;
- iv. ensure any resolutions and matters for AOB comply with the due period of notice given.

After the AGM:

- i. ensure new members of the committee sign a declaration verifying that they are not disqualified;
- ii. submit copies of the accounts and annual report to the Charity Commission (as required under charity law);
- iii. ensure the minutes are written up;
- iv. induct new committee members;
- v. ensure that contact details are updated to take account of new committee members and changing roles.

New committee members

- a. Induction and training for new members of the management committee is very important. Often when malpractice occurs it is not through intent but through negligence, or more commonly through ignorance. Often there is an assumption that if someone is 'on the committee' they know all about the organisation; frequently nothing could be further from the truth! One moment an individual is an interested spectator at an AGM, the next they find themselves elected onto the committee and are expected to be an 'expert' overnight.
- b. New management committee members must be given adequate information before joining the committee, either about the organisation itself or their role and responsibilities.
- c. Ideally, at the first committee meeting after the AGM the decision-making processes and practices and procedures should be explained to new (or potential) committee members. An induction pack should be given as part of this process.
- d. The following section outlines the induction arrangements and procedures for new committee members at East Worlington Parish Hall.

Appendix 2: Induction of New Trustees

Preamble

The Trustees / Management Committee of East Worlington Parish Hall is required to have between 7 elected, 4 community organisations nominated and up to 3 co-opted members. All members are either elected or re-elected, nominated, or co-opted at the AGM. The Committee consists of a number of members with specific roles (chair, vice-chair, honorary secretary, honorary treasurer, booking secretary, and health and safety officer). Other trustees offer a range of skills, expertise and experience in support of the charity.

New trustees must understand and accept the responsibilities of a charity trustee, the acceptance of which is formally minuted. In addition, they need to be able to demonstrate that they can commit sufficient time to carry out their role effectively.

There is an expectation that new trustees will possess a PC with MS Word and Excel software, and have access to e-mail and the internet.

Trustee Induction Pack

On joining the Committee new trustees are given a pack of information (mostly in electronic form), which includes but is not restricted to the following:

- i. A copy of the Trustee form;
- ii. A copy of the East Worlington Parish Hall governance documentation;
- iii. Details and minutes of subsequent amendments to the trust deed;
- iv. Booklet CC3, "The Essential Trustee", published by the Charity Commission;
- v. Recent East Worlington Parish Hall Annual Reports;
- vi. Minutes of board meetings covering the last 12 months;
- vii. List of current trustees including postal and e-mail addresses.

Trustee Induction Programme

To supplement the induction pack, new trustees will have an opportunity to meet with officers to familiarise themselves with key aspects of the charity's operations. These will be based around the following scheme:

- | | |
|--------------------------|--|
| Chairman | <ul style="list-style-type: none">• The role and values of East Worlington Parish Hall in the community• The principles underpinning trusteeship at East Worlington Parish Hall• Trustee responsibilities and the new trustee's specific role• Strategic and business plans• Overview of the Parish Hall website, including location of current policy documents |
| Secretary | <ul style="list-style-type: none">• Board meetings and minutes• Administration and quality assurance |
| Treasurer | <ul style="list-style-type: none">• Financial policy & procedures• Current and projected financial position How the finances are analysed and presented |
| Booking Secretary | <ul style="list-style-type: none">• Bookings policy and procedures• The hiring agreement and terms & conditions of hire• Overview of the user community and bookings calendar |
| H&S Officer | <ul style="list-style-type: none">• H&S policy and procedures• Risk assessments and monthly monitoring |

Appendix 3: Self-evaluation Tool

Date:

	Question	Yes	No	Comments	Actions
1	We maintain a full Board of Trustees / Management Committee from our community with a wide range of relevant skills, experience and interests				
2	We know, understand and maintain compliance with our constitution and legal requirements				

3	<p>We are committed to and implement in words and behaviours our vision, values, principles and mission</p>				
4	<p>We maintain effective business and financial management and apply consistently systems and processes that support our responsibilities and ensure accountability</p>				
5	<p>We value the building as a Community Hub and Heritage Learning Centre and ensure its conservation, maintenance and facilities through our strategic planning, our policies and our maintenance and improvement plan, exploring, securing and allocating resources to the best of our ability.</p>				

6	<p>We ensure the hall is compliant with appropriate legislation, guidance and standards, including health and safety, fire safety, safeguarding and environmental health and maintain and regularly review appropriate policies, assess risk and maintain risk register which identifies management actions.</p>				
7	<p>We are accountable to the community we serve through open, transparent and well communicated business decisions and implementation of policies, plans and strategies.</p>				
8	<p>We are aware of risks and manage these effectively and efficiently to safeguard the security and sustainability of the facility, ensure the safest possible environment for our users and actively contribute to the well-being of our community.</p>				

9	We function effectively in a corporate and democratic manner to secure the best interests for the organisation				
10	We listen to the community we serve and remain aware of local needs responding accordingly in our plans and actions				