

Bradfield Village Hall



THE 2026 TO 2028 BUSINESS PLAN FOR BRADFIELD VILLAGE HALL CIO

DOCUMENT CONTROL

Version	Date Issued	Reason for Change
1	24 th February 2026	First draft for discussion.
2	12 th March 2026	SWOT Analysis and Job descriptions for Chair, Vice Chair, Treasurer and Secretary added.
3	17 th March 2026	Addition of feedback and Best Practice CIO Management structure
4	21 st March 2026	Incorporation of Nigel Neenan various edits/feedback
5	22 nd March 2026	Incorporating various feedback and edits
6	6 th April 2026	Incorporating 1 st review feedback and updates to section 4.1.
7	17 th April 2026	Updated Target Management structure in Appendix A.
Final	25 th April 2026	Updated Target Management structure in Appendix A with Newly elected Trustees and section 2.
Final v3	17 th May 2026	Vision statement added and public version.

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1. INTRODUCTION

The purpose of this plan is to provide BVH CIO with a mechanism to track progress against agreed goals and objectives. These will be both financial to ensure the hall is sustainable and more qualitative to help meet our community objectives etc. It is proposed that the status of these metrics is reported and discussed at each regular BVH CIO meeting and any remedial actions necessary are assigned and tracked. The plan will not focus on day-to-day operational processes as it is expected these will be covered separately.

The objective is to broadly give the Trustees an overall plan/strategy for developing and managing the assets we are responsible for i.e. the hall, the field, the car park, the playground and the MUGA. It's a plan that will include financials; needed to ensure we are in control of our income and expenditure plus some budgetary estimates of funds needed to complete future development phases.

2. HISTORY OF THE HALL

This section gives an overview of the history of Bradfield Village Hall and associated recreational facilities, e.g. playing field, children's play area and MUGA.

TRUST HISTORY

In 1941 some 4.18 acres (1.69 ha) of land at Bradfield Southend (historically known as Bookers Piece) was conveyed to the Parish of Bradfield by Henry Benyon, for the purposes of building a village hall. A Charity known as BRADFIELD VILLAGE HALL TRUST (registered number 300129) was set up, regulated by the Trust Deed. The Trust became a Charitable Incorporated Organisation (registered number 1180330) in 2018, whilst maintaining the intentions of the original Trust which were to provide the following: -

'For the purposes of physical and mental training, and recreation and social, moral and intellectual development for the benefit of the inhabitants of the Parish of Bradfield and its immediate vicinity.'

The Trust is administered by Bradfield Village Hall Management Committee who are volunteers from the local community.

HALL HISTORY

Set in the North Wessex Downs National Landscape, and equidistant between Reading and Newbury in Berkshire, Bradfield is a thriving parish with a population of around 2,500 residents. Bradfield Village Hall opened in 1951 and is a popular community facility, which also attracts regular bookings for various user groups, e.g. Dog training classes and Bridge club.

When opened the building comprised a main hall, male and female toilets and a kitchen at the rear. The hall was constructed to the fairly basic standard typical of the 1950s, with limited insulation, an asbestos roof and concrete guttering. An extension in 1985 provided a kitchen and storeroom, enabling the conversion of the original kitchen into a small committee/meeting room. A tennis court was also built and a children's play area, originally located at the Cock Lane end of the site was moved to its current site adjacent to Southend Road in 1977.

The Hall and external play areas have become a vital local meeting point and contribute to the social cohesion of village life. It provides a space for locals and others of all ages and backgrounds to meet, be entertained, keep fit and form friendships. Residents can benefit and enjoy the hall's facilities, which are central to the parish, and act as the hub and centre of all our community activities.

After over 70 years of service and with a decline in the usage of the hall due to the facilities not providing or meeting users expectations, plans were drawn up for a new village hall. Despite much fundraising and schemes to raise funds, escalating costs, exacerbated by Covid, meant that a new hall wasn't achievable, so new plans were made for a refurbishment of the original hall.

In summary, the goal of the refurbishment project was to carry out a programme of essential improvements to ensure that our aging village hall becomes a safe, comfortable, energy-efficient, and attractive facility – fit for current needs and well-equipped to serve the community for many years to come.

- Professional removal and disposal of the existing asbestos cement sheeting roof.
- A new main hall roof and ceiling (new roof trusses, metal sheeting roof system, guttering, insulation and internal vaulted ceiling)
- An accessible toilet and new relocated toilet block
- A relocated, modern kitchen
- Insulating of the walls internally for energy efficiency
- Upgrading the electrical system to current electrical standards.
- Installation of foul water and rainwater drains to service toilets and kitchen in new locations.

The project was delivered in the summer of 2025 and reopened 1st of November 2025.

3. PURPOSE & MISSION

This section describes the purpose and mission of the Bradfield Village Hall CIO and associated management committees.

The objects of the CIO are to run a village hall (together with its associated car park, playground, games area and field) and to promote for the benefit of the inhabitants of the Parish of Bradfield in the County of Berkshire and its immediate vicinity (“area of benefit”) without distinction of sex, sexual orientation, age, disability, nationality, race or political, religious or other opinions the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the conditions of life of the said inhabitants.

4. OUR VISION STATEMENT

Following on from the previous section our vision statement is as follows:

“Our vision is, by collaborating with partners, to provide a safe, sustainable and welcoming village hub for all ages, creating social and recreational spaces that strengthen community life and enhance wellbeing for future generations”.

5. BUSINESS OBJECTIVES & GOALS

In broad terms and in summary the Business Objectives for the period 2026 to 2028, covered by this plan, are proposed as follows:

- 1. To develop and maintain a sustainable business, decreasing the reliance on grants and funding to support the running of the village hall.**
- 2. To develop and rebuild the financial reserves to demonstrate compliance with the Best Practice of holding 3 to 9 months of operating costs in reserve.**
- 3. To initiate and secure grants and funding to deliver the identified and agreed future capital projects.**
- 4. To transition to a more formal BVHT management structure (as outlined in this plan) which will necessitate recruiting additional volunteers to populate the desired model**

5.1 Year 2026

The proposed starting point is to agree our primary goals and objectives for 2026.

Recommendations for adoption are as follows:

1. End 2026 with a positive financial balance to achieve sustainability.
2. Plan is to introduce an agreed set of metrics to measure this goal by the creation of a simple financial plan and balance sheet (with a graphic to show trend) that compares predicted income and costs amortised for 2026. This will enable us to track our finances on a monthly basis. This does not need to be too rigid and can include assumptions and caveats regarding expectations.
3. Establish a Marketing sub-committee, to manage marketing and promotion of the hall to increase hall usage. It is recognised that a fund-raising committee was set up in 2025, and it's suggested that this is renamed and forms the basis for an "Events" team, which sits within this sub-committee and primarily focuses on an increase in community support and engagement.
4. Establish a Capital Projects sub-committee to agree and prioritise the feasibility of future development phases and where possible obtain budgetary estimates for the work. This will provide an estimate of likely cost which can then be used as a target for fund raising and as content in grant applications.
5. Establish an Asset Maintenance sub-committee to agree and prioritise the items requiring maintenance during 2026 and beyond.

Expected outcomes for 2026 are as follows:

1. The financial balance target for year end is a minimum of a breakeven position on income versus operational costs.
2. The financial reserves target is to build sufficient financial reserves to be able to demonstrate adherence to Charity Commission Best Practice of holding a financial reserve of at least between 3 and 9 months of annual operational costs.
3. The marketing of the hall results in additional usage and income, i.e. up to 10 hours per week/£170 per week, i.e. a combination of regular bookings, a demonstrable increase in milestone events, and a programme of community events for 2026/27 organised by the Events team.
4. The funding for a minimum of one capital project, e.g. the refurbishment of the children's play area, is secured, enabling that capital project to proceed to implementation.

5.2 Year 2027

The primary goals and objectives for 2027, for agreement and adoption, are yet to be determined.

5.3 Year 2028

The primary goals and objectives for 2028, for agreement and adoption, are yet to be determined.

6. OUR TARGET CIO MANAGEMENT STRUCTURE.

OVERVIEW

A best practice management structure for a Charitable Incorporated Organisation (CIO) in the UK separates strategic governance from day-to-day operations, ensuring accountability to the Charity Commission and transparency to stakeholders.

TARGET MANAGEMENT STRUCTURE

A target management structure for the Bradfield Village Hall CIO is shown in Appendix A, with nominated Trustees against the various roles, which in brief are as follows:

- **A Strategic Leadership Board of Trustees (3 members):**
 - Independent Trustees: Focused on strategic leadership, compliance, and fiduciary duty.
 - Composition: A blend of skills (finance, legal, HR, sector experience).
 - Officers: Dedicated Chair, Vice Chair, Treasurer, and Secretary roles.
- **Operational Management Sub-Committees: (Trustee leadership + Volunteers)**
 - Marketing.
 - Capital Projects.
 - Asset Maintenance.
 - Business Operations.

6.1 Strategic Leadership – Roles and Responsibilities.

In brief, there are 4 Strategic Leadership roles and their job descriptions, are as follows.

CHAIR

In overview the Chair of Trustees for the Village Hall, playground and field is a voluntary leadership role responsible for the effective governance and strategic direction of the charity to enable it to continue as a viable asset for local communities.

Key responsibilities include leading committee meetings, charity governance including legal and financial compliance, managing risks, representing the hall publicly both for marketing purposes and compliance while fostering a collaborative team of Trustees and volunteers.

See Appendix B for the job description of this role and responsibilities.

VICE CHAIR

In overview the Vice Chair of Trustees for the Village Hall, playground and field is a voluntary leadership role working in partnership with the Chair of Trustees. The role is ideal for someone looking to contribute to the local community and acts as a sounding board for the Chair and takes on agreed duties to support the committee's effectiveness. The role requires a good understanding of the committee's goals, the vision and will contribute to the day-to-day management of the Hall, play area and field.

See Appendix C for the job description of this role and responsibilities.

TREASURER

In overview the Treasurer for the Village Hall, playground and field is a voluntary key role managing the charity's finances, income, bookings, grants forecasting and expenditure. The Treasurer is a very important member of the Committee and is well supported by the whole team. The role is key in ensuring the business plan associated costs are affordable and tracked meticulously. The role by nature is a Trustee of the charity.

See Appendix D for the job description of this role and responsibilities.

SECRETARY

In overview the Secretary role is key to the smooth running of the Village Hall committee meetings including setting the agenda with the Chair, preparing the minutes of the meeting and following up on actions agreed at the meetings. In addition, the role is pivotal for keeping a current record of memberships, sponsors and key community members. The role may be a voluntary role or could be filled by a Trustee of the charity.

See Appendix E for the job description of this role and responsibilities.

6.2 Operational Management Sub Committees – Roles and Responsibilities.

There are 4 Operational Management Sub Committees to manage the affairs, procedures and responsibilities of each business function. These are briefly outlined in this section, see below.

The Terms of Reference for each Operational Management Sub Committee will be the responsibility of those leading and working within it to deliver the agreed objectives.

The 4 Operational Management Sub Committees recommended for adoption are as follows:

6.2.1 Marketing

The Marketing business function incorporates the functions of Events and Communications including Community engagement. General fund raising will also be the responsibility of this team

6.2.2 Capital Projects

Responsible for Grant Funding and scoping of any capital project.

6.2.3 Asset Maintenance

Responsible for the upkeep of the hall and field assets.

6.2.4 Business Operations

Overall fiscal responsibility including Bookings and the Monitoring of the performance of the business.

7. FUTURE OPERATION OF THE BVH CIO

The immediate starting point, in moving to a more formal new structure, is that the existing BVH CIO Trustees nominate themselves into the roles that best suit their motives for volunteering and becoming a trustee or volunteer. Factors could include any time constraints, skills and experience plus personal enthusiasm for the contribution they wish to make.

As shown, in Appendix A, this highlights any gaps in the new structure and if required we can agree a "transition" structure whilst vigorously trying to recruit specific additional volunteers for any of the vacancies identified.

As already stated, the 4 sub committees will effectively run with a degree of autonomy and can set their own schedule for meetings etc.

The strategic leadership team should eventually only need to meet quarterly but during this transition period it is recommended that BVHT meetings continue on a monthly basis.

A standing agenda for future BVH CIO strategic leadership meetings should be agreed in order to provide more consistency. As a minimum it should include a review of the goals set out in this plan and written reports by each operational management subcommittee.

8. FUTURE INVESTMENTS & PLANS.

Sitting within the Capital Projects management subcommittee, agreement is needed to consider the priorities of the competing future investments and projects to develop the village hall and surrounding site facilities.

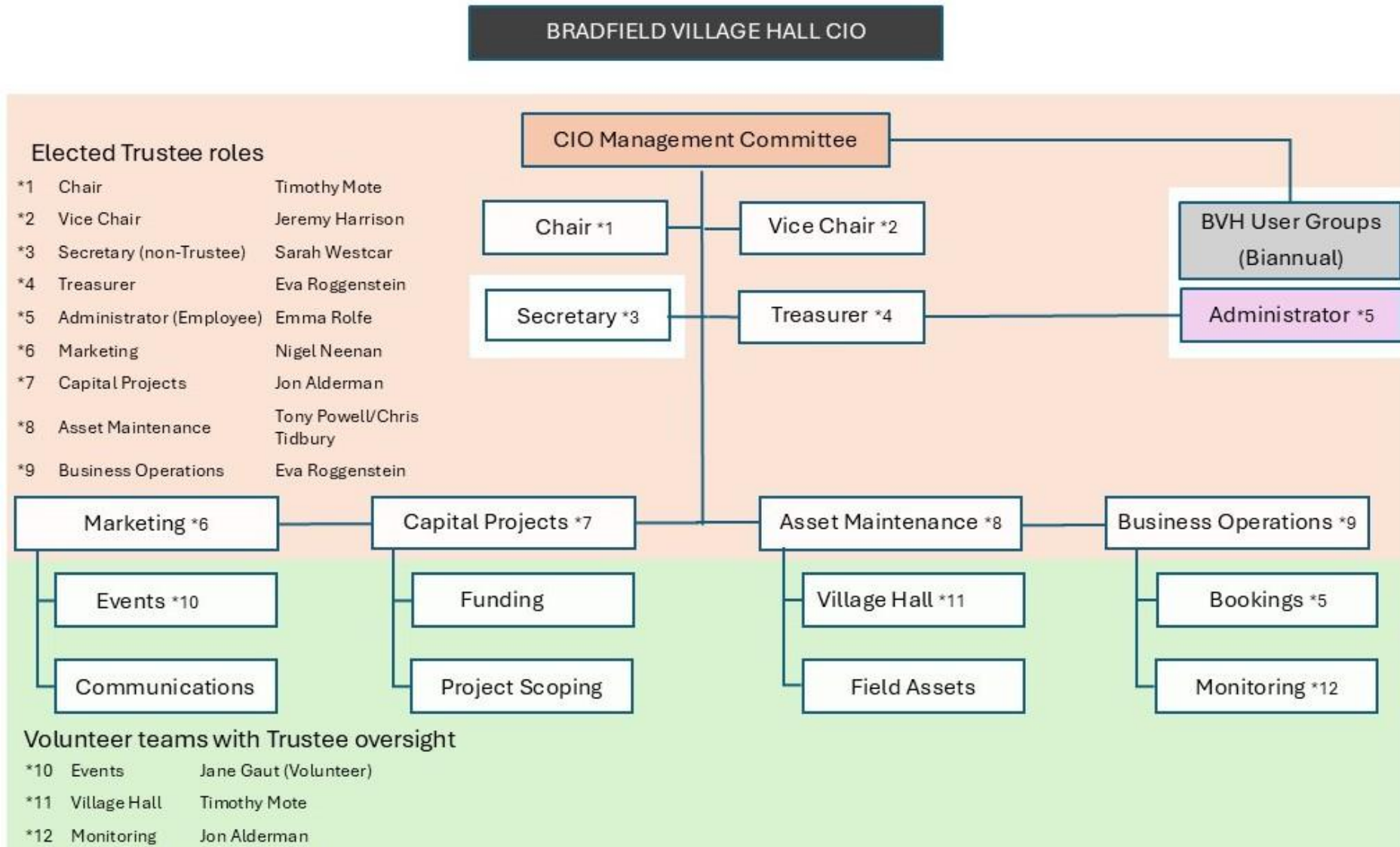
9. FINANCIALS

The scope of this business function is overseen by the Treasurer and the Business Operations management subcommittee.

10.SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Newly refurbished, good kitchen facilities, warm and clean so attractive for hirers	Acoustics still an issue for some users
Regular bookings for the hall	Limited parking
Central village location next to the shop	Curb appeal limited
Has outdoor space	Visual impact – site around hall untidy.
Having a part time cleaner	
Fund raising team	
Renewable Energy source- green credentials	
Disabled access	
OPPORTUNITIES	THREATS
Improve advertising to increase bookings	Resurface car park likely expensive
Income from MUGA – renovation plans include floodlights for 5 a side and field potential!	Only 1 large hall no CR may limit smaller group bookings
Annual review of rates	Lose focus of purpose of village hall
Green credentials	New roof modifications could be over accrued funds not paid to original suppliers
Create a vision/purpose to work to	
Improve curb appeal/boundaries along Southend Road/signage (brown sign for directions to village hall?)	
Seek local company sponsorship for improvements e.g. audio visual or events	

APPENDIX A – OUR TARGET CIO MANAGEMENT STRUCTURE



APPENDIX B – PROPOSED JOB DESCRIPTION FOR CHAIR OF THE CIO

Overview	The Chair of Trustees for the Village Hall, playground and field is a voluntary leadership role responsible for the effective governance and strategic direction of the charity to enable it to continue as a viable asset for local communities. Key responsibilities include leading committee meetings, charity governance including legal and financial compliance, managing risks, representing the hall publicly both for marketing purposes and compliance while fostering a collaborative team of Trustees and volunteers.
Key Responsibilities	<ul style="list-style-type: none"> • Strategic oversight: shaping the long-term vision, strategy and developing a business to ensure financial sustainability and continued community benefit. • Financial Stewardship: in partnership with the Treasurer to monitor budgets, authorise spend and ensure financial accountability and compliance. • Governance: ensure the charity complies with charity law, health & safety, fire, RoSPA and licensing. • ESG Leadership: To continue to develop the Hall journey regarding energy efficiency and water use publishing reports at intervals and at least annually at the AGM. Focus also on developing existing policies regarding diversity, equity and inclusion and fair wages and transparency in all reporting. • Hall management: to oversee the maintenance and repair of the hall and assets to minimise risks and accidents and to ensure adequate insurance coverage to support and facilitate activities for user groups. • Leadership: lead AGM annually. Provide strategic direction to the Trustees, plan and chair regular committee meetings, ensuring effective decision-making, minuting and actions for follow up. • Representation: Represent the Hall and assets with the Parish Council, community, local council, funders and other stakeholders.
Person Specification	<ul style="list-style-type: none"> • Strong Leadership skills to support leading a team and chairing meetings always acting in the charity’s best interests, impartially and with integrity. • Good interpersonal and networking skills to engage effectively with Trustees, volunteers, users, local partners and the community. • Strategic thinker who can set a clear direction for the future of the hall and assets. • Good understanding of charity governance. • Commitment to the local community and to dedicating around X hours monthly

APPENDIX C – PROPOSED JOB DESCRIPTION FOR VICE CHAIR OF THE CIO

Overview	The Vice Chair of Trustees for the Village Hall, playground and field is a voluntary leadership role working in partnership with the Chair of Trustees. The role is ideal for someone looking to contribute to the local community and acts as a sounding board for the Chair and takes on agreed duties to support the committee’s effectiveness. The role requires a good understanding of the committee’s goals, the vision and will contribute to the day-to-day management of the Hall, play area and field.
Key Responsibilities	<ul style="list-style-type: none"> • Act as deputy to the Chair for committee meetings, external events and official functions in the absence of the Chair including leading meetings, AGMs, official functions etc. • Collaborate with the Chair and secretary to set appropriate agendas for committee meetings and activities to meet the vision set out in the business plan. • Support committee to ensure it complies with charity law, health & safety, fire, RoSPA and licensing laws as applicable. These responsibilities may be split between Chair and Vice Chair. • Inspect the hall at least monthly and raise issues at the committee meetings or earlier or to the relevant contractor • Bring new ideas and challenge activities if not applicable or aligned to the business plan or vision. • Act as a spokesperson for the village hall as appropriate or where occasion arises. • Prepare the annual report with input from the Chair • Potential successor to Chair
Person Specification	<ul style="list-style-type: none"> • Ability to take leadership role as required when the Chair is unavailable while always acting as a supportive team player • Lead displaying key values of equality and fairness in all activities. • Strong interpersonal skills with ability to communicate with the local community, users, volunteers and committee members alongside partners such as Parish Council • Ability to handle difficult conversations, resolving conflict fairly • Commitment to the local community and to dedicating around X hours monthly

APPENDIX D – PROPOSED JOB DESCRIPTION FOR TREASURER OF THE CIO

<p>Overview</p>	<p>The Treasurer for the Village Hall, playground and field is a voluntary key role managing the charity’s finances, income, bookings, grants forecasting and expenditure. The Treasurer is a very important member of the Committee and is well supported by the whole team. The role is key in ensuring the business plan associated costs are affordable and tracked meticulously. The role by nature is a Trustee of the charity.</p>
<p>Key Responsibilities</p>	<ul style="list-style-type: none"> • Propose budgets to the Chair and committee to meet the long term and annual business plans and prepare separately for discrete projects based on estimates. • Maintain accurate and up to date general (regular) accounts using excel or appropriate software • Manage bank accounts, pay suppliers against confirmed estimates, collect hiring fees, issuing receipts as required. • Review regularly bank charges and interest rates making recommendations to the committee where costs can be reduced or where interest could be earned. • Manage payroll for employees ensuring compliance with all tax legislation. • Prepare annual accounts for audit and liaise with auditors responding to questions as applicable. • Present regular updates at committee meetings on both expenditure and forecast taking into consideration bookings, payroll, utilities, known future bills for maintenance. • Identify and set up appropriate insurances and licenses for the hall and other assets ensuring all aspects of operation are covered and review at least annually to ensure best price achieved. • Lead on identifying Grants which may be applicable possibly identifying a committee member who can work with the Treasurer role to maintain awareness of opportunities for funding and support in applications. • Manage project finances in accordance with specific grant conditions reporting to the grant provider as required. Regularly report project finances to the Committee. • The Treasurer must ensure no conflict between personal finances and the charity’s keeping funds entirely separate.
<p>Person Specification</p>	<ul style="list-style-type: none"> • Finance management experience and some understanding of payroll • Good excel skills • Excellent attention to detail • Ability to handle difficult conversations, resolving conflict fairly • Commitment to the local community and to dedicating around X hours monthly

APPENDIX E – PROPOSED JOB DESCRIPTION FOR SECRETARY OF THE CIO

Overview	The Secretary role is key to the smooth running of the Village Hall committee meetings including setting the agenda with the Chair, preparing the minutes of the meeting and following up on actions agreed at the meetings. In addition, the role is pivotal for keeping a current record of memberships, sponsors and key community members. The role may be a voluntary role or could be filled by a Trustee of the charity.
Key Responsibilities	<ul style="list-style-type: none"> • Prepare agendas for meetings in consultation with the Chair/Vice Chair as applicable • Arrange Committee meeting dates and circulate agenda and any other relevant papers • Arrange the AGM meeting, with publicity to local community members, sponsors, Parish Council and other key community members. • Record minutes of the committee meetings and the AGM and ensure minutes of the previous meeting are agreed by the committee and signed by the Chair • After meetings, update committee members who were sent apologies of any actions agreed • Receive correspondence, respond with input as required and report appropriate parts to the committee • Prepare as required letters on behalf of the committee • Keep records for the Hall including Land Registry, the minute book, a copy of the Trust Deed and constitution and any other committee records • Prepare the annual report with input from the Treasurer, Chair and Vice Chair and present it to the committee for agreement. • In cooperation with the Treasurer complete the returns required by the Charity Commission as required. • Keep records of membership of the different groups: committee members, sub-committee members, volunteers, members etc. subject to data protection rules. • Maintain all charity policies reviewing and updating at least annually.
Person Specification	<ul style="list-style-type: none"> • Organised and methodical • Able to take accurate minutes and record in presentable layout. • Good communication skills, both written and verbal. • Commitment to the local community and to dedicating around X hours monthly