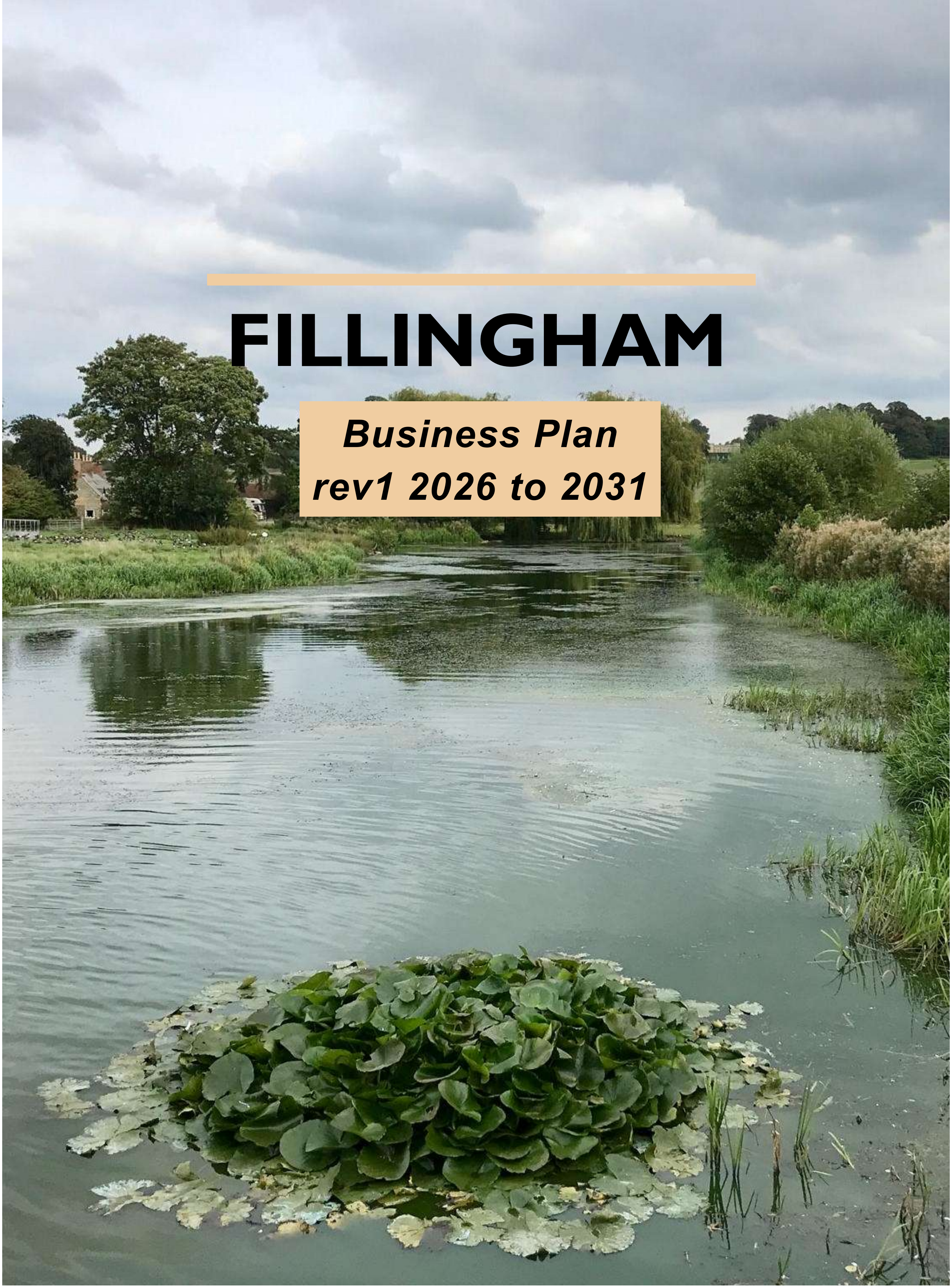
FILLINGHAM

Business Plan
rev1 2026 to 2031



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BACKGROUND

Fillingham is a small village of around 110 households. It has no facilities other than the Village Hall & childrens playground. Each household pays a precept as part of their council tax. The annual precept is around £60 per household and is set by the Parish. It generates around £6,000 annually, which is paid into the Parish account by the Council. It is used for Parish & Village Hall maintenance.

St Andrews Church and grounds are managed separately. They are the responsibility of the Church of England.

The Village Hall is a grade 2 listed building. It is a space where people connect, support each other and build a sense of belonging within the community. The village hall is the focal point for social life. Everything from local meetings to exercise classes, celebrations, quizzes and community events can take place under one roof and support communal wellbeing. The village has no other facilities. Ongoing running costs are high and have significantly increased post-Covid. During this time we have also seen a significant drop off in the level of fund raising activities. Currently the village is in a good financial position. It has a healthy surplus from Covids grants and £15,000 in a trust fund, set up by Rectory Lee developers, to maintain the football field. With the increasing costs of maintenance of the village hall and the drop in fund raising income, we could easily see this surplus eroded over the next 5 years or so.

	2020/21	2021/22	2022/23	2023/24	2024/25
Events income	£0	£1,875	£582	£1,138	£852
Hall Hire income	£0	£16	£297	£633	£893
Maintenance costs	£1,774	£25,344	£85	£1,102	£10,200
Utility costs	£1,069	£1,087	£1,865	£1,638	£1,893

Table to show Post Covid village hall key financial trends summary

Without some key changes it is unlikley that the village hall will remain financially viable over the long term As such this plan has been produced. The plan is based upon the recent 5 year year financial review and the 2025 Parish Survey.

Key updates are that goals are now set for annual fund raising and Village Hall hire. It also includes a proactive approach to increasing grant funding. The fund raising goals are very realisitic. This year we have a had a big push on events and achieved around £4,000, against a goal of £2,000. However, the cost of maintaining the hall over the long term will require significantly greater funds e.g. the recent replacement windows cost around 30,000. As such registered charity status is also a key part of the plan, to allow us a greater pool of potential grants to apply for.

The plan also defines the actual village financial account structure, which has not been previously documented.

The plan was updated & approved at the Parish Meeting of 08 06 2026.

SCOPE

The scope of this plan covers Fillingham Parish Meeting, Fillingham Village Hall Management Committee and the associated charity Fillingham Village Hall & Community. It is referred to as the Village Business Plan.

It excludes St Andrews Church. However, as a result of the Parish 2025 survey it does allow for support to maintain the church grounds (not the church) through non precept income e.g. fund raising.

The plan covers the period 1/04/2026 to 31/3/2031.

The plan supercedes all previous plans and related financial procedures.

OBJECTIVES

Primary objective to:

Ensure Fillingham finances comply with all relevant legislation and are regulary and accurately reported to the Parish and Village Hall/Charity committees.

Determine if the village can sustainably generate sufficient income to support the Village Hall, with only inflation based increases to the precept. This will require the setting of goals for additional annual fund raising as follows:

- Events (inc. Coffee morning): £2,000
- Grants (2027/28 onward): £1,500
- Village Hall hire: £900

The additional income should allow the Village Hall to be maintained long term and to allow for the implementation of improvements identified in the Parish 2025 survey. This will be mainly dependant on the level of surplus fund raising income & grants available.

Secondary objectives

Introduce an online Village Hall booking system with associated online payment, to maximise rental income opportunities.

To register the Village Hall as a charity, to maximise grant income.

Ensure that the Village Hall and associated land ownership, via Trustees, are updated and correctly registered with the Land Registry.

Close down the Football Field Trust Fund. Transfering funds into a Parish financial reserve.

Ensure all relevant village bank accounts meet all relevant financial threshold; to avoid the cost of external annual audits but allow registration as a charity.

Introduce the ability to generate separate accounts for the Parish & Village Hall (requirement for registration as a charity) , together with more accurate allocation of costs between the two sets of accounts.

Introduce annual reports for the Village hall & Parish Meeting as best practice and to meet registered charity

POLICIES

Precept income

The annual precept will be increased each year by inflation.

The total precept will be increased annually by the pro rata cost per household; for each new development property in the village.

The income raised by the precept shall only be spent on the Parish & Village Hall; it will not be used to support St Andrews Church or grounds.

Fund raising

Income raised by fund raising shall be primarily spent on maintaining and improving the Village Hall & Parish.

For budgetting purposes grant income will be assumed to be spent on improvements within the year obtained.

Where approved by the Village Hall committee, income may be used to support St Andrews Church grounds maintenance.

Income raised by fund raising will not be used to support St Andrews Church (except for grounds).

Village Hall hire

Village hall hire rates shall be benchmarked against other similar, local village halls at least every 3 years.

Hire rates should include a discount for residents & long term or full day bookings.

Hire rates should be increased annually by inflation, wherever possible.

St Andrews Church will be not be charged for hiring the Village Hall.

Financial reserve

A financial reserve shall be maintained of £10,000. This shall only be used in emergencies and replaced as soon as possible.

St Andrews Church grounds

To avoid any liability issues, any contracted work conducted to the Church grounds (at the request of the Village Hall committee), shall paid for by the Church. The Village Hall committee shall then remburse the Church upon receipt of an invoice.

Accounting & internal audit

A full set of transactional level accounts shall be produced monthly.

An annual set of individual & consolidated accounts shall be produced annually.

The accounts shall be subject to an annual internal audit.

Asset Register

The asset register shall be reviewed annually, prior to updating the insurance policy.

See Appendix A.

Responsibilities

Fillingham Parish Meeting are the owners of Fillingham Village Hall, it being held in Trust for the use of the parishioners. To maximise grant application opportunities Fillingham Village Hall & Community a charity has been set up. The Trustees of the Charity have delegated responsibility for the management of the Village Hall to the Village Hall Committee. This arranagement simplifies the registered charity application & maintenance. A full list of responsibilities is given in Table 1 below:

Table 1: Responsibilities between Fillingham Parish Meeting & Village Hall Committee

Duty	Responsibility
Bus stop building structure & maintenance	Parish Meeting
Benches	Parish Meeting
Grass cutting	Split cost allocation
Defibrillator	Parish Meeting
Village Hall building maintenance	Village Hall Mgmt. Committee
Village Hall Decoration	Village Hall Mgmt. Committee
Playground equipment maintenance	Village Hall Mgmt. Committee
Football field grass & hedging	Village Hall Mgmt. Committee
Insurance	Split cost allocation
Village Hall utility costs	Village Hall Mgmt. Committee
Village Hall broadband costs	Village Hall Mgmt. Committee
Lemonbooking system costs	Village Hall Mgmt. Committee
Village Hall hire income	Village Hall Mgmt. Committee
Income from events	Village Hall Mgmt. Committee
Grants & donations	Village Hall Mgmt. Committee

5 YEAR PLAN

Nominal code	Description	2026 27	2027 28	2028 29	2029 30	2030 31
Consolidated income						
Parish Meeting						
4010	Precept	£ 1,850	£ 1,906	£ 1,963	£ 2,022	£ 2,082
4001	Grant	£ -	£ -	£ -	£ -	£ -
4906	Donations	£ -	£ -	£ -	£ -	£ -
Village hall & Community						
4010	Precept	£ 4,765	£ 4,908	£ 5,055	£ 5,207	£ 5,363
4001	Grant	£ -	£ 1,500	£ 1,545	£ 1,591	£ 1,639
4013	Village Hall Hire	£ 900	£ 927	£ 955	£ 983	£ 1,013
4011	Fund raising event	£ 2,000	£ 2,060	£ 2,122	£ 2,185	£ 2,251
4906	Donations	£ -	£ -	£ -	£ -	£ -
		£ 9,515	**£11,300**	**£11,639**	**£11,989**	**£12,348**
Consolidated costs						
Parish Meeting						
6002	Sub contractor - Landscaping	£ 1,000	£ 1,030	£ 1,061	£ 1,093	£ 1,126
8204	Insurance	£ 185	£ 191	£ 196	£ 202	£ 208
7999	Grant expenditure	£ -	£ -	£ -	£ -	£ -
7701	Office Machine Maintenance	£ 120	£ 124	£ 127	£ 131	£ 135
7603	Professional Fees	£ 150	£ 155	£ 159	£ 164	£ 169
7800	Repairs & renewals	£ 160	£ 165	£ 170	£ 175	£ 180
7901	Bank Charges	£ 60	£ 62	£ 64	£ 66	£ 68
7506	Hosting & IT	£ 120	£ 124	£ 127	£ 131	£ 135
Village hall & Community						
7800	Repairs & renewals	£ 1,985	£ 2,045	£ 2,106	£ 2,169	£ 2,234
6002	Sub contractor - Landscaping	£ 1,000	£ 1,030	£ 1,061	£ 1,093	£ 1,126
8204	Insurance	£ 916	£ 943	£ 972	£ 1,001	£ 1,031
7102	Water rates	£ 320	£ 330	£ 339	£ 350	£ 360
7200	Electricity	£ 350	£ 361	£ 371	£ 382	£ 394
7201	Gas	£ 1,230	£ 1,267	£ 1,305	£ 1,344	£ 1,384
7999	Grant expenditure	£ 1,500	£ 1,545	£ 1,591	£ 1,639	£ 1,688
7603	Professional Fees	£ 500	£ 515	£ 530	£ 546	£ 563
5000	General Purchases - fund raising materials	£ 300	£ 309	£ 318	£ 328	£ 338
7600	Legal fees	£ -	£ -	£ -	£ -	£ -
7506	Hosting & IT	£ 200	£ 206	£ 212	£ 219	£ 225
6201	Advertising	£ 200	£ 206	£ 212	£ 219	£ 225
7901	Bank Charges	£ 64	£ 66	£ 68	£ 70	£ 72
7302	Licences	£ 150	£ 155	£ 159	£ 164	£ 169
6900	Misc	£ -	£ -	£ -	£ -	£ -
		£ 10,510	**£10,825**	**£11,150**	**£11,485**	**£11,829**
	Savings					
	Surplus	-£ 995	-£ 520	-£ 30	£ 474	£ 993
	Parish financial reserve	£ 10,000	£ 10,200	£ 10,404	£ 10,612	£ 10,824
	Savings	£ 28,707	£ 29,282	£ 29,867	£ 30,465	£ 31,074
	Total	**£38,707**	**£39,482**	**£40,271**	**£41,077**	**£41,898**

Notes

Inflation *3.00%*

Interest *2.00%*

Assumes Trust Fund closed and £10k transferred to Parish Financial reserve with £5k moved to savings and available for general improvement.

Assumes total accounts surplus moved to savings.

Assumes grant income will be spent within the same year on improvements.

APPENDIX A: ASSET REGISTER

Asset registry

Description/location	Valuatio	Basis	Date Acquire…	Inspecti	Pari	Remarks
Village Hall	£258,281	Insurance valuation	1996	Annually	Y	Title and trustees not adequately defined. Pending work with solicitors. Update when insurance due for renewal 2026.
Notice board on Village Hall	£534	Original cost	2009	Annually	Y	
Benches on land surrounding Village Hall	£960	based on replacement cost	est. 2005	Annually	Y	
Team swing	£2,190	at new (no instalation or matting)	May-18	Weekly	Y	weekly and annual inspections - insurance valuation for 4 pieces of play equipment £16,937
Clamber stack	£10,850	at new (no instalation or matting)	May-18	Weekly	Y	weekly and annual inspections - insurance valuation for 4 pieces of play equipment £16,937
Orbit (roundabout)	£5,124	at new (no instalation or matting)	May-18	Weekly	Y	weekly and annual inspections - insurance valuation for 4 pieces of play equipment £16,937
Rocking foal	£1,369	at new (no instalation or matting)	Sep-18	Weekly	Y	weekly and annual inspections - insurance valuation for 4 pieces of play equipment £16,937
Land between Village Hall and Rectory Lea (football field)	£4,000	estimate	2007	Annually	N	Land registry LL278667 Trustees Peter O'Grady, Ray Greetham, Alan Baldwin, Zoe Rampley.
Set of Gates to Land between Village Hall and Rectory Lea from Willingham Road	£450	Original cost	2013	Annually	Y	
Bench on the green - Joyces' memorial bench and plaque	£400	estimate on replacement	44866	Annually	Y	
Bench on Land between Village Hall and Rectory Lea	£320	Based on replacement cost	est. 2005	Annually	Y	
Bus Shelter at junction of High Street & Middle	£8,000	Estimated rebuild	Not known	Annually	Y	
Goal Posts	£620		2016		Y	Cost as new of posts and locking
Defibrillator	£1,000		2021		Y	Maintaince outsourced to West
	£294,098					

FAQS

The 5-year plan indicates the village has over £38,000 in savings. Why do we need to make any changes?

The main issue is unplanned maintenance of the Village Hall vs long term sustainability of the finances. This plan only accounts for planned maintenance at £1,600. The true cost of maintenance, based upon the last 5 years has been £7,567. Worst case this could be used up in around 6 years. In addition to this, £15,000 of the total savings is tied up in a restrictive trust fund, which can only be used for maintaining the football field. As such funds could soon run out. The other key reason we need to do this now; is the time it takes to implement change. If we start now, we have 2 or 3 years to try out new ideas and make sure they work e.g. it would take at least a year to register as a charity.

Surely if there was major unplanned work required at the Village Hall, we could just get a grant?

Being realistic, grant income is likely to be the only way any major expenditure can be covered. Although we have been successful in the past, grants are becoming harder to find and are often limited to registered charities. We currently have no proactive grants team in place. Assuming a grant will be available when the time comes, would be a high-risk strategy. We also need to consider that a significant grant will likely require the approval of the Village Hall Trustees. As with many villages, trustees have passed away and legal documentation not updated. The legal framework for the Village Hall needs updating. Typically, this legal process can take 1 -2 years to complete. So now is the time to do this, while we still have surplus funds.

Why are we thinking of setting up a registered charity, we have never required this before?

Grant funding will be critical to the long-term viability of the Village Hall. There are far more grant opportunities available for registered charities. We have investigated this before but have been put off by the time & complexity involved in establishing and maintaining this. However, we have a charities expert in the village who has offered to help set things up. The current RFO is also happy to provide the additional time required to prepare separate monthly & annual financial reports, for the parish & Village Hall.

Why have the Village Hall annual costs, excluding maintenance increased by around £2,500 per annum?

The main reason is accurate allocation of costs. The insurance premium, typically around £1,000, covers both the Parish & the Village Hall. Historically 100% of the cost was paid for by the Parish. However, 83% of the premium is for the Village Hall. Similarly, 50% of the landscaping costs are for the Village Hall/football field and the remaining for the Parish. Historically 100% of the costs had been allocated to the Parish. Correct allocation of these costs is important if we are to close down the Trust Fund account.

In addition to providing an accurate picture of costs within the village, correct allocation of costs to the Village Hall also helps meet one of the potential criteria for a charity. This requires a minimum income of £5,000 per annum. By correctly allocating costs we can just about meet this requirement, before any fund-raising events are added in.

Why are there a lot more cost categories in the accounts?

This is an improvement to provide a better picture of where the money is spent. There will likely be some new areas as we plan to implement the improvements identified in the 2025 survey. Examples include the requirement to improve fund raising through events; these will require marketing. This has previously been very limited and unbudgeted. Event costs also need to be accounted for e.g. the recent Apple Day, generated over £600, however, there was a cost of £75 for food. This needs to be accounted for. The plan also includes music and alcohol licenses. These items were dropped previously, as no annual events plan was established to justify their cost.

Why are we now paying over £100 p.a. bank charges?

In banking terms, the Parish & Village Hall are what are known as community accounts. There are only a limited number of banks that provide these accounts. Last year the banking industry started charging for these accounts. We pay £4.25 per month per community accounts. As such we now have the additional cost of £100 p.a. bank charges. Previously this was just logged under miscellaneous.

REVISIONS

Revision 1 21/07/2026

Appendix A: 5 year plan mapped to nominal codes and republished as part of transition to Quickfiles. No actual changes to accounts totals.

Transfer rules for financial management to Village & Parish meeting procedures.

Change title from financial pan to business plan to align with registered charity application

Include table for responsibilities between Parish Meeting & Village Hall