

East Boldre Village Hall



Business Plan

Latest Version November 2024

Produced by Gina Antczak

With acknowledgement to Rebecca Gabzdyl for her original work in 2019

Before and After

View from the Road Before



Artist's Visualisation of the View from the Road After



Hall Particulars

East Boldre Village Hall



Organisation Charitable Incorporated Organisation, Registration Number 1164549
Main Road, East Boldre, Brockenhurst, SO41 7WD

Origin The hall was built by the RAF as a Concert Hall for the YMCA in 1918 and is the only remaining building from the RFC Beaulieu WW1 airfield. When the other buildings were removed, permission was granted for this building to be retained by the village for use as a Parish Hall. It was registered as a charitable trust in 1969, as a CIO in 2015.

Building The building is owed by the trustees on behalf of the village. Situated on New Forest Crown Grazing Land, its retention on the Forest is subject to a 60- year licence from DEFRA, managed by Forestry England., currently due for renewal in 2076. Given the historic significance of the hall, its local listing and there being no provision in the licence to bring it to an end, the tenure is expected to be retained in perpetuity for this community asset, the 60-year licence being merely a legal necessity.

Objects The provision and maintenance of the village hall for the use of the inhabitants of and visitors to East Boldre without distinction of political, religious or other opinions, including use for:

- (a) meetings, lectures and classes;
- (b) activities promoting the heritage of East Boldre and surrounding areas; and
- (c) other forms of recreation and leisure-time occupation, with the object of improving the conditions of life for said inhabitants and visitors.

People The hall team currently comprises six trustees, elected by a quorum of trustees, and five active volunteers. A caretaker/cleaner is an employee. A further 10 – 15 volunteers help with admin, events and distribution of newsletters.

Chair Michael Husband
Secretary Sven Olsen
Treasurer Gina Antczak

Patron Lord Montagu of Beaulieu

Website <http://www.eastboldre.org/ebvhmain.html>

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Redevelopment Project Summary

Project Vision

- To preserve and improve a building of historical significance whilst providing a sustainable, inclusive, community hall meeting modern and future needs, for recreation and leisure, training, theatre, cinema, talks and exhibitions
- To promote the heritage of East Boldre and the New Forest
- To bolster pride in the hall and the community
- To attract more hall users, more volunteers and foster community relations
- To reduce social isolation and to promote community cohesion
- To future-proof the hall, making it viable and sustainable into the foreseeable future

Aims

1. Improve the street scene, making the building more attractive and sympathetic to the natural beauty of its surroundings while restoring part of the original 1918 structure
2. Increase the size of the internal useable space without increasing the hall's footprint, improving flexibility, storage, ventilation, natural light and internal ambiance
3. Provide suitable flooring for dance and exercise
4. Provide internal access from the main hall lobby to the small hall (Robert Coles Room)
5. Increase the number of toilets to meet peak demand and comply with modern requirements
6. Modernise the hall's facilities and improve the general comfort levels of the hall
7. Improve hall security and reduce the threat of vandalism
8. Reduce the carbon footprint of the building and its facilities
9. Arrest and reverse the severe weather deterioration caused by its location on Bagshot Moor

Need

- The hall is over 100 years old. Extensions and alterations have made it unattractive with a look of urban decay. They resulted in a bizarre and awkward internal layout, poor natural lighting and ventilation, over-large storage space impacting useable floor space. They took little or no account of the hall's historical importance or future sustainability.
- There is no internal access to the Robert Coles Room other than through the male and female toilets.
- There are too few WCs to meet peak demand during short breaks.
- The north extension (half the size of the hall) was added (1972) as a single-bricked, flat-roofed storeroom, its concrete floor with no damp-proof membrane or floor covering, the unplastered brick walls merely painted.
- The main hall is too small for viable theatre or cinema or to cater for demand for talks and exhibitions.
- Heritage events have kept the hall afloat but lettings have declined due to the inadequacies.

A village focal point and lifeline for essential services, but underused – 86% of respondents to the 2022 survey said they would be more likely to use the hall if the proposed improvements were made.

Financial Goals

- Permanently reverse the financial decline and produce surpluses to finance future projects
- Increase the hall usage by at least 30% in the year following project completion
- Reduce energy usage and costs
- Maintain low costs through maintaining and increasing the number of volunteers
- Maintain a local focus and promote inclusivity through the fee model
- Boost the hall as a centre of local heritage to generate further income
- Use theatre and film facilities to generate income

Proposals

- Restore part of the original 1918 appearance by hiding large areas of red brick with timber cladding, extending the hall into the storeroom and pitching the storeroom's flat roof, giving good internal height for games, exercise and good lines of sight to the stage
- Pitch the roof over the main entrance to balance the appearance of the building and weather-proof the exposed south-facing wall
- Increase the useful area in the main hall by 46%, allowing for more useful audience seating and more useable space for dance, exercise classes and exhibitions
- Use part of the kitchen to create an access corridor from the Robert Coles Room to the main lobby and block off its direct access to the toilets, freeing up space to add an extra toilet cubicle in both rooms
- Reclaim the lost kitchen space from the common room area and wall-off the remainder of the common room area to provide space for storage
- Enhance and modernise the stage audio-visual facilities
- Incorporate updated security equipment including hidden infrared CCTV
- Strengthen the roof on the original building to add insulation, other measures to provide insulation where lacking or deficient such as the single brick north wall, replace old windows for energy efficient ones, replace fluorescent with LED lighting and other energy saving measures to reduce the hall's carbon footprint.

Costs

Total project costs of the project (including VAT and amounts already spent) are about £450,000

The funds have been or are expected to be sourced as follows:

Fund Provider	Works	Amount £	Status
Own Funds	Enhancement works	45,000	
East Boldre Parish Council	Plans	2,500	Received 3/24
HCC Councillors' Fund	AV	500	Received 4/34
Beaulieu Beaufort Foundation	AV	5,000	Received 6/24
NFDC Councillor's Community Wellbeing Fund	AV	200	Received 7/24
New Forest National Park Authority Sustainable Communities Grant	AV	2,000	Awarded 8/24
Hampshire County Council Communities Fund	Kitchen/WCs/AV/Chairs	24,500	Awarded 10/24
New Forest District Council	Kitchen/WCs/AV/Chairs	25,000	Applied 9/24
NFDC Community Infrastructure Levy	Enhancement works	100,000	Applied 11/24
National Lottery Reaching Communities Fund	Enhancement works	150,000	Proposal 10/24
National Lottery Heritage Fund	Restoration Works Exhibition Stores/Displays	67,000	Proposal accepted 10/24
Crowdfunding and other Charitable Foundations	Refurbishment	28,300	To be applied for
Total		£450,000	

Timescale

March – April 2025

Funding to be mostly in place ready for building to begin by May

Aug – Sept 2025

Building to be completed and official re-opening

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1. Executive Summary

East Boldre Village Hall is a unique, locally listed facility. As one Google reviewer puts it, “Is this a village hall?” It was built in 1918 as a military concert hall and is the only remaining building of 144 built for the RFC/RAF aviation training school at East Boldre and Beaulieu. On the outside, the original part of the building still looks like a utilitarian military structure which is surrounded on its back and sides by unsightly, urban, flat-roofed extensions built between the 1960s and 1990s. But on the inside, the unique, elaborate stage and surrounds, the decor and the permanent display of historical photographs makes it feel like you’ve stepped into Dr Who’s Tardis.

Since 2010, on the anniversary of the start of the Flying School at East Boldre, one of the first in the world, attention has been focused on the hall’s history with the result that it has come to be seen as a centre of heritage for East Boldre and beyond. Our exhibitions, most recently the one in May 2024 on 500 Years of New Forest Romani Heritage, attracted thousands of visitors from across the country. Monthly talks on military history sell out of tickets often within an hour of going online. The books produced and sold by the hall on the local airfields sell steadily to an audience far and wide. The heritage offerings have enabled the hall to reach both an increasingly larger and a wider audience despite its position on a relatively isolated New Forest heath, grazed by ponies, donkeys and cattle, in a small, rural village of roughly 465 homes within the hall’s catchment area.

It’s largely because of the income from its heritage offerings that the hall has remained afloat and has continued to provide vital community services as income from lettings has declined. In the ten years to 2018, lettings income has failed to cover core running costs. The heritage events have attracted more lettings in recent years but letting income still barely covers core costs.

The building is old and in dire need of attention. Some external walls and parts of the flat roofs have no insulation and attract damp. The flat-roofed, red-brick extensions exude a sense of urban decay. The only internal access way between the two main rooms for hire is via the male and female toilets – some potential hirers have declined to book for this reason alone. The hard flooring has led to a drop in the numbers attending fitness and dance classes – much of the clientele is elderly and the floor is hard on their joints. The theatre hall is wider than it is long, the length taken up by a poorly positioned, over-large storeroom. Consequently, despite the huge demand, there is insufficient space for a viable audience and sight lines to the stage for many are poor. The lack of ventilation and natural lighting make the hall feel depressing. The building is so out of character with the beauty of its National Park surroundings that it reflects badly on the whole village, attracting vandalism and detracting from a sense of pride and well-being.

The hall could be so much more. Its historical aspects are a definite attraction which other village halls do not have, but it still needs to provide services for the local community. Hall users love its historical aspects but the detractions have made redevelopment essential. The pricing structure and friendly bookings service is designed to maintain hall users’ goodwill but such measures can only go so far. Without major redevelopment to improve and future-proof the building, their goodwill would soon evaporate leading to the danger of the hall spiralling again into deficit and eventual abandonment.

The need is clear – East Boldre is classified as deprived in terms of access to housing and services (falling in the bottom 3% of neighbourhoods nationally) and having a difficult living environment (in the bottom 1%). The hall’s central location, within walking distance of nearly two-thirds in its catchment area, makes it vitally important to the community and for many, a lifeline for services, leisure and entertainment.

The project has been planned and honed over many years. Being sited on highly protected Crown grazing land, the hall cannot be extended nor the land disturbed. For this reason, the proposed development will take place within the existing walls and will have no adverse environmental impact. Instead, the external cladding and pitching of flat roofs will reduce the hall’s energy usage while at the same time improve the street scene and help the building blend in more sympathetically with its natural surroundings.

In depth studies indicate that the social outcomes of the redevelopment will be considerable. Hall usage and numbers using the hall will be increased initially by 30%. The improved facilities will attract new users to both offer and attend a wider variety of activities. There will be room for larger audiences, scope for larger exhibitions and pop-up exhibitions, room for more toilets to accommodate the larger audiences and more wall space for permanent exhibits. All these improvements will attract not only new users but more volunteers, essential for this volunteer-run facility. The project will help to breathe new life into the village, boosting the local economy as well as villagers' sense of pride and well-being.

2. Project Summary — Finance

This plan illustrates the case for a thriving village hall, one of the community's key assets in the centre of the village. The project will reverse the decline and deterioration of the hall through improving the external architecture, the internal layout and the hall facilities. This will attract and accommodate more hall users ensuring that letting income covers day to day running expenses. It will allow for increased numbers at talks, exhibitions and film nights, making these ventures a more viable option in bringing the community together and encouraging their participation in them.

2.1 Financial Goals

The project will inject new life into the hall and ensure that its financial viability is sustained into the foreseeable future. The goals are to:

Permanently reverse the financial decline – in the decade leading up to 2023 income from lettings failed to cover the day to day running costs, the core financial policy of the hall. Once used by a local theatre group, a play school, a lunch club, psychology consultations, a doctor's surgery and a football club, those hires ceased over a period of a few years. Since Covid, the momentum of the project has already brought in new hires to take their place so running expenses are once again being covered by letting income but by a small margin (£409 in the year ended 31 March 2024). The goal is to improve the margin on a sustainable basis.

Increase the hall usage – the hall is currently used for about 30% the possible opening hours. The goal is to increase hall usage by at least 30% and up to nearly 40% initially through increased lettings, film nights, talks, open-days/pop-up museums and exhibitions.

Reduce costs of energy and water through more natural and low-energy lighting, motion sensor switches for heating and lighting, more efficient appliances, more insulation and more water efficient WCs.

Maintain low costs by retaining and recruiting volunteers to carry out the admin, finance and marketing and general maintenance.

Maintain a local focus and promote inclusivity through the fee model, for example, with low hire costs for the coffee mornings, discounts for local users and charities, and low ticket costs for the cinema club.

Boost the hall as a centre of local heritage – increase offerings and local participation through a regular pop-up museum. The hall could be manned on open days by volunteers. A fee could be paid to a local historian to man the hall on these days which could be covered by sales of the hall's historical books and donations. Plans to partner with St Barbes and the New Forest Heritage Centre after the project completion are under way.

2.2 Finance Summary

The projected finances are conservatively based on in depth studies attached to the end of this business plan.

The following tables shows summaries of income and expenses excluding exceptional and capital costs. While the financial policy is for core costs to be covered by letting income, exceptional and capital costs can be covered by reserves. It has been a struggle in recent years for lettings to cover core costs and the hall has been reliant on income from fundraising. This will change considerably following the redevelopment project as lettings increase and energy savings are made. The projections show that reserves will be built up so that the hall is not reliant on grant income for refurbishments and other exceptional and capital costs.

2.2.1 Projections following the redevelopment – Worst to Best Case Scenarios

Actual/Year After Redevelopment	31/3/24 £	Worst £	Typical £	Best £
Lettings	10,112	11,702	15,405	17,655
Heritage & Other Fundraising	6,382	9,545	14,200	18,865
Total Theatre & Cinema	224	1,358	2,856	4,292
Total Income	16,718	22,605	32,461	40,812
Total Core Expenses	9,703	10,792	12,154	13,431
Surplus Revenue	7,015	11,813	20,307	27,381
Surplus Revenue as % of Income	42.5%	52.2%	62.6%	67.1%
Lettings less Core Expenses	409	910	3,251	4,224
% of Lettings Margin	4.0%	7.8%	21.1%	23.9%

2.2.2 Projections following the redevelopment – Typical Case Scenario

Year Ending 31 March	Actual 2024 £	Typical 2027 £	Typical 2028 £	Typical 2029 £
Lettings	10,112	15,405	16,933	18,588
Heritage and Fundraising	6,382	14,200	15,575	17,388
Theatre and Cinema	224	2,856	3,141	3,618
Total Income	16,718	32,461	35,649	39,594
Core Expenses	9,703	12,154	13,142	14,223
Surplus Revenue	7,015	20,307	22,507	25,371
Surplus Revenue as % of Income	42.5%	62.6%	63.1%	64.1%
Lettings less Core Expenses	409	3,251	3,791	4,365
% Lettings Margin	4.0%	21.1%	22.4%	23.5%

3. Project Summary – Building

Below are the summary building costs, sources of funds and key dates.

3.1 Building Works

Type of Work	Cost £
Pitching flat roofs on the north and south extensions	50,500
Renew existing roofing	43,500
Extending the main hall into storeroom	50,000
Create corridor access to Robert Coles Room	15,500
Additional toilets to meet regulations and WCs refurbishment	21,500
Kitchen – refurbishment and making good re new walls	23,000
Cushioned flooring and other flooring	20,500
Replacement and new windows, porch and doors	41,500
AV Equipment and electrical works	30,000
Electrical and associated fire safety works	25,000
Plastering, decorating, making good	22,000
Repair brickwork and timber cladding	29,000
Drainage	6,500
Scaffolding and hoarding	11,000
Security (CCTV and bike racks)	3,500
Preliminaries & Contingencies	36,000
New chairs	10,000
Exhibition storage and facilitation works	11,000
Total	450,000

3.2 Sources of Funds

Source of Funds	Amount £	Status
Own Funds	45,000	Available
HCC Councillors' Fund	500	Received
Beaulieu Beaufort Foundation	5,000	Received
NFDC Councillor's Community Wellbeing Fund	200	Received
New Forest NPA Sustainable Communities Project	2,000	Awarded
Hampshire County Council Community Grant	24,500	Awarded
New Forest District Council Community Grant	25,000	Outcome expected December 2024
National Lottery Heritage Fund	67,000	Proposal accepted 14/10/2024
National Lottery Reaching Communities Fund	180,800	Reply to Proposal expected 1/2025
NFDC Community Infrastructure Levy Grant	100,000	Outcome Expected March 2025
Total funding	450,000	

3.3 Key Dates

Activity	Date by:
Tenders received from 4 builders	October 2024
Building queries resolved and builder selected	January 2025
Building contact subject to confirmation of funding	March 2025
Funding confirmed	March/April 2025
Pre-building works	April 2025
Building works commence	May 2025
Building works completed	August/September 2025
Re-opening and celebrations	September 2025

4. Outcomes

4.1 Social Outcomes

Reduced social isolation — Film nights, talks, coffee mornings and activities at the hall will reduce social isolation. Covid has shown how important it is to be able to access venues within easy reach, particularly for the 21% of single occupant households and those without independent transport. Increased hall usage for entertainment and group activities will foster more contacts and friendships. Better facilities will attract new lettings and volunteers creating opportunities to meet new friends. 30% of local residents and 17% of single-family households are aged 65 and over, nearly twice the national average (see Appendix 12, Demographics.)

More inclusivity — The hall's pricing structure provides for inclusivity and this will be maintained if the hall's financial future is secured. For example, hire fees are discounted by about 50% for the coffee mornings and the Beaulieu Young Farmers. The coffee morning uses excess funds to provide local food support. The hall will reach a wider range of people. In a recent survey, over 95% of respondents said they would like film nights at the hall with reasonably priced tickets at £6 and the larger main hall will make this viable. Many villagers have no independent means of transport making local activities and entertainment especially important for them.

More people will know about the heritage of East Boldre and the wider New Forest — There will be more talks and exhibitions. The increased space means numbers increasing available seats at talks by 50%, reducing disappointment when tickets sell out so quickly. There'll be more wall space for display panels.

Increased participation — A greater number and variety of activities, will increase the numbers actively involved in the hall and in village life. More people will have a say in what goes on at the hall. Volunteers have a chance to build on and improve their skills. More people, young and old, will make a contribution to their village.

Greater social cohesion and reduced vandalism — The improved street scene and better layout will boost pride and positivity in the community and foster a greater sense of wellbeing. This will reduce vandalism as evidenced by Government research ('Safer Places – The Planning System and Crime Prevention' Office of the Deputy Prime Minister, Home Office). The increased hall size and improved internal layout will better allow for events such as the Romani Exhibition (which promoted understanding of the New Forest Romani history and culture), and movie nights which bring together people from all socio-economic groups.

4.2 Environmental outcomes

Improvement to the street scene — The building aesthetic will harmonise with the outstanding natural beauty of its New Forest surroundings, the more consistent physical environment boosting a feeling of contentment and joy to live in or visit East Boldre. Government studies show that the improved architecture will also help to reduce or eliminate incidences of vandalism (such as broken windows, roof damage and graffiti).

Reduced carbon footprint — Energy usage will be reduced by insulating single brick walls and uninsulated roofs, cladding exterior brick walls, replacing fluorescent lighting with low-energy LEDs, replacing old, energy deficient windows, installing motion sensors on lighting, providing more natural lighting and better ventilation. Modernised equipment will use less energy and new toilets, less water. Car mileage will be reduced as hall users will drive fewer miles, walk or cycle for the new activities provided at the hall. The hall's central position means it's within walking distance for nearly two-thirds (64%) of the homes in East Boldre.

4.3 Economic Outcomes

Hall space will increase by 46% and hall usage by 30% initially — A more attractive hall will be a better advertisement for the hall. The increase in the space of the main hall space by 46% will allow for a more varied range of activities, attracting more people to provide them and allowing more people to participate in them.

The hall will be more resilient — Forecast increased hall usage will lead to a 50% increase in income initially. A more vibrant hall will attract volunteers to both serve on the committee and help at events.

The local economy will be boosted — Talks, films, exhibitions and similar events attract people hall from far and wide. The project will further increase footfall at the hall, shop and pub where many people have a meal before or after attending hall evening events. In the best-case scenario, the hall would employ an additional person.

5. Hall Background

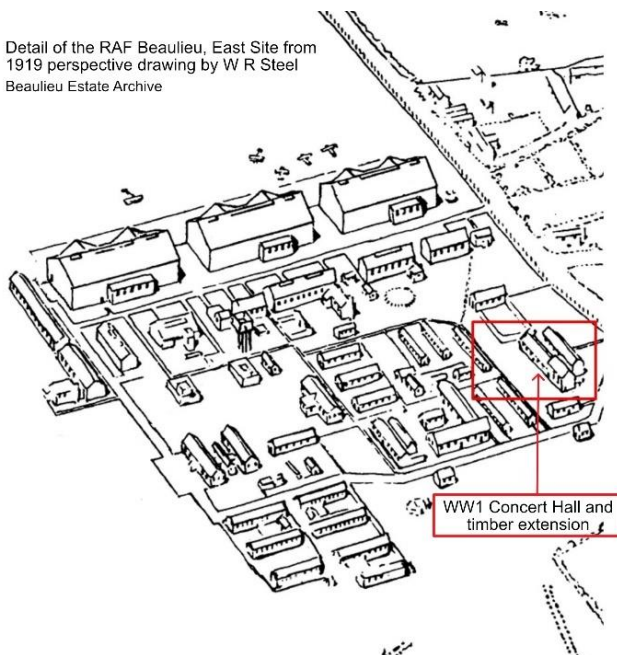
5.1 History and Context

East Boldre Village Hall was built in 1918 on the WW1 military training airfield, known as RAF Beaulieu, which was constructed on Crown grazing land on Bagshot Moor, in the village of East Boldre in the New Forest National Park. It was built as a concert hall by the YMCA for RAF Personnel in the style of the military buildings of the time, with a timber barn added to its north side to provide sufficient seating for the audience. In 1920, all the other 144 military buildings and structures were removed from East Boldre. This did not include the concert hall which was given to the Church (the timber barn having been dismantled and removed to Brockenhurst for use as a Legion Hall) in 1919. The church was granted a 60-year licence in November 1919 to retain what was left of the building for community use. The north side of the building, exposed to the elements, was made good with a timber wall.

5.2 Historical Significance

From the outside, the original building has an appearance of a utilitarian military workshop, warehouse or technical building. But that belies its surprising interior with its proscenium stage framed with a magnificent arch mounted on ornate plinths, set between two hand crafted doors with elaborate architraves and surrounds. No other WW1 building survives on New Forest grazing land and research indicates that East Boldre Village Hall is unique nationally as the only surviving, purpose-built concert hall of such interior grandeur to be built on a military camp.

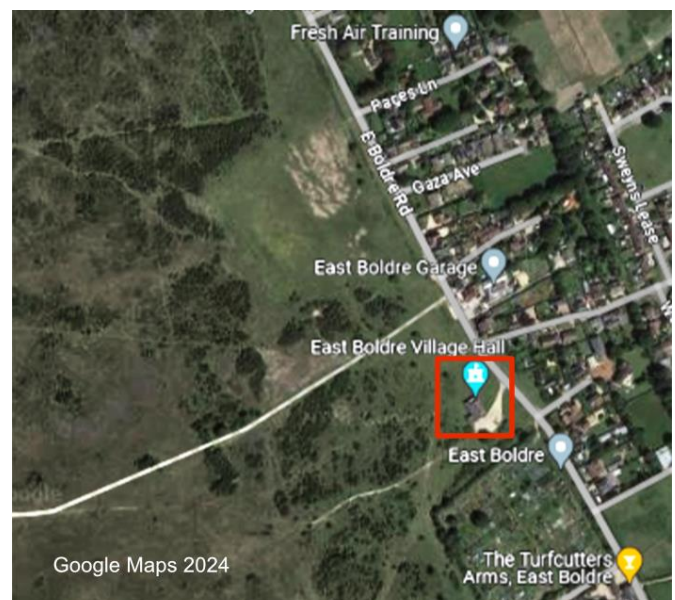
Detail of the RAF Beaulieu, East Site from 1919 perspective drawing by W R Steel
Beaulieu Estate Archive



Left: No photographs from the time have been found for the hall, only this perspective drawing by W R Steel of the RAF Beaulieu East Site – this detail showing the hall with its timber barn extension. It also shows a YMCA canteen in the front which was attached to the hall through a walkway. The canteen was removed in 1920 along with the timber barn extension.

Below: Aerial view of the village hall today, standing on its own, surrounded by natural heathland.

The hall has no enclosed grounds but stands in open heathland approximately 32 metres from the road and over 60 metres from the nearest building. Apart from the carpark (which is included in the 60-year licence) Forest scrub and grazing livestock surround the hall right up to the walls. The following national and international designations pertain to this land: **Special Protection Area (SPA); Special Area of Conservation (SAC); Ramsar Wetlands Area; Site of Special Scientific Interest (SSSI); and National Park.**



5.3 Management

The church hall was managed by the vicar and churchwardens for two years before being handed over to the Parochial Church Council, while the East Boldre Women's Institute took charge of the day to day running of the hall. In 1965, the management of the hall was taken over by volunteer trustees. In 1969 it was registered as a charitable trust (Registration Number 301804), then in 2015 as a Charitable Incorporated Organisation (CIO) (Registration Number 1164549). The hall is governed by a CIO constitution, based on the Charity Commission foundation model constitution. The trustees are unpaid and elected or re-elected, usually at the Annual General Meeting. The trustees have general control and management of the hall's administration and full responsibility for the management and maintenance of the property.

5.4 Ownership

The village of East Boldre owns the hall building outright (via the hall trustees). The hall is sited on Crown Grazing Land so there can be no exclusive possession of the area of land on which the hall is sited. Permission for the building to be retained on the land and access rights to it and car parking area are granted through a 60-year licence by the Department of Food and Rural Affairs (DEFRA) via Forestry England. Given the historical significance of the building and its local listing by the New Forest National Park Authority, the renewal of the licence is effectively secured.

The licence was last renewed in 2016 to use and maintain the property as a village hall and nothing else. It includes an area for use as a carpark. The Licence is not due for renewal until 2076.

5.5 Building History

Since the Church was first granted a licence to retain the building for the Parish in 1919, the building has been used variously as a church hall, a parish hall, a cinema, a Women's Institute (WI) hall and finally, a village hall. During WW2 it was used as a base for the Home Guard and for church services when the nearby St Paul's Church suffered bomb damage.

Over the century, extensions were added to the original 1918 military building in a piecemeal fashion to address the needs of the time. Since the 1960s this was as follows.

- In 1968/69, a flat-roofed extension was added to the length of the west elevation and part of the south elevation to provide for a kitchen, male and female WCs, an entrance hall, and an extension to the side of the hall referred to as a 'common room'.
- In 1972, an uninsulated, single walled, flat-roofed extension was added to the length of the north elevation to provide for storage. The concrete floor was not covered by a damp-proof membrane or flooring cover. The walls were not plastered but merely painted.
- In 1985, a flat-roofed extension was added to the 1968/69 extension on the western elevation to provide for football changing rooms (for the East Boldre Football Club which ceased in 2016). The extension was built as an annex with access to the male and female WCs, the access doors through to the hall being locked during football games).
- In 1998, another flat-roofed extension was added to the south elevation to accommodate an accessible WC and a small office which was used as a theatre changing room and for a doctor's drop-in surgery.

East Boldre Football Club used the changing rooms (having a licenced football pitch on the heathland nearby) for thirty years until 2016, when the club folded. After a freak, mini-tornado struck the village in **December 2017**, causing the loss of the flat roof and extensive damage to the changing rooms, they were converted into a small function/meeting room.

5.6 Current Status and Need

The ad hoc extensions added piecemeal, over the years, each addressed the needs at the time but they did so on a low budget and without thought for the historical importance of the building. (Indeed, hall records show that a decision was almost made to increase the size of the hall by removing the unique, ornate WW1 stage.) Nor did the extensions take account of the visual impact of the building, standing alone on the New Forest heathland. It reflects badly on the area, attracting vandalism and detracting from a sense of pride and well-being. While each extension provided additional space for one thing or another, there was no forethought to future-proof the building, to make it environmentally, socially or economically sustainable.

The main hall is too small (half the length of the original 1918 concert hall) for sufficient audience numbers to make a cinema club or touring theatre performances viable. Demand for historical talks is such that people have to be turned away. Potential hirers have declined to book the Robert Coles Room because of the access being via the toilets. The lack of access stops the room being used for talks, exhibitions and movie nights for refreshments. There number of toilets fail to meet current regulations to cater for demand during short breaks.

The hall has survived and has continued to provide vital community services mainly because of the attention which trustees have given to the hall's heritage in the past 10-15 years. The hall has become a centre for heritage with a permanent gallery of historical photographs, exhibitions, heritage book sales and more recently historical talks. This has produced vital income to keep the hall afloat as income from lettings has declined – in the ten years to 2018, income from lettings failed to cover core running costs. The historical aspect of the hall has attracted more lettings in recent years but letting income still barely covers core costs.

Internal improvements in the past twenty years have helped with the internal appearance and useability but it became increasingly clear that something far more radical was required when the hall's core costs could no longer be met by hire income. Funds had to be raised by other means which brought into question the hall's future sustainability.

The importance of the hall to the community is not in doubt as explored further in Section 7 below. There are two other halls in the village but neither can fulfil the needs currently met by this hall, this being explored further in 7.5.2 below. When the village shop and post-office was under threat of closure, the option of combining it with the hall was pursued to both save the shop and to put the brakes on the demise of the hall. After four years of planning and having received planning permission for a village 'hub', it became clear that a commercial licence could not be obtained to run the shop at the hall and that the space constraints would make both the shop and hall unviable.

With funding from community shares and the Community Ownership Fund, the new shop and post office now successfully trades from what was previously the Baptist Chapel. The hall team focused on more moderate, less costly changes to the hall, the shop option having previously involved removal of the extensions and building a basement and new annexe. Planning permission received in March 2023 involves improvements to the exterior without the environmental impact of tearing down and rebuilding.

The highly protected nature of the Crown grazing land on which the hall is sited, limits what could be done to restore the original building while at the same time the improving the internal layout without losing space. By pitching the roof of and cladding the north extension, the heritage of the original WW1 building can be celebrated by returning the original appearance of a barn extension for the concert hall audience. Pitching the roof and cladding the south extension will balance the appearance of the hall and allow it to blend more sympathetically with its National Park surroundings. The changes to the internal layout will help to restore the original internal shape of the concert hall while providing more space for the audience. The other building works outlined in this plan will turn the building into a village hall which is sustainable for its second century.

5.6.1 External architecture

As can be seen in the photographs below, the result of these extensions over time has led to an urban building which contrasts starkly with its rural setting in an Area of Outstanding Natural Beauty. The appearance lends a sense of urban decay to the village. Over the years the village hall has been the ongoing victim of vandalism. The Government's Sustainable Communities Plan stresses that high-quality architecture design helps to promote a greater sense of local ownership and pride in one's neighbourhood leading to a reduction in crime and anti-social behaviour.

5.6.2 Internal layout

The current floor plan below shows the bizarre internal layout. The 1960s 'common room' extension to the side of the main hall does not effectively increase the useful area of the room and has limited use. It's often used as a place to leave coats and bags, and stack tables and chairs despite the large storeroom at the back of the hall. Its ceiling is half the height of the main hall reducing its usefulness for games and exercises. Sight lines from this area to the stage are too poor for it to be used for audience seating.

The design for the football changing rooms extension gave no thought to how the space would be used in the event that football was no longer played at East Boldre. The lack of internal access to the Robert Coles Room other than through the toilets, makes it impossible to use the space for serving refreshments during talks and films. Passage via the toilets must be blocked during exhibitions which means the only means of flow between exhibits from one hall to another is by going outside and back again. Those using the Robert Coles Room for training, meetings or other functions use the toilets as a corridor to access the kitchen and this does not meet acceptable, modern building standards.

The 46.25 m² storeroom at the back of the main hall is overly large, half the size again of the hall. It may have suited the needs of the time but in the current trustees' experience of the past 20 years, it has encouraged hall users to store and abandon junk which trustees eventually have to remove. Without insulation and finishings, the storeroom is too cold and damp in the winter and too hot and musty in the summer.

In June 2022, over 1600 visitors came to see the exhibition on RAF Beaulieu at the hall over four days and in May 2024, there were 1500 visitors over three days at the New Forest Romani Exhibition. The hall was extremely crowded and airless. For the New Forest and Hampshire Wartime Association (NFHWA) historical talks, there is not enough space for seating to meet demand - an additional 30 tickets could easily be sold for each talk.

In the most recent survey, over 95% of respondents said they would like film nights at the hall but that will only become viable if the improvements are made.

5.6.3 Ageing and deterioration

The hall is over 100 years old and this is very apparent as the building has come to appear increasingly degraded. The hard vinyl-tile flooring (which has reached the end of its life) has led to a drop in the numbers attending fitness and dance classes – much of the clientele is elderly and the floor is hard on their joints. (30% of residents in hall's catchment area are 65 or older compared to a national average of 18%.) The uPVC windows are over 30 years old and many have blown. They are energy inefficient and lack trickle vents. This and the insufficient number of windows lead to poor ventilation and lack of natural lighting.

The hall's exposed location on Bagshot Moor leaves it open to the increasingly severe weather, in particular as there are no roof overhangs to protect the walls from the wind and rain.

The WCs were built in 1969 and are showing their age. Under modern regulations, there are too few WCs to meet peak demand during short break.

The hot water system in a ceiling cupboard once used for the football changing rooms is now redundant and the water tank and ceiling cupboard needs to be removed. This will restore the cathedral ceiling in the lobby making it feel lighter and more spacious.

One of the rafters supporting the cathedral ceiling in the main hall needs remedial work and strengthening. The roofing purlins need to be strengthened to take the weight of additional insulation required by Building Control.

The stage curtain tracks are at least 60 years old and difficult to operate. The electrical lights and sockets on stage are antiquated and need to be brought up to standard. The room to the side of the stage (the Green Room) has not been redecorated for at least 30 years nor the facilities updated.

The kitchen units are sagging and there's no tall storage cupboard for brooms etc with the result they are left in an unsightly state in a corner.

5.7 Views and Floor Plan

East and South Elevations



North and West Elevations



Aerial views taken during a drought



Views of Main Hall

Originally called 'the common room', the 1969 extension to the side of the main hall does not effectively increase the useful area of the room. Its ceiling is half the height of the main hall reducing its usefulness for exercise and games.

The parquet floor does not match the vinyl floor tiles in the main hall, suggesting to hirers that it is not meant to be part of the same floor space. Consequently, it is used as a place to leave coats and bags, and stack tables and chairs despite there being a 46 square metre storeroom at the back of the hall.

With the common room at the side and the storeroom at the back, the audience seating is not central to the stage resulting in poor sight lines.



Access from main lobby to the Robert Coles Room via the toilets

View from main lobby



View from Robert Coles Room

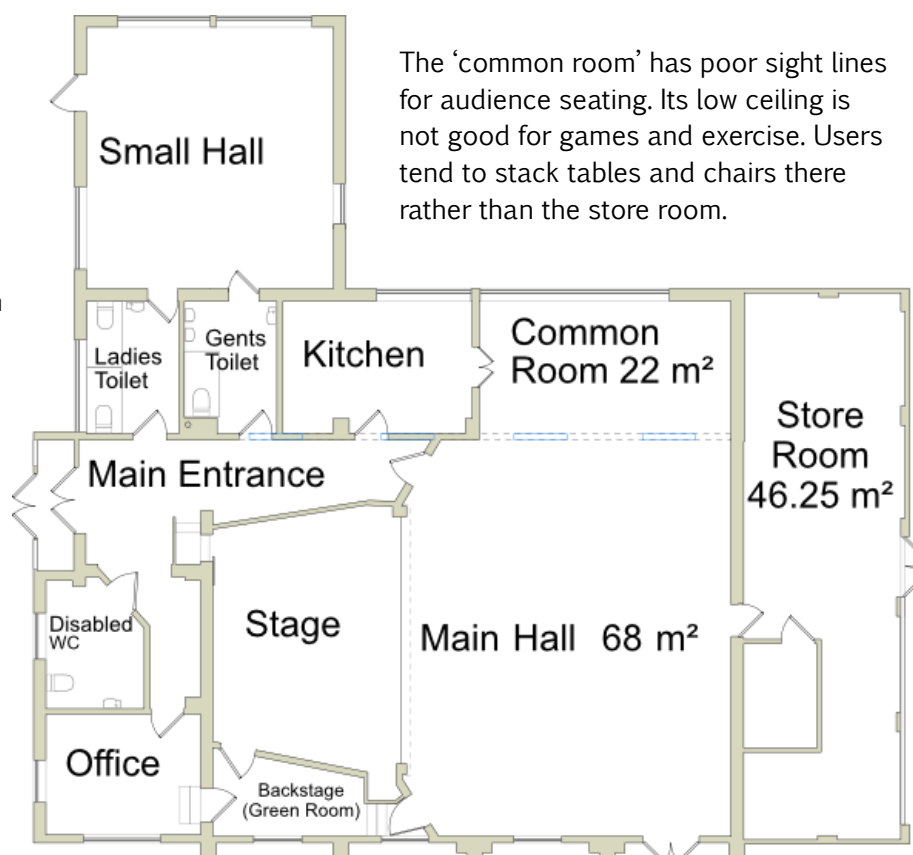


Hall Lobby showing redundant ceiling cupboard and water tank



Current floor plan

The only internal access to the Robert Coles Room is through the toilets.



The 'common room' has poor sight lines for audience seating. Its low ceiling is not good for games and exercise. Users tend to stack tables and chairs there rather than the store room.

The storeroom is larger than required and often used by hall users to abandon unwanted equipment and rubbish.

6. Project Background

6.1 Project History

Timeline of activities leading up to the current plans

Date	Activities
2016	Plans were drawn up to renovate, extend or reconfigure the hall.
2017	The trustees were asked if the hall could accommodate the local shop and post office because it was in danger of being lost.
2017-18	£8,000 raised from crowdfunding and donations for feasibility work and designs were provided pro-bono by a local designer. Dec 2017 – March 2018 Freak tornado ripped roof from the disused football changing rooms, causing extensive damage. Repairs quickly made under insurance and rooms converted into a meeting/function room but leaving the only internal access to that room via the toilets.
2018-21	After considerable work over three years, planning application submitted to the NFNPA in May 2020, receiving 104 letters of support and 2 objections. However before permission was granted (June 2021, Ref 20/00315), plans to incorporate the shop fell through, due inability to secure a commercial licence for a shop on New Forest Crown grazing land and other constraints. (The shop team made alternative plans to save the village post office and stores and the Chapel Stores eventually opened in February 2024.).
2022	Hall trustees drew up new plans which were simpler, considerably less expensive and which removed the impact on the surrounding grazing land, there being no changes made to the hall's physical external footprint. Plans were worked on by structural engineers and submitted to NPA Planning November 2022. June First exhibition (RAF Beaulieu) in partnership with NF & Hants Wartime Assoc (NFHWA) an outstanding success. Oct Monthly historical talks begin (in partnership with NFHWA).
2023	Planning Permission was granted in March 2023 (Ref: 22/00899). Plans were paused so as not to compete with the community shop project for builders, volunteers and funds.
2024	March Redevelopment team expanded - local Chartered Surveyor elected volunteer trustee to lead the project on pro-bono basis. March Grant received £2,500 received from East Boldre Parish Council First pilot movie night – full house (tickets sold within 3 days) June Grant received £500 from HCC Councillors Fund Grant received £5,000 from Beaulieu Beaufort Foundation July VCSE funded Energy Audit Grant £200 received from NFDC Councillors Fund Aug Grant £2,000 confirmed from NFPA Communities Fund Oct Tenders submitted by four builders on 14 October. (Separate quotations received by suppliers/contractors for windows, kitchen, WCs, AV equipment, CCTV, lighting and heating motion sensors). Grant £24,500 confirmed from HCC Leaders Fund Business plan completed following receipt of tenders.

Throughout this process, the community has been kept informed and involved through a film production, social media, newsletters, e-newsletters, public meetings, events, surveys and general word of mouth. The key results from our most recent survey showed overwhelming, positive support for the plans.

Research involving the local and community by such means and talking to other village halls in the area established what facilities would be required to meet the needs of current users and potential needs of future users.

6.2 Building Restrictions

6.2.1 Space restrictions

The hall is sited within a Conservation Area on Crown Grazing land within the New Forest National Park and is subject to several designations as noted in 5.2 above. This restricts any further expansion of the building, so the only way to gain more space within the hall is by reorganising the internal layout.

6.2.2 Heritage restrictions

The building has historical importance and is locally listed, so the original part of the building is being preserved and restored as far as constraints allow. From the road view, adding timber cladding and pitching the roof will help to restore the look of the original 1918 building with its timber clad barn-like extension. Extending the main hall into the storeroom will help to restore the interior concert hall by increasing its size. The original proscenium stage with elaborate arch, framed between two original hand-crafted, panelled doors with ornate header frames are probably unique nationally and will be preserved.

6.2.3 Noise and light pollution

Surrounded by Forest scrub and grazing livestock, hall sits in open heathland, 32 metres from the road and 60 metres from the nearest building. The distance from East Boldre residents means noise has not been an issue. The hall's premises licence allows for theatre and films, and live and recorded music to be played until 11:00 pm, when the hall closes. Late night events at the hall are rare. Pedestrian and traffic noise is not expected to increase significantly by this project.

The plans keep light pollution to the minimum. Apart from those in the original part of the building, the windows are small and at high level. Outside security lighting is not permitted but timed lights are used in the porch.

6.2.4 Water usage and wastewater

Business plan projections suggest a potential growth of nearly 30% in the year after the proposed alterations, therefore water usage could be expected to increase in line with this. The impact on the environment is to be offset by installing new, dual flush toilets which use considerably less water. The output of wastewater will equally be increased, so the output of nutrients from the hall into the Solent Protection Area will increase. However, increased output from the hall will be partly mitigated flush-for-flush because local people using the hall's toilets will not be using their toilet at home at that time.

6.2.5 Construction management

The alterations to the hall will require considerable organisation to ensure the protection of grazing livestock and the SSSI on which the hall is located. To this end, Forestry England will give instructions for the erection of suitable fencing around the building to prevent building activities spilling out onto the Forest. Arrangements have been made with a local fruit farm for part of one of their secure fields to be used for storage of spoil, plant, equipment and materials. However, there will be no earthworks involved, so output of spoil will be minimal and some building materials can be stored inside the hall.

7. Importance to the Community

7.1 The Community and Hall Usage

The close community served by the hall of East Boldre is a linear village in the New Forest National Park. It consists of:

- rural farms, local businesses, retirees, those working as commoners, working locally, commuting for work and/or working from home;
- families who have lived in the village for generations, many who are recent arrivals, most of them permanent and some (9%) who visit their second homes.

The 2019 indices of deprivation from the Department of Communities and Local Government place East Boldre in the bottom 40% of most deprived neighbourhoods nationally (see Appendix 12). This is due to poor 'access to housing and services', East Boldre falling in the bottom 3% of neighbourhood nationally; and a difficult 'living environment', East Boldre falling in the bottom 1%. The number of people aged 65 and above is nearly double that of the national average.

While many can and do travel further afield for their entertainment and leisure activities there are many who cannot or do not. The 2021 Census by Census Output Area showed that 46% of households in East Boldre are deprived in at least one area. Nearly 8% have no independent means of transport and local transport and public transport is extremely limited (an unreliable 112 More Bus sometimes operates on two weekdays between 9:15 and 14:45).

Equally, there are those who can travel further afield, but would use their local facilities instead if they could – in our latest community survey (2022) 86% of respondents said they would be more likely to use the hall after the redevelopment and 92.5% said they would use the hall if the activities they like were provided there. Staying local would bring additional regular income to the hall while at the same time, reduce vehicle emissions (nearly two-thirds the homes in East Boldre are within walking distance of the hall.), and encourage village participation and cohesion.

Along with the community shop, the church, the pub and the hall serving the tennis club and playground, East Boldre Village Hall is a major focal point and a valued community asset. It has come to be regarded as a centre for heritage for East Boldre and beyond (see 7.3 below), the community and beyond participating in historical events.

It is currently used regularly:

- by the Parish Council;
- as a centre for the village's emergency plan;
- by local clubs serving both young and old (craft, horticulture, young farmers);
- for exercise, fitness and dance classes;
- for first aid training;
- for occupational therapy and counselling with links to the NHS;
- for parenting and toddler classes;
- for outdoor pursuits training;
- for a coffee morning which provides food support;
- for local band practice;
- for meditation training;
- for the MG Owners Club's New Forest Run;
- for talks by the New Forest & Hampshire Wartime Association;
- for heritage exhibitions; and
- for cinema (with piloted movie nights) since March 2024.

The hall is also used on an ad hoc basis for wellness workshops and retreat days (the location being ideal for this), for lunch stops by rambler groups (including dementia-friendly groups), for parties, wakes, events and away days for local clubs and charities and other functions.

The hall is the spiritual home of 84 Squadron RAF, the only remaining squadron to have been formed at East Boldre in WW1 and currently based in Cyprus. Their Standards are laid up at Beaulieu Abbey and their Crest has been dedicated into the Trust of the hall. The hall also houses about 120 Oral Histories from 19 East Boldre villagers.

7.2 Lettings – history

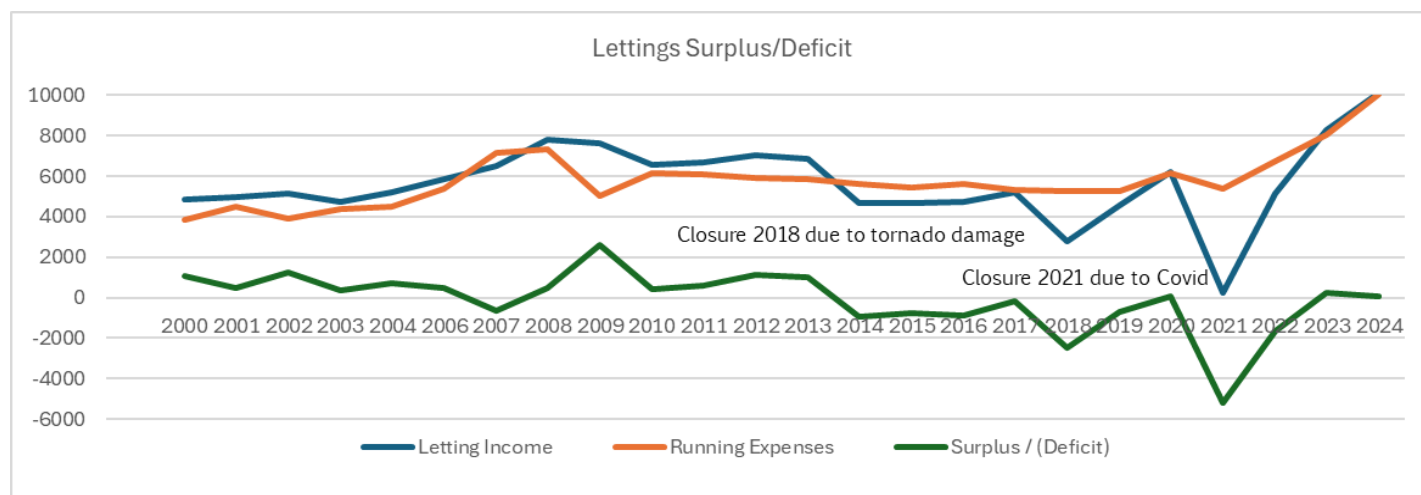
Like many halls, East Boldre Village Hall saw a steady decline since the start of the century. The hall used to have a regular income from a local toddlers play group, a youth club, luncheon club, music club, a local theatre group, a drop-in doctor's surgery and a football club. Those lettings gradually fell away from 2008 – club leaders aged or died, NHS practices changed with cost cutting, the football club and theatre group disbanded; the playgroup became non-viable. Other reasons included the hall's poor natural lighting, flooring unsuitable for exercise and simply the pull of more modern facilities elsewhere. As these hires were not replaced, letting income declined, no longer covering core running costs (see chart below). Letting fees were raised but with care not to be uncompetitive or erode loyalty.

7.3 Lettings – recent experience and predicted future usage

The momentum of the redevelopment project, together with marketing initiatives and increased communications have led to an increase in lettings in the last two years (see chart at 9.1). Based on a typical-case scenario, usage is expected to increase by 30% in the year following the redevelopment and 10% thereafter (see 9 below and the Lettings Study). With a greatly improved appearance and ambiance, modernised facilities, improved ventilation and lighting, acoustics/sound system and a permanent exhibition display, the unique space is expected to attract in new users. The Robert Coles Room with a serving hatch will be attractive to smaller social groups, business meetings and specialist training, while the existing smaller office room will be perfect for one-to-one or home working for those wanting the lowest possible hire fee.

In the latest survey in November/December 2022, 86% of respondents said they'd be more likely to use the hall once it has been refurbished. Respondents to the survey expressed an interest in more exercise classes in particular for the elderly. Other interests included Tai Chi, a children's exercise class, a singing group, photography and more village events. 30% of the local population is aged over 65 compared to a national average of 18% (see Appendix 12), so it's expected that demand will rise for more classes such as singing and art for dementia and vintage fitness classes. While a cautious approach is being taken for this study, it's assumed more activities like these can be attracted.

7.4 Fundraising and Heritage



As letting income declined from 2008 and no longer covered core running expenses, it became imperative to fill the gap by fundraising events. Even before this need, the hall trustees hosted historical exhibitions

due to their significance to the hall. These and other fundraising events would cover refurbishments and new equipment. Fundraising events are thoroughly enjoyed by the community and are designed to be inclusive and encourage community cohesion.

7.4.1 Exhibitions

In the past twenty or so years, local heritage has grown in importance to the community. (See Heritage and Fundraising Study.) The late Alan Brown, a local historian who set up the New Forest Aviation Group, was a parachute training instructor in the Airborne Forces Experimental Establishment (AFEE) in East Boldre. The hall began by hosting his historical exhibitions.

In 2008, Alan's New Forest Airfields Exhibition hosted 800 visitors over a three-day bank holiday. For the centenary of the New Forest School of Aviation in East Boldre (1910-1912), held in 2012, the trustees worked with Alan to host his exhibition. The whole community was involved including St Paul's Church and local primary schools. The grand finale was a flying display of two WW1 aircraft (flown by two local friends of the hall who charged only the cost of the CAA licence) which attracted over a thousand people to the hall. A similar, even grander exhibition was held in 2015 for the centenary of East Boldre's WW1 Airfield. A Heritage Lottery grant of £10,000 covered the costs of over 50 large display panels with hundreds of previously unseen photographs and later the printing costs of the book produced by the trustees, 'From Forest Field to Western Front'. The grant also covered the costs of an RAF brass quintet and an air display by the Great War Air Display Team, which this time, attracted over two thousand to the hall. Members of the 84 Squadron RAF flew in from Cyprus to attend the event which also included a theatrical production and again involved local schools, a local air cadet training centre, the local church and a large number of the community.

Several other historical exhibitions and events have been held since, not all to raise funds but to celebrate and share East Boldre's heritage. The hall partnered with Marc Heighway of the New Forest & Hampshire Wartime Association (NFHWA) to hold an exhibition held over a 4-day period in 2022 on the RAF Beaulieu Airfield in East Boldre. This attracted 400 visitors on each day.

An exhibition held late May 2024 on 500 years of Romani Heritage in the New Forest attracted considerable interest and great acclaim from 500 visitors each day, 70% of whom were from the GRT Community (still today the most discriminated against minority group). Visitors came from far and wide and many found relatives they never knew they had (including the hall caretaker). We shared the exhibition the following week with the Thorney Hill Community Centre (the largest of the Gypsy Compounds being sited there 1926-1974, another being sited in East Boldre). The exhibition has been on display at the New Forest Heritage Centre and we are still receiving requests for the exhibition booklets. The exhibition led to an archaeological dig at the Thorney Hall Compound which was filmed by Channel 4 (and will be televised), and the results from the dig will be on display at the NF Heritage Centre in Spring 2025. (See Heritage and Fundraising Study, Section 2 for reviews.)

Plans are underway to partner with the St Barbe Museum and the New Forest Heritage Centre for future exhibitions, including pop-up exhibitions and workshops.

7.4.2 Historical Talks

Since October 2022, funds have been raised through historical talks organised by the NFHWA. The talks are advertised through the NFHWA social media and emails to a list of subscribers which includes both the local community and those from further afield. Demand for these talks is so high, that tickets generally sell out within a few hours of being posted.

7.4.3 Movie Nights

In 2024, a member of the community came forward to pilot movie nights with the help of hall trustees. The first pilot was held in March 2024 with an associated talk. The event was advertised through the hall's Facebook page, an e-newsletter and a flyer distributed to all the homes in the community. Tickets were sold online to local residents and sold out within a few days, more turning up at the door. A second pilot was held in July 2024 with similar results and another is planned for January 2025. The aim is to further

involve the community in establishing a film club and to both encourage community cohesion and raise funds for the hall. (See Theatre and Cinema Study).

7.4.4 Airfield Books

Funds are also raised through the sale of books on the East Boldre Airfields by the late Alan Brown and the hall trustees (see Heritage and Fundraising Study). They have proved hugely popular with the community and are an invaluable record of East Boldre's military and aviation history. Three of Alan Brown's Books which were out of print have now been remastered and are selling well.

7.4.5 Other community events

Other fundraising events not only raise funds but bring the community together. Such events have included quiz nights run by the local Turfcutters Arms, race nights, music nights, and jubilee celebrations.

7.5 Community Need



Covid has shown the need for recreational facilities within easy reach. The hall serves the whole community, young, old, and all socio-economic groups. A diverse range of the local community uses the hall. It is used for the village Emergency Plan and by the Parish Council, for frontline services including arts and occupational therapy training, first-aid training, young farmers and for baby and toddlers sensory training. It's used by local businesses, local art and horticultural clubs, music bands, and individuals from all backgrounds.

The 2019 indices of deprivation from the Department of Communities and Local Government place East Boldre in the bottom 40% of most deprived neighbourhoods nationally. This is due to poor 'access to housing and services', East Boldre falling in the bottom 3% of neighbourhoods nationally; and a difficult 'living environment', East Boldre falling in the bottom 1%. See Appendix 12 on demographics.

East Boldre is a linear village in the New Forest National Park. The hall's central location means that nearly two-thirds (64%) of the residents live within walking distance of the hall.

While many can and do travel further afield for their entertainment and leisure activities, there are many who cannot. The 2021 Census by Census Output Area shows that 47% of households in East Boldre are deprived in at least one area. Nearly 7% have no independent means of transport and local transport and public transport is extremely limited.

Ever since the local church first asked for permission to keep the WW1 concert hall for church and community use in 1919, it has proven to be essential as a major focal point of the village. An essential meeting place for diverse groups of people, especially for those without means of transport, a social amenity bringing the community together, encouraging social cohesion and community spirit, helping to reduce isolation (22% of dwellings have a single occupant), and an essential means for preserving and sharing East Boldre's heritage.

7.5.1 Accessibility – local focus and inclusion

The hall promotes both local use and inclusion through the fee model. This takes account of the local demographics where many people, although property rich, are cash poor. Entry to exhibitions and similar events is free with reliance on donations. Ticket prices for talks and films are kept very low. Letting fees are heavily discounted for the coffee mornings, for the Young Framers Club (for ages 10 to 17 with over 40 children usually attending), and for one-to-one counselling services. Discounts are given to local clubs, charities and regular users. The reduced income from these categories is made up by higher charges made for parties and similar functions (excluding wakes which are also discounted) and fees for non or less regular business users.

7.6 Community Demand

Analysis of 80 independent respondents to the most recent community survey (Dec 2022), showed:

- 94% supported the project proposals
- 86% currently use the hall
- 86% would be more likely to use the hall after the redevelopment
- 92.5% would use the hall if the activities they like were provided there
- 87.5% would like more historical events and talks at the hall
- 81% would attend film nights
- 96% felt the hall was an important asset for future generations

Demand for talks is evidenced by tickets selling out with 24 hours of going on sale and recently in less than one hour. Tickets for the pilot film night sold out within three days of going on sale. The exhibition on 'RAF Beaulieu' held over for days in June 2022, brought in an average of 400 people on each day. The most recent exhibition held at the hall over three days in May 2024 on '500 Years of New Forest Romany Heritage' brought in 500 each day. Many Romani still live in and around East Boldre and throughout the New Forest, the largest New Forest Romani Compound being in Thorney Hill. The Thorney Hill Community Centre asked us to set up the exhibition there in June and a further 1,000 people attended in the course of a week. We've been asked numerous times to stage these and other exhibitions again.

7.6.1 Community demand for activities

The 2022 survey asked respondents to say what activities they would like to attend at the hall as an open-ended question. The activities below are listed in order of the percentage of respondents asking for them. Activities have been omitted where 10% or less asked for them. See Appendix 8 for graphs showing responses to responses to this and previous surveys.

- 61% - Exhibitions, talks, local heritage events
- 59% - Cinema & Theatre related events
- 46% - Exercise, fitness, dance, including for the elderly and children
- 32% - Community events – coffee mornings, fetes, jubilees, etc
- 29% - Groups – art, gardening, singing/music

Once the building project is complete, the better flooring and lighting, larger space and increased comfort will attract more users to their desired activities. The extra space will allow for more people to attend talks, film nights and exhibitions with a potential to increase audience size by nearly 50%. Currently, for most talks, the organiser says he could sell at least twice as many tickets if there was the space.

While there was only one or two specific asks for theatre and drama, there used to be a theatre group in the village which involved a large number of the community and fostered a great deal of community spirit, involving all ages and backgrounds. A member of the hall team is currently seeking ways of attracting such a group to use the hall but such a group has not been included in this business plan.

See Appendix 13 for current groups, activities and number of hall users.

7.6.2 Alternative Venues

There are two other halls in East Boldre but they do not lessen the need for the project. The church hall is used solely for a Montessori School. The School Fields Trust Hall, is a mile south towards East End. It has the advantage of its own grounds, tennis courts, a children's playground, a skate-board ramp and a basket-ball hoop. This makes it an ideal venue for children's activities. However, it has some drawbacks:

- It's not centrally located and can be hard to locate, hidden among the surrounding residential homes.
- It's too small for many of the activities which currently take place at EBVH. (In the past few years, the East Boldre Painters Group, based at the School Fields Hall, have used EBVH for their annual exhibitions due to its central location and the restricted size of their own.)
- Due to its proximity to neighbouring residents, it takes bookings only up to 6pm. A large proportion of the bookings at East Boldre Village Hall are in the evening as well as the talks and proposed cinema club.) During the day, the noise limitations at the School Fields have led some private hirers to book children's parties at EBVH instead.

EBVH is accessible with adequate carparking facilities and level access. For this reason, both the Beaulieu Craft Group and the Beaulieu Horticultural Group prefer to use EBVH rather than the hall in Beaulieu.

The location of East Boldre Hall on New Forest grazing land, 60 metres from the nearest building across the road, makes it ideal for band practice, day retreats, wellness and meditative classes, and evening parties.

East Boldre Village Hall has strong links with the School Fields. We have helped one another with fetes and other events. Until recently, one of the East Boldre Village Hall trustees attended the School Fields' monthly meetings. Having our own in-house expertise, we set up their website presence on our website, which we opened up to the wider community to use freely, and we help with other advice. During the expected three to five months of closure for the East Boldre Village Hall redevelopment project, some of our hirers will be able to use the School Fields Hall including some of those with quiet activities during the evening.

7.6.3 Comments from the Community

Comments were made by 55 of the respondents to the 2022 survey on whether they support the plans and also if they would be more likely to use the hall more if it was refurbished. A quarter of the comments are set out below. They have been chosen to include as a representative sample of all the comments.

- *The hall provides a vital focal point for the village, both in the activities carried out there and its historical importance. To continue its important place in the village it cannot be allowed to fall into disrepair so that it is no longer an attractive venue. Although I use the hall now, if more activities were attracted to it because of its enhanced facilities I would be very likely to attend even more.*
- *I have many fond memories of family members wedding receptions being held here also the building is the heart and soul of a little village for many years and to be used in the future generations to create such fond memories for others to use.*
- *Long overdue, a needed improvement to the scenery and finally a hall that can function well for classes, events, theatre and cinema. Although the hall is fascinating, the better shape, more natural lighting and ventilation and modernisation will vanquish the current depressing feeling.*
- *Excellent and much needed. Not currently enticing but would use hall more for historical exhibitions and art..*
- *I think it is a wonderful idea to preserve this building and to make more use of it. It is in such a position as to minimise any disturbance to the area and community. I can envisage it becoming a very important part of the history of the New Forest.*
- *The consolidated scheme is more pleasing to look at whilst appears practical and offers greater flexibility with the space. I would potentially use it for commercial functions as a venue to get future clients, professionals and peers together. With a refreshed look it would be better prospect for such functions.*
- *I find the existing hall depressing.*
- *Very good history events here on a regular basis. The last event I went to was very crowded needs to be made larger.*
- *A sprung flooring would be nice for dance classes.*
- *I think I will be more encouraged to come down and give a class a try.*
- *I believe that the increased space and improved facilities would easily attract more events & activities.*
- *It's great to be able to have and support local facilities. It's great as it brings together the community, this is key for me being a new resident in the village.*
- *Have frequented the hall for family gatherings and realise the necessity of it to remain for future generations.*
- *I'm really excited about the plan for the new hall and believe it will be an asset to our village. The bigger hall space gives more options when thinking about hiring it.*
- *Great extension to a fantastic New Forest resource. Would attend more events.*

8. Project Proposal

8.1 Design Process

The redevelopment plans have been in progress since 2015, even before the plans to accommodate the EB Community Shop within the hall. When the decision was made to find more suitable accommodation for the shop, the focus returned to the redevelopment the hall to make it fit for purpose.

The trustees drew up, simpler and considerably less expensive plans, there being no longer a need to house the shop. The plans were then drawn up by structural engineers. Consultation with the community showed overwhelming support (94%) for the plans which were submitted to the Planning Authority in November 2022. Planning Permission was granted in March 2023. Attention was then focused on providing detailed specifications for the tendering process.

The design process has been restrained by several restrictions due to its siting in a Conservation Area on Crown Grazing land within the New Forest National Park as noted in Section 5.2 above. Accordingly the focus of the design has been to increase the hall's useable space by altering its internal layout while improving its external appearance to make it more sympathetic to the environment and to minimise disturbance of the Forest.

8.2 Proposals Specifications

The specific building proposals are as follows.

[Hide extensive areas of red brick with timber cladding](#)

This will restore the 1918 appearance of the concert hall's original timber barn extension. It will also improve the building's appearance and provide insulation.

[Pitch the roof over the north extension](#)

This will restore the timber barn appearance as noted above. It will improve the building's appearance and insulation. Although subservient to the existing roof, it will form part of the cathedral ceiling. This will increase the internal height for exercise and games, provide good lines of sight to the stage and create a better ambience and feeling of space.

[Pitch the roof over the main entrance](#)

This will balance the appearance of the building and weather-proof the exposed south-facing wall.

[Extend the hall into the storeroom](#)

This will increase the useful area in the main hall by 46%, allowing for more useful audience seating and more useable space for dance, exercise classes and exhibitions.

[Create an access corridor from the Robert Coles Room to the main lobby](#)

The access corridor will be created from part of the kitchen. It will make the Robert Coles Room feel more like part of the hall. It can then be used to serve refreshments during theatre or cinema events, exhibitions and talks. Hall users could use the kitchen without having to go through the toilets. It will improve the circulation and air flow of the hall. Most important, it will meet modern standards whereby toilets are accessed from a hallway and not directly from main rooms.

[Block off its direct access from the Robert Coles Room to the toilets](#)

[Toilet cubicle in both rooms](#)

An additional toilet cubicle in each of the male and female toilets is required by modern regulations to meet demand during short breaks and performance intervals. The male and female toilets will be refurbished to modern standards with hygienic, easy to clean flooring and wall coverings.

Reclaim the lost kitchen space from the common room area and refit the kitchen

The kitchen cabinets are showing their age and are not effectively utilised. For example, there are too many upper-level cupboards and none to house brooms and other tall items which are currently left in a corner in an unsightly manner. Users complain of insufficient working surface space.

Wall-off the remainder of the common room area to provide space for storage

The storage currently at the back of the hall is 46 square metres and larger than hall requirements, encouraging hall users to abandon junk there. By moving it to the common room area, it will increase the useable space in the main hall by 46%. The new storage space will be a more manageable 24 square metres. It will incorporate a secure area with a window for stage lighting operations and a public access area for tables, chairs, some limited storage for regular users and cleaning equipment.

Increase the number of windows for more light and better ventilation

The windows are showing their age and the panes in many have blown, with condensation forming in between the double glazing. There is currently only one opening window in the mail hall. The proposals will add apex windows to the north wall and opening windows to the side of the emergency door below them. The emergency door itself will be part glazed. The existing windows will be renewed with modern double-glazed windows, better opening sections and vents for better insulation.

Flooring

The current flooring consists of vinyl tiles laid on top of concrete. This is unsuitable for exercise and dance and the plans are to replace the flooring in the main hall with low-maintenance, durable, long-lasting, cushioned flooring. The rest of the flooring will be chosen to match but will be the less expensive non-cushioned flooring.

Doors and locks

The external door to the main entrance and the Robert Coles Room will be changed to emergency-style doors, opened by a push-bar from the inside and by simple key locks from the outside. This will reduce the potential for vandalism by using the door handles as foothold to gain access to the flat roof area. It will also add to safety, allowing the doors to more easily opened from the inside.

Enhance and modernise the stage audio-visual facilities and Green Room

The stage still has its near original curtain tracks and it's very difficult to open and close the curtains which are prone to being pulled off the tracks. There are few useable electrical sockets and no facilities for USB or other modern connections. The stage lights are temperamental with fans which make considerable noise. The Green Room to the left of the stage is as it was in the 1960s, the flooring, curtains and cupboard facilities in dire need of renewal.

The proposals are to:

- replace the curtain tracks, making the curtains easy to open and close;
- install a powered, remote-controlled projection screen;
- install more electrical sockets including HDMI and USB input sockets for easy connectivity of both the hall's and users' equipment
- install state of the art ceiling-mounted laser projector and LED stage lighting;
- instal high-performance audio equipment operated from a new control room with a steel glass, lockable fronted enclosure at the rear of the hall adjacent to the new storage room; and
- instal a smart screen in the Robert Coles Room to act as a projection screen for video and TV.

Improved Storage Facilities

The new storage area in the area known as the 'common room' will be more than sufficient to meet the needs of the hall. It will house the tables and chairs, cleaning equipment for use by hall users, ladders,

table tennis table and some room for storage for regular users. It will be easy to access via wide double doors through which table and chairs trolleys can be easily manoeuvred.

The secure room to the right will house the audio-visual equipment control room as well as hall equipment, such as the floor cleaner, and supplies which are not to be accessed by hall users.

Floor to ceiling storage cupboards will be purpose built in the office room to store the hall's exhibition materials. Currently there are metal cabinets in this room which are unsightly and make it difficult to hire out the room.

Security equipment including hidden infrared CCTV

The hall has been prone to vandalism over the years. In the main, this has caused by local children climbing onto the flat roof, cracking windows by throwing stones, and graffiti. This has become less frequent and is expected to decrease further still in the future as pride in the community increases. However, CCTV along with other measures, such as removing door handles, will act a deterrence for any future vandalism.

Reduce Environmental Impact

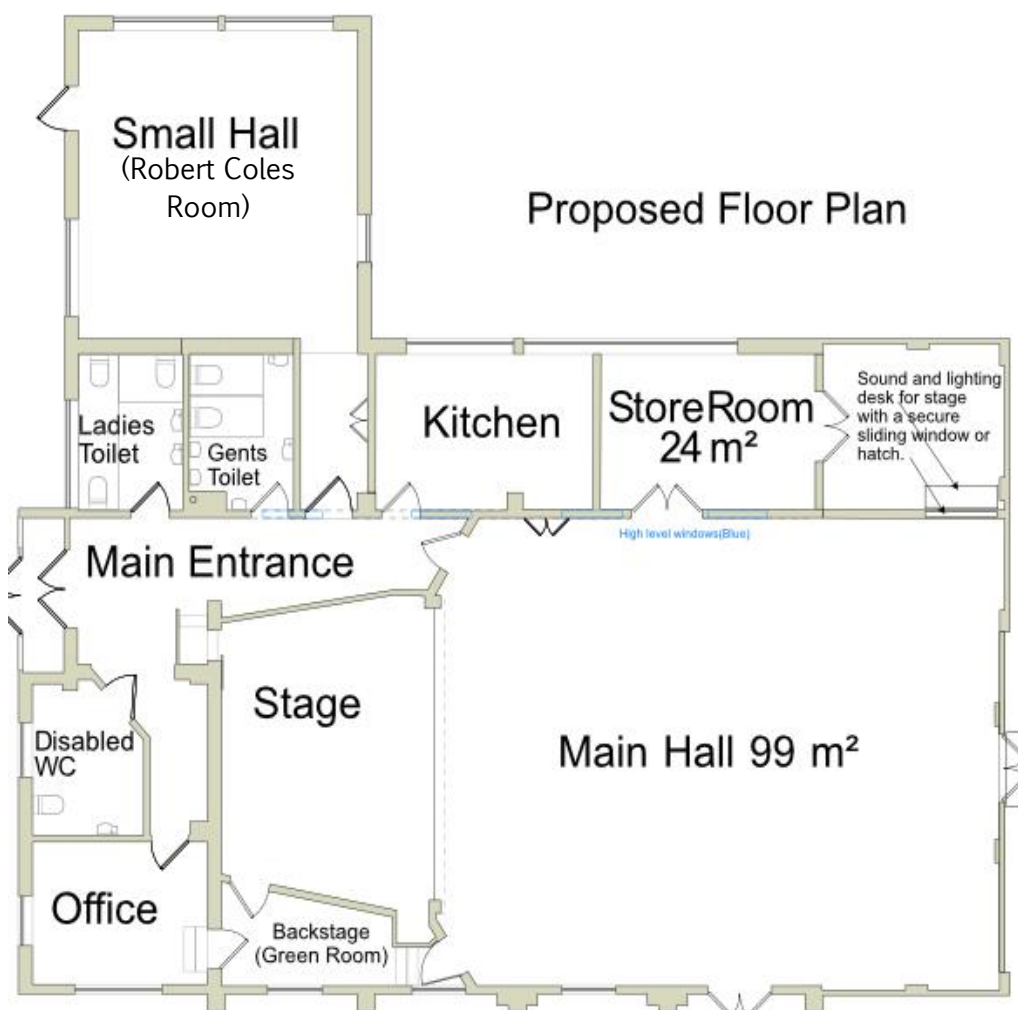
Measures will be taken to reduce the hall's carbon footprint as noted in section 14. This includes increased insulation, changing all lighting to low-energy LEDs, and installing water-saving appliances.

Comfortable Chairs

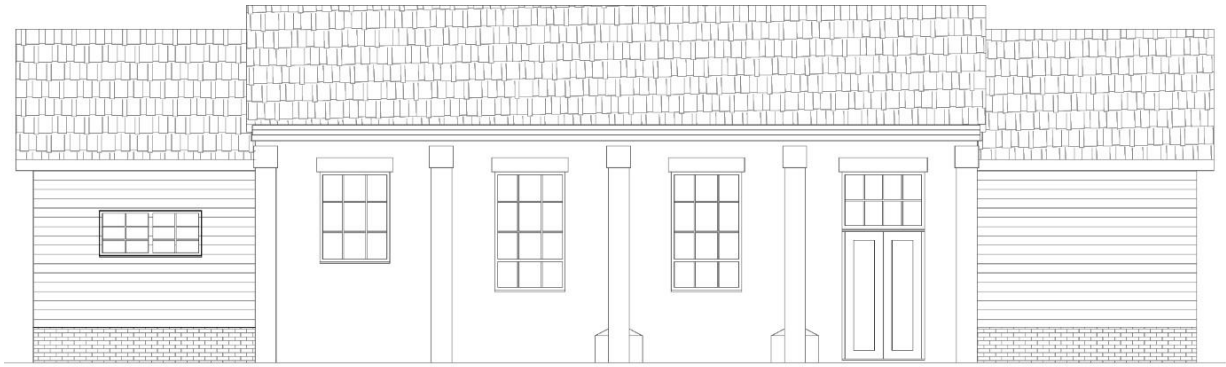
The project aims to increase the comfort level of hall users to include cushioned chairs.

8.3 New Floor Plan

The new floor plan will increase the useable space in the main hall by 46% and provide space for two additional toilets. The new corridor from the Robert Coles Room to the main lobby will integrate it with the rest of the hall. The plan provides for a new facility to operate the sound and lighting for film and stage performances or events.

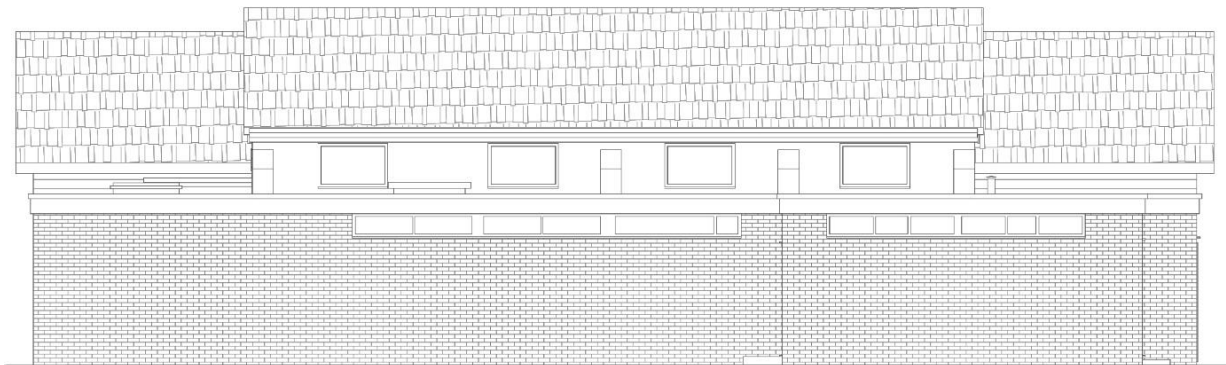


8.4 Plans / Elevations



Proposed East Elevation

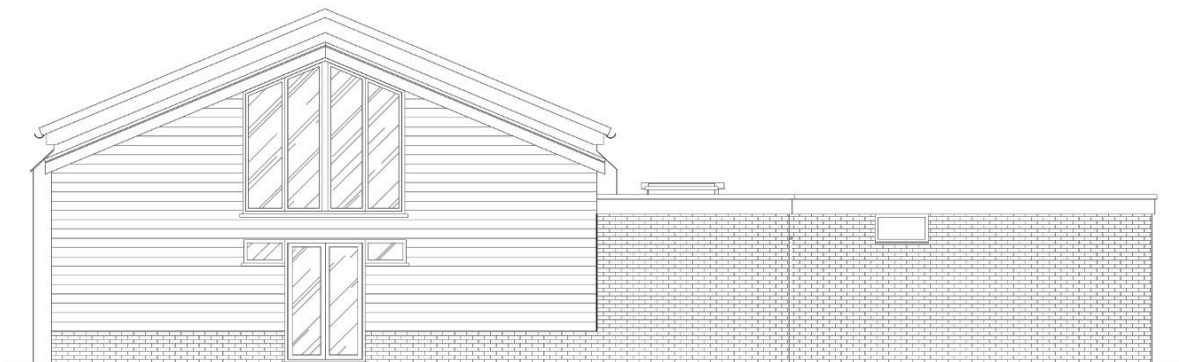
0 1m 2m



Proposed West Elevation



Proposed South Elevation



Proposed North Elevation

9. Hall Usage and Sources of Income

Key to the hall development is to create a vibrant, inclusive amenity for the whole community. One measure of its success will be how much the new building is used compared to existing. Some of these uses will be concurrent but, as this is difficult to predict, overall before and after usage times are compared.

An important outcome of the development project will be the increase in the hall's income through the better use of available space. Hire fees for exercise classes can be increased once cushioned flooring is installed and there is more space and better ventilation for games and indoor sport. Larger audiences will be accommodated at talks and cinema events, with the extended seating space and availability of the small room for refreshments. Similarly, greater numbers can comfortably move around exhibition displays. The improved appearance and ambiance will attract more people to both use the hall and to hire the hall for more diverse activities.

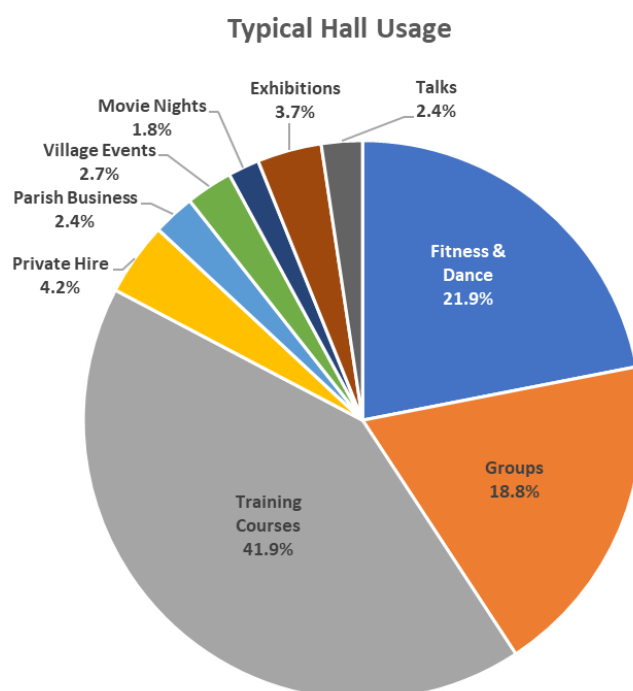
The annual use for each activity has been calculated over the course of the year ended 31 March 2024 and increased in line with the worst, typical and best-case scenario studies. The usage helps not only with understanding the returns on various activities but, more importantly, how increased use may affect costs incurred in the provision of hall services. Total hours assumes availability for 14 hours per day, 360 days a year. This equates to 5040 hours a year. However, after deducting time when the hall needs to be free for cleaning, contractors and trustees, this falls to 4650 hours available for income generating activities.

Currently the village hall is being used just under 30% of the time (based on total available hours per year for income generating activities). This is lower than other local, modernised halls. Under the planned typical case, use will increase by nearly 30% to 38%. This is taking a cautious approach, Activities at the hall could be doubled and are expected to grow in the years following the redevelopment as more people come to know the hall better through talks, exhibitions, movie nights and marketing initiatives. For the purposes of this plan, the projections assume a further 10% increase year on year.

9.1 Increase of Hall Usage by Activity

Hours Per year	Before Year to 31 March 2024	After Typical Case	Growth %
Fitness & Dance	282	388	37.6%
Groups	180	333	85.0%
Training Courses	711	742	4.4%
Private Hire	42	75	78.6%
Parish Business	43	43	0%
Village Events	48	48	0%
Total Lettings	1,306	1,629	24.7%
Movie Nights	4	32	700%
Exhibitions	18	66	266.7%
Talks	35	42	20.0%
Total Hours	1,363	1,769	29.8%
Growth		29.8%	
% of 4650 hours	29.3%	38.0%	

9.2 Typical-Case Hall Usage by Activity after Redevelopment



9.3 Target Audience

The demographics of East Boldre (see Appendix 12) are useful indicators for planning and attracting activities for the hall's target audience. Nearly a third of the population of the hall's immediate catchment area is aged 65 and over, indicating a future demand for activities aimed at the elderly such as fall prevention clinics, arts and singing for dementia.

Fitness — The existing classes are predominantly attended by women. More diverse activities could be targeted at men (eg, building strength such as kick-boxing/cardio classes), children's after school classes (such as dance and martial arts), and in particular fitness classes focusing on the needs of the elderly.

Groups — There is scope to increase the range of groups and clubs using the hall and the refurbished hall will help to attract them. See Lettings Study, section 3 for a number of ideas from activities taking place at other halls. Respondents to the 2022 community survey expressed an interest in a singing group, drama group, and photography (See Appendix 8 for Survey responses.).

Training — Over 50 small businesses operate in the hall's catchment area and an increasing number have been using the hall in recent years including first-aid for outdoor pursuits, occupational and arts therapy for the NHS and private clients, baby and toddler sensory classes, meditation and wellbeing and drama workshops for children. There are also potential users who may be encouraged to book the hall for meetings or homeworking in congenial space away from home. Working from home can be difficult. If there's insufficient space, refurbishment works are taking place or there too many distractions, the hall can provide a space for small local businesses to thrive or for individuals to work in a better environment.

The Robert Coles Room is suited to small groups who want to pay lower fees to hire the hall, and the small office room is suitable for consultations, one-to-one training or-home working.

Recreational & Leisure Activities — Comments from a number of survey respondents refer to their fond memories of anniversary parties and feelings of affinity towards the hall. Even when they have moved away from the area, they book events at the hall for a stroll down memory lane. Being sited on the beautiful surroundings of the New Forest heathland, the hall is particularly attractive as a base for walkers and cyclists and those wanting a quiet space for Yoga and Wellness workshops.

10. Finance

The financial policy of the hall is that income from lettings should be such that it covers core costs while income from reserves and fundraising activities is for exceptional and refurbishment costs. Over the past decade, lettings declined due in part to a change in demographics – the elderly people who ran the music night and lunch club for example became too frail to continue and there was no-one to take their place. Another reason was the pull of other venues with more modern facilities, for example, better flooring for exercise and dance. (See SWOT analysis in Appendix 5.) The resulting loss of income could not be made good simply by increasing hire fees as this would have made the hall uncompetitive and have eroded the loyalty of remaining hall users.

Accordingly, important goals of this project are to meet the needs of modern-day hall users which will:

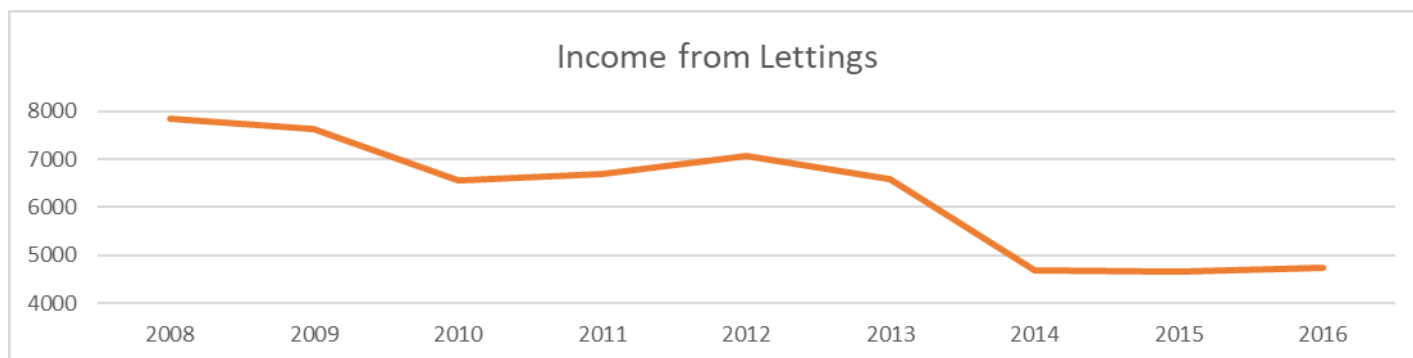
- permanently reverse the decline in letting income;
- generate income from activities promoting East Boldre's heritage; and
- ensure a sustainable income flow into the foreseeable future.

10.1 Current and Past Income and Expenditure

The momentum of the project and a number of initiatives have already led to an increase in income from both lettings and fundraising as can be seen in 10.1.2 below.

10.1.1 Lettings Income history

To give a clearer indication of the decline in lettings, the chart below shows the lettings from 2008 to 2016. The insurance for the storm damage in December 2018 covered the loss of income from lettings and the Covid related grants more than made up for the deficit during the Covid lockdowns. However, these are excluded from the figures here to show the underlying decline in income which was hard to rectify through either increasing hire charges or marketing initiatives alone. While the deficits were covered through fundraising initiatives, it became clear that this project is vital to secure the future of the hall.



As the SWOT analysis in Appendix 5. shows, the drawbacks of the hall (hard flooring, lack of natural light and opening windows, poor ambiance, unsightly exterior and lack of modern facilities), are discouraging people from using the hall. A number of measures were taken to attract more people to the hall. including events to celebrate the hall's heritage which helped to raise the hall's profile and attract more lettings. (See 13. Marketing the Hall and also the Heritage & Fundraising Study.) However, the need for this project became increasingly clear.

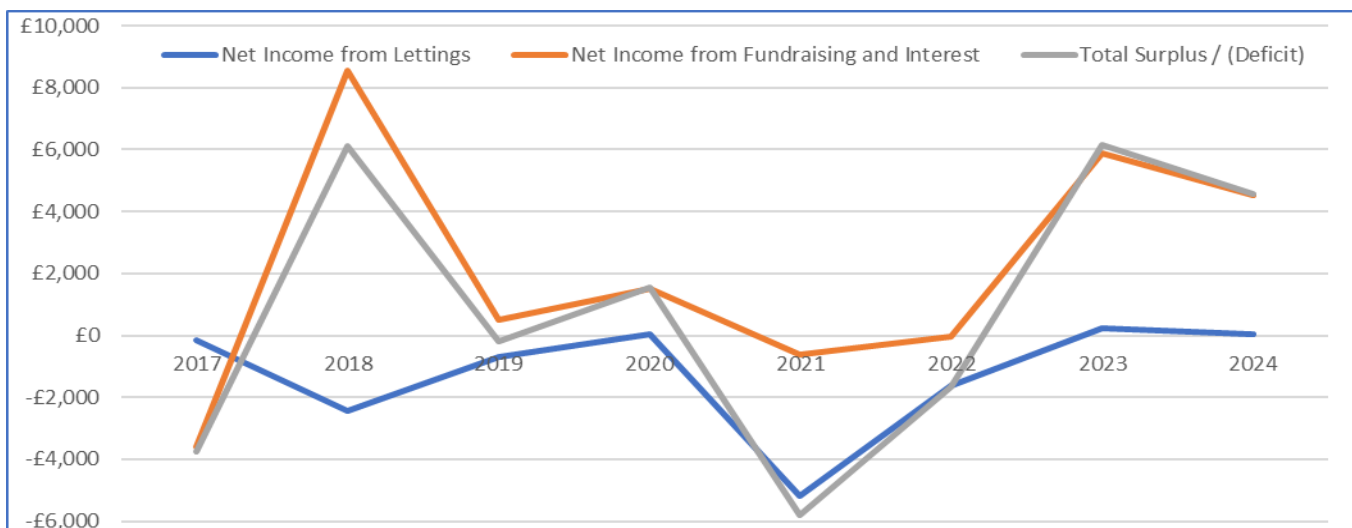
The work on the project, which began prior to Covid, initially to include the Community Shop and then to redevelop without the shop, involved the whole community. This in itself has helped to reverse the decline in lettings but another factor has been the hall being increasingly seen as a centre for the community's. heritage. Heritage related activities and the partnership with Marc Heighway and the NFHWA has extended the hall's reach to a wider audience, increasing its profile and attracting in more hires.

Hire fees were increased in line with increases at other halls and community centres to cover increased costs, especially energy costs. However, income from lettings is still just barely covering core running

costs and the project is vital to draw in more lettings to both provide more activities for the community and to sustain the hall's finances for the future.

10.1.2 Receipts and Expenditure 2017 to 2024

The chart and table below shows income and expenditures over the seven years to 31 March 2024, excluding Covid grants and project related income and expenses.. The figures in some of the years are distorted due to hall closures from storm damage in December 2017 (costs and insurance recovery spread over the years ending in 2018 and 2019) and Covid in the years ending 2021 and 2022.



Year ending 31 March		Storm			Covid				
		2017	2018	2019	2020	2021	2022	2023	2024
Lettings	Letting Income	5,183	2,790	4,554	6,185	218	5,135	8,263	10,112
	Core Running Expenses	(5,337)	(5,245)	(5,237)	(6,146)	(5,410)	(6,768)	(8,017)	(10,065)
	Made up of:								
	Utilities	427	787	709	892	507	654	1,330	2,647
	Insurance	779	793	806	793	816	845	966	989
	Caretaker & Cleaning	3,178	3,220	3,333	3,650	3,506	3,812	3,846	3,904
	Maintenance - repairs/replacements	177	186	40	16	7	118	645	1,185
	Security Systems	469	128	135	220	521	480	463	595
	Administration & Licences	307	131	174	575	53	386	236	188
	IT and Communications			40			473	531	557
Net Running surplus/ (deficit)		(154)	(2,455)	(683)	39	(5,192)	(1,633)	246	47
Heritage, Fundraising and Donations									
	Net book sales / (costs) - see note below	(3,544)	7,971	3,168	1,376	359	689	1,176	1,641
	Net exhibition income including grants			197	354	54		2,077	401
	Net income from NFHA talks							1,146	3,093
	Quiz nights and movie night		488	500			0	376	667
	Donations and Gift Aid	181	104	715	1,104	30	124	1,844	893
Net Revenue from Fundraising		(3,363)	8,563	4,580	2,834	443	813	6,619	6,695
	Bank Interest	15	2	82	248	212	296	328	763
	Capital, Extraordinary and Exceptional Costs	(268)		(3,252)	(1,260)	(1,064)	(1,143)	290	(2,929)
	Net Fundraising Capital Costs			(918)	(319)			(1,346)	
Net Fundraising (Deficit) / Surplus		(3,616)	8,565	492	1,503	(621)	(34)	5,891	4,529
Net Surplus / (Deficit)		(3,770)	6,110	(191)	1,542	(5,813)	(1,667)	6,137	4,576
Excludes project grants, donations and costs and Covid-related grants		Books – Printing costs 2017 (printer in liquidation) reimbursed 2018							
1 2018 and 2019 not typical due to tornado damage Dec 2017		2 2021 and 2022 not typical years due to Covid							

10.2 Post Redevelopment Projections – Worst / Typical / Best Case Scenarios

The table below shows the projected results in the first year following the redevelopment in the worst, typical and best-case scenarios.

The projections are based on the in-depth studies for lettings, heritage & fundraising, cinema & theatre attached to the end of this business plan. The studies set out worst, typical and best-case scenarios based on hall experience over the past years, extensive research, community surveys and community involvement.

Actual/Year After Redevelopment	31/3/24 £	Worst £	Typical £	Best £	Ref
Lettings					
Fitness & Dance	2,055	2,550	4,400	5,200	See Lettings Study
Groups	1,557	1,607	3,140	3,580	
Training	4,575	5,610	5,930	6,940	
Private Hire (Best Case)	1,375	1,355	1,355	1,355	
Parish Council	300	330	330	330	
Village Events	250	250	250	250	
Total Lettings Income	10,112	11,702	15,405	17,655	
Heritage & Fundraising					
Exhibitions (net)	715	4,500	7,370	9,945	See Heritage & Fundraising Study
Talks (net)	3,583	2,640	3,800	5,000	
Book Sales (net)	1,641	2,005	2,580	3,170	
Other (net)	443	400	450	750	
Heritage & Other Fundraising	6,382	9,545	14,200	18,865	
Theatre & Cinema					
Theatre (net)			300	525	See Theatre & Cinema Study
Movie Nights (net)	91	1,022	1,772	2,658	
Refreshments	133	336	784	1,109	
Total Theatre & Cinema	224	1,358	2,856	4,292	
INCOME TOTALS	16,718	22,605	32,461	40,812	
Core Expenses					
Caretaking & Cleaning	3,720	6,000	6,960	7,980	See Expenses Study
Maintenance & Consumables	356	485	597	664	
Utilities	2,647	1,055	1,242	1,356	
Licences	169	402	505	581	
Fixed Costs	2811	2,850	2,850	2,850	
Total Core Expenses	9,703	10,792	12,154	13,431	
SURPLUS REVENUE	7,015	11,813	20,307	27,381	
As % of Income	42.5%	52.2%	62.6%	67.1%	
Net Income from Lettings	409	910	3,251	4,224	
As a % of Lettings Income	4.0%	7.8%	21.1%	23.9%	

10.3 Projections – Three Years Post-Redevelopment

The projections in the table below are based on a cautious approach, taking the typical-case scenario for income in the year following the development and adjusting upward by 10% in the following three years. Variable costs are increased by 10% over the three years and fixed costs by 2% in line with inflation forecasts from the Office for National Statistics. Income from heritage & other fundraising, theatre and cinema are shown net of expenses. Grant income, capital and exceptional costs are excluded. Exceptional costs and future refurbishments are expected to be covered by reserves.

Costs have increased with increased energy prices, modern facilities such as WiFi, increases in maintenance costs associated with an old building, etc. (See Core Expenses Study). Thus, increases in income have covered running expenses by a small margin of just 4% (£409) in the year ended 31 March 2024 (up from 3%, (£250) in the previous year). Future savings from improvements to insulation, windows, lighting and heating systems will considerably reduce energy usage and costs (see 14.2).

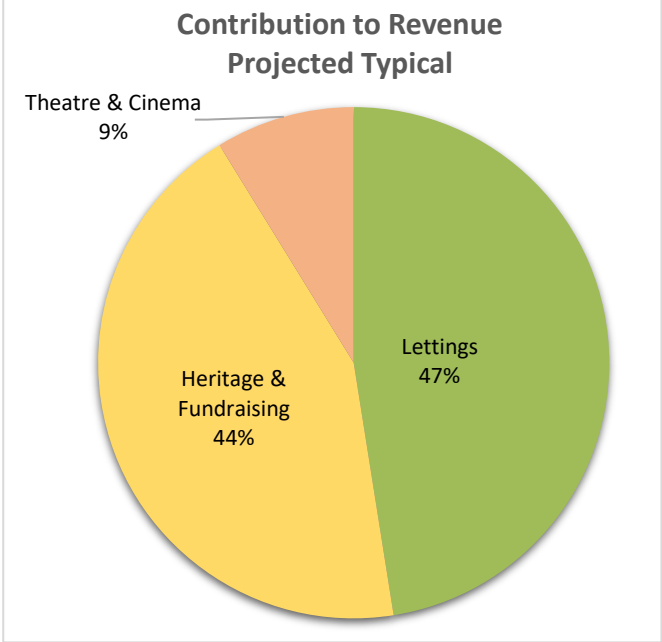
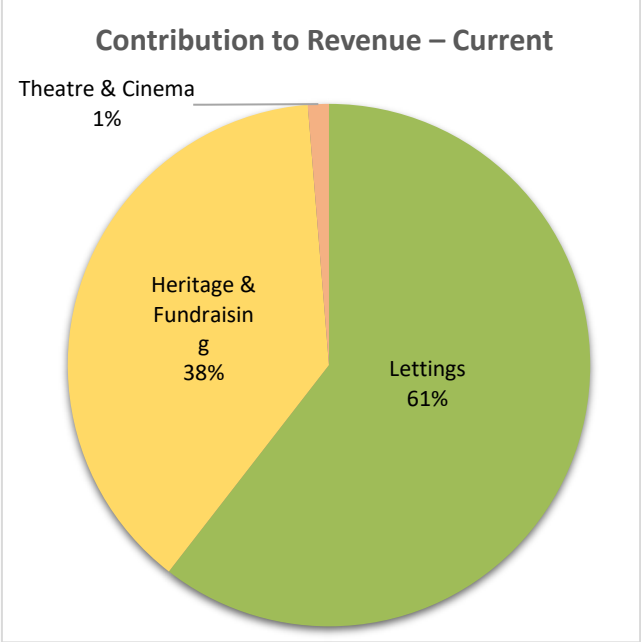
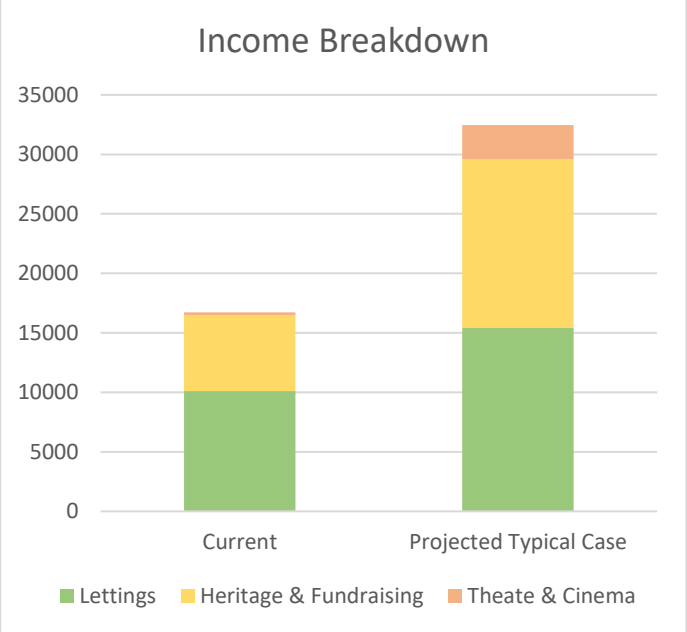
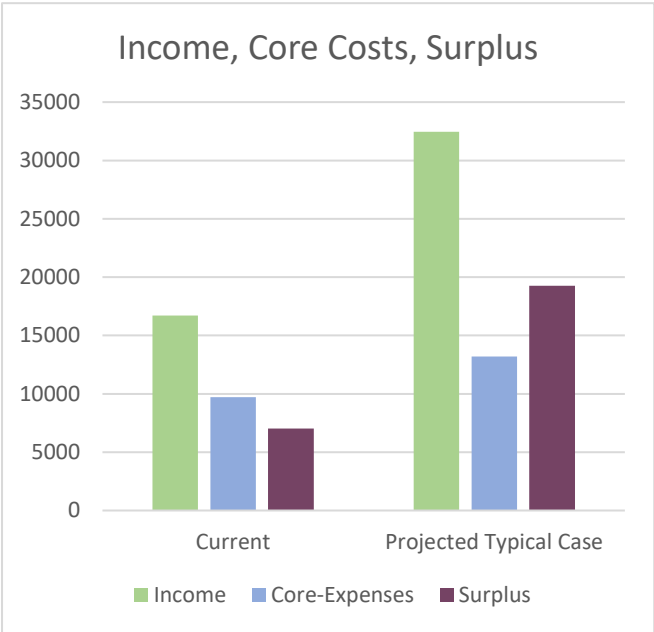
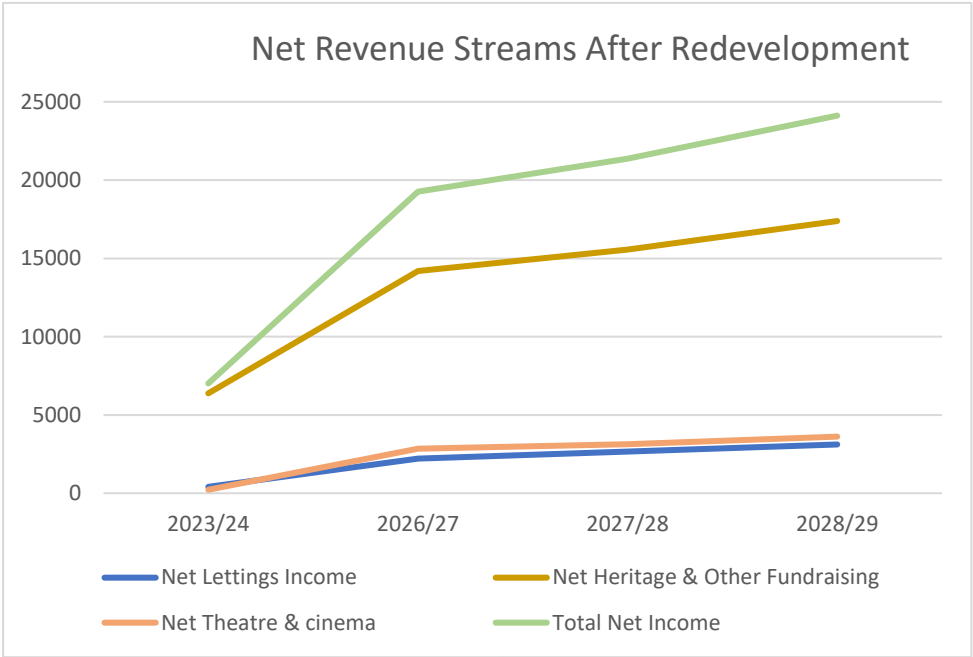
The projected revenue in the three years after the redevelopment shows a substantial increase and indicates that sufficient funds would be available for a paid role in the future such as an additional cleaner and a bookings/coordinator role to attract more activities wanted by the community and further boost hire income.

The table below shows that lettings income will comfortably covers core running costs after the redevelopment allowing reserves to be built up over time to cover future exceptional and capital costs in addition to future refurbishment costs, reducing the reliance on grant income. Sufficient surpluses from letting income will also cover any future loss of income due to reasons such as the temporary loss of a key volunteer to run the hall's activities or a hall closure (the insurance covering only loss of letting income)

10.3.1 Receipts and Payments for — Years to 31 March 2024 – 2029

Year Ending 31 March	Actual 2024 £	Typical 2027 £	Typical 2028 £	Typical 2029 £	Ref
Lettings					
Fitness & Dance	2,055	4,400	4,840	5,324	See Lettings Study
Groups	1,557	3,140	3,454	3,799	
Training	4,575	5,930	6,523	7,175	
Private Hire (Best Case)	1,375	1,355	1,491	1,640	
Parish Council	300	330	350	350	
Village Events	250	250	275	300	
Total Lettings Income	10,112	15,405	16,933	18,588	
Heritage & Fundraising					
Exhibitions (net)	715	7,370	8,107	8,918	See Heritage & Fundraising Study
Talks (net)	3,583	3,800	4,180	4,598	
Book Sales (net)	1,641	2,580	2,838	3,122	
Other (net)	443	450	450	750	
Heritage & Other Fundraising	6,382	14,200	15,575	17,388	
Theatre & Cinema					
Theatre (net)		300	330	525	See Theatre & Cinema Study
Movie Nights (net)	91	1,772	1,949	2,144	
Refreshments	133	784	862	949	
Total Theatre & Cinema	224	2,856	3,141	3,618	
INCOME TOTALS	16,718	32,461	35,649	39,594	
Core Expenses					
Caretaking & Cleaning	3,720	6,960	7,656	8,422	See Expenses Study
Maintenance & Consumables	356	597	657	722	
Utilities	2,647	1,242	1,366	1,503	
Licences	169	505	556	611	
Fixed Costs	2811	2,850	2,907	2,965	
Total Core Expenses	9,703	12,154	13,142	14,223	
SURPLUS REVENUE	7,015	20,307	22,507	25,371	
As % of Income	42.5%	62.6%	63.1%	64.1%	
Net Income from Lettings	409	3,251	3,791	4,365	
As a % of Lettings Income	4.0%	21.1%	22.4%	23.5%	

10.3.2 Income Analyses – Typical Case Forecasts



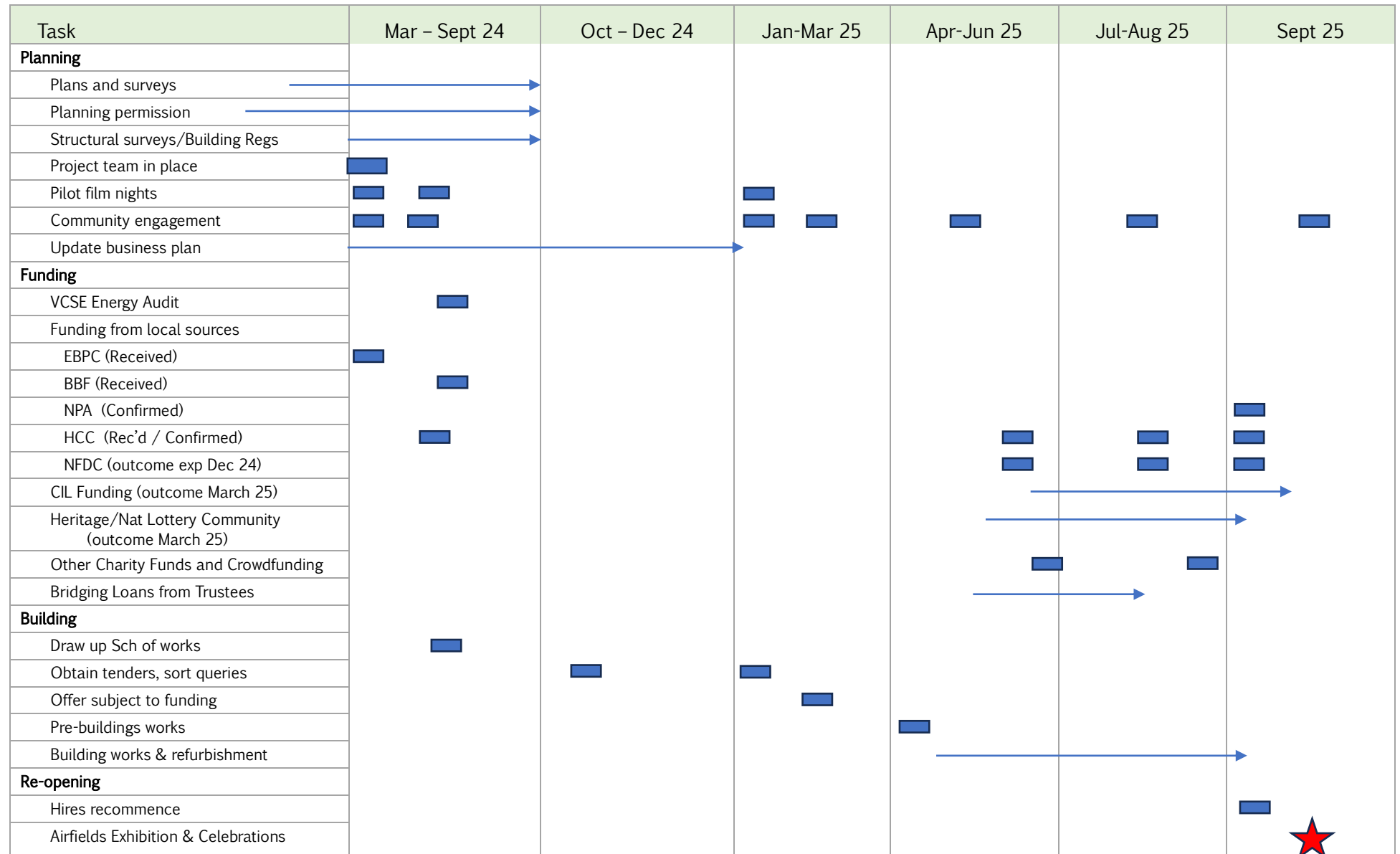
11. Project Plan

The activities still ongoing or to be still carried out include community engagement, customer engagement, fundraising, building works and re-opening.

11.1 Pre-building activities

Stakeholder Engagement	<ul style="list-style-type: none"> • Re-engage with the community to inform and involve in project • Re-engage with hall users to inform, involve in project and ensure alternative venues available • Continue engagement with funders for confidence funds can be raised • Continue communications with Forestry England Verderers, National Park Authority and Natural England to ensure all needed permissions, surveys are in place and to keep them appraised • Communicate with South Baddesley School regarding the School Bus • Communicate with Allotment Society regarding use of carpark • Run pilot film nights to assess continuing demand
Works Feasibility	<ul style="list-style-type: none"> • Get full project team in place with required skills to manage project • Structural engineer and foundation surveys plans for works and building regulations • Obtain tenders from four builders to ensure costs still within scope of possible funding sources
Building Works Planning	<ul style="list-style-type: none"> • Follow up tenders and resolve queries (Jan 2025) • Meet contractors and sub-contractors for further on-site visits as necessary to provide confidence in costing • Update Schedule of Works as necessary following above with firm costings • Draw up contracts with chosen builder (Feb-March 25) • Monitor and communicate with builder for starting date.
Fundraising	<ul style="list-style-type: none"> • Keep confirmed funders appraised of progress (EBPC HCC, NFDC NPA, BBF) • Ensure all information supplied for NFDC CIL funding as necessary) • Prepare full application to HLF for restoration and exhibition facilitation works • Prepare full application to NL Reaching Communities Fund pending outcome of pre-app proposal (January 2025) • Submit other applications when appropriate (Garfield Weston, Bernard Sunley and Charles Burnett Foundation – March 2025) • Crowdfunding appeal if above funding insufficient (March-May 2025)
Building Works Preparation	<ul style="list-style-type: none"> • Remove unwanted items from the hall – sell, recycle or dump • Arrange storage for items to be kept and add to costings • Arrange purchase/acquisition of new items (eg crockery and chairs) (Aug 25) • Review and update policies and procedures as necessary • Communicate with insurers and ensure appropriate cover in place
Pre-Building Works	Contract with M Penn of MPNQ to remove asbestos

11.2 Project Milestones – Gantt Chart Summary



11.3 Key Project Tasks

The table below is a summary of the key work involved in the project and the tasks being undertaken to achieve them.

Activity	Tasks
Project Management	<ul style="list-style-type: none"> • Planning for building and fundraising • Team building and task allocation • Co-ordinating, scheduling, prioritising
Community Engagement	<ul style="list-style-type: none"> • Website, Facebook, eNewsletters, paper newsletters • Networking and links with stakeholders • Movie nights, briefings, feedback sessions, open days • Hall users – briefings and email contacts
Fundraising	<ul style="list-style-type: none"> • Grant applications • Research, ensuring Hallmark standards • Producing business plan • Communicating with funders
Treasury	<ul style="list-style-type: none"> • Track and record income and expenditure • Produce project accounts • Risk assessments and contingencies in event of funding shortfalls
Heritage	<ul style="list-style-type: none"> • Enter agreements with St Barbes and NF Heritage Centre for exhibitions and workshops • Liaise with volunteers producing models and exhibition materials • Produce permanent display panels
Management of Building Works	<ul style="list-style-type: none"> • Schedule of Works • Resolution of queries to build confidence in costs • Selection of contractors • Work with builders and contractors to control, anticipate and mitigate issues
Marketing for future hires	<ul style="list-style-type: none"> • Communication with target groups and activities • Review fee structure • Use all forms of communication to reach potential hires • Network through hall users
Purchasing chairs and new equipment	<ul style="list-style-type: none"> • Identify best solution for new chairs re comfort, storage and manageability • Research dishwashers to suit needs of the hall • New crockery and cutlery
Recruitment of volunteers	<ul style="list-style-type: none"> • Approach potential volunteers from survey for movie nights • Identify specific areas where future help required and draw up tight job descriptions • Use re-opening, communications and events to attract new volunteers

11.4 Project Costs

The costs below are based on the lowest of the tenders provided by four builders and are currently estimated at £450,000 including VAT. Some of the figures include provisional amounts and work is still to be done to finalise costings with a number of queries outstanding as at the date of this plan. Thus the figures below have been rounded to the nearest £500.

The costs below do not include development costs such as plans submitted for planning approval structural plans and surveys. These costs have already been incurred and include £11,158 from May 2021. Funds raised and costs incurred before that date relate mainly to the previous project for a village hub containing the shop and post office and so they have been ignored.

Type of Work	Cost £
Pitching flat roofs on the north and south extensions	50,500
Renew existing roofing	43,500
Extending the main hall into storeroom, incl asbestos removal relocation of storeroom, new windows and blinds on new north wall	50,000
Create corridor access to Robert Coles Room	15,500
Additional toilets to meet regulations and WCs refurbishment	21,500
Kitchen – refurbishment and making good re new walls	23,000
Cushioned flooring main hall suitable for dance, sport and fitness and renew other flooring	20,500
Electrical and associated fire safety works	25,000
Plastering, decorating, making good	22,000
Replacement and new windows, porch and doors	41,500
Repair brickwork and timber cladding	29,000
Drainage	6,500
Scaffolding and hoarding	11,000
AV Equipment and electrical works	30,000
Security (CCTV and bike racks)	3,500
Preliminaries & Contingencies	36,000
New chairs	10,000
Exhibition storage and facilitation works	11,000
Total	450,000

11.5 Project Fundraising To Date

Since 2022, most fundraising activities have been specifically allocated to the project in addition to the grants received during the Covid lockdown which were surplus to requirements. By 31 October 2024, the hall funds available for the project amounted to about £45,000, after allowing for the policy of reserving six months of running costs.

Funds raised and granted from 1 April 2022 to 31 October 2024 as set out in the table below. This excludes Covid grants, income from lettings and interest. The amount received for the redevelopment in this period was £28,634, from which £11,158 has been spent on project planning and professional fees.

Net funds raised from 1/4/21	Hall Fundraising Events £	Grants and Donations £	Total £
Talks	6,026		
Exhibitions	4,090		
Book sales (net)	3,972		
Quiz night at the Turfs	819		
East Boldre Parish Council		2,500	
Beaulieu Beaufort Foundation		5,000	
HCC Councillor's Grants (three)		1,600	
East Boldre Educational Charity		600	
NFDC Councillor's Grant		200	
Donations at Events		3,827	
Total funds raised	14,907	13,727	28,634
Project costs incurred			11,158
Net funds raised (rounded)			17,500
Other reserves available for project			27 500
Total reserves available			45,000
Funds Confirmed NFNPA		2,000	2,000
Funds Confirmed HCC Leader's Grant		24,500	24,500
Total funds confirmed at 31/10/24			71,500

11.6 Fundraising Plan

Costs have risen considerably since plans were first drawn up and preliminary valuations were received in 2022 and early 20223. At the same time, the availability of funding for the project has reduced and competition has become increasingly fierce.

We aim to raise a minimum of £450,000 as set out in the table below to cover costs not yet incurred.

As noted above, we have been raising funds with publications, talks and exhibitions to build up reserves for the project, the current amount available being £45,000. We have already received funding support from the East Boldre Parish Council, the New Forest NPA, from HCC and the NFDC and the Beaulieu Beaufort Foundation. Match funding available from the hall's own funds together with funds received or confirmed from public funds currently amounts to £77,200.

The award of £2,500 from the East Boldre Parish Council is excluded from the table as the funds have already been spent on development and do not form part of the £450,000 costs. Equally, the award from the VCSE Energy Efficiency Scheme of a funded energy assessment in June 2024 is not reflected in the table.

Source of Funds	Submission Date	Notification Date	Amount £	Status
Own Funds			45,000	Available
HCC Councillors' Fund	06/6/2024	10/6/2024	500	Received
Beaulieu Beaufort Foundation	14/5/2024	21/6/2024	5,000	Received
NFDC Councillor's Community Wellbeing Fund	11/6/2024	10/7/2024	200	Received
New Forest NPA Sustainable Communities Project	19/7/2024	19/8/2024	2,000	Awarded
Hampshire County Council Community Grant	28/8/2024	24/10/2024	24,500	Awarded
New Forest District Council Community Grant	22/9/2024	December 2024	25,000	
National Lottery Heritage Fund	Proposal 01/10/2024		67,000	Proposal accepted 14/10/2024
National Lottery Reaching Communities Fund	Proposal 25/10/2024		180,800	Reply to Proposal expected 1/2025
NFDC Community Infrastructure Levy Grant	28/11/2024	March 2025	100,000	
Total funding			450,000	

The proposal to the Heritage Lottery Fund includes estimated amounts for restoration of the original part of the building, works to facilitate future exhibitions and costs of the re-opening exhibition. The amount applied for in the submission to the National Lottery Community Fund is the balance to reach the total funding to be raised of £450,000.

11.6.1 Other Funds and Crowdfunding

In the event that the full amount of funding cannot be fully sourced by the funders as set out in the above table, other grants can be applied for as set out in the table below.

Source of Funds	Amount	Date
Weston Garfield Foundation	Up to £30,000	Open Ended
Bernard Sunley Foundation	Up to £20,000	Open Ended
Charles Burnett Memorial Including Communities Grant	Up to £10,000	Re-opening 2025

We can also reach out to the local community and our wider heritage community in a Crowdfunding bid. The hall's Facebook presence includes not only its own site but also Tony Johnson's New Forest Heritage which has a following of 17K members and Marc Heighway's New Forest and Hampshire Wartime Association which has 11K members.

11.6.2 Funding Risks

In the event that staged payments have to be made to builders before confirmed public funding is received to cover those payments, the hall is in a fortunate position to be able to obtain a bridging loan from its trustees. Loan funding itself is not an option. Although the building is owed by the trustees on behalf of the village and is expected to be retained in perpetuity as a community asset on the Forest, its retention on the Forest is subject to a licence from DEFRA, managed by Forestry England, subject to a 60-year Licence (currently due for renewal in 2076). The hall can be used only as a village hall and has no intrinsic value as collateral for a commercial loan.

The business plan shows the project will enable the hall to generate sufficient financial surpluses in the future to become self-sustaining without the need to raise additional funds from external sources. The project will enable core costs to be covered by lettings by a comfortable margin, allowing for unexpected increases in costs or unexpected loss of letting income. Income generated by movie nights, heritage and fundraising activities will help build up reserves to cover future capital costs.

We've also considered piecemeal improvements as pots of funding are secured over time. However this would be impractical, far more costly and too disruptive. The nature of the project makes it impossible to complete one aspect of the work without knock-on effects on other aspects.

In the year following completion of the redevelopment project, hall activities are expected to generate surplus revenue ranging from £12,000 in the worst-case scenario, to over £20,000 in the typical-case and over £27,000 in the best case-scenario. Lettings are expected to grow in the first few years before becoming stable. As a return on investment, the surplus revenues would cover the project costs in 16 years at best, 22 years in the typical case and 37 years at worst.

12. Management and Organisation

The East Boldre Village Hall has been a Charitable Incorporated Organisation since 2015, previously a charitable trust since 1969 (see Section 2 - History of the Hall). The hall is governed by a CIO constitution, based on the Charity Commission foundation model constitution. Trustees are elected or re-elected, usually at the Annual General Meeting.

The hall team currently comprises seven trustees (all unpaid), elected by a quorum of trustees, and five active volunteers. The hall has one paid employee in the role of caretaker and cleaner. A further ten to fifteen volunteers help at events and with distribution of newsletters.

12.1 Management Team

The trustees have overall control and management of the hall's administration and full responsibility for the management and maintenance of the property.

The full list of management trustees and volunteers, their roles and skills are listed at 12.4 below. There are two subcommittees which report to the other trustees.

Project Team

- Gerard Pocock – Project Manager — Committee member from 2024
- Gina Antczak – Treasury, Business Plan and Fundraising
- Stephen Antczak – Build Management — Committee member from 2007
- Michael Upton – Build Management, Governance, Energy and Environment — from 2018
- Richard Ashmead – Legal issues, contract review — from 2018

Heritage Team

- Marc Heighway – New Forest & Hampshire Wartime Association (NFHWA) — from 2021
- Tony Johnson — Committee member from 2014
- Stephen Antczak — Committee member from 2007

12.2 Partners and Links

The hall is a member of:

- Community First
- ACRE - Action Hampshire and its Basecamp Forum
- NCVO (National Council for Voluntary Organisations)

In addition to the NFHWA, hall has partnered or has links with:

- New Forest Heritage Centre in Lyndhurst – exhibition materials and book sales – they are displaying part of the New Forest Romani Heritage Exhibition from July 2024 and full exhibition in October.
- New Forest National Park Authority help to bring the work carried out by the heritage team to a wider audience.
- Thorney Hill Community Centre – our exhibition on New Forest Romani Heritage was on tour there after it was held at the hall..
- Local primary schools for children’s participation in hall events
- School Fields Trust Hall, also in East Boldre

Trustees have attended courses offered by both Community First and Action Hampshire.

Plans are under way to partner with both the St Barbe Museum and the New Forest Heritage Centre following the redevelopment. This will be to provide exhibitions, including pop-up exhibitions and heritage craft workshops at the hall.

12.3 Accessibility

The hall has an extensive website with news, hall information and booking, heritage and other information. What began as a hall website has been upgraded to include the School Fields Trust Hall and the East Boldre Community. See section 13, Marketing the Hall for further details on how the hall is made accessible to the community.

12.4 Comments about the Village Hall Team

From trustee of Thorney Hill Community Centre : *“I am in awe of the work you’ve done putting the exhibition and accompanying items and activities together. It shows truly impressive expertise, knowledge and dedication.”*

From an attendee at the pilot movie night: *“It was terrific! It was great to see a packed hall. I would encourage you and the hall team to put on more of these events” and “I found the lecture given by Marc Heighway superb and very enlightening and full of interesting local information. His slides were excellent and well prepared.”*

12.5 Management Team – Positions and Skills

Name	Position	Skills
Michael Husband	Chair, Community engagement, Trustee fm 2012	Retired. Worked for a major national company in senior management for 18 years, leading and implementing major programme initiatives. He has significant Board management level experience.
Gerard Pocock	Project Manager, Trustee fm 2024	Freelance Chartered Surveyor, Gerard has over 17 years' experience in the property industry, both the commercial and domestic. He runs his own business, New Forest Surveying Ltd, with a particular focus on preserving historic and listed buildings.
Sven Olsen	Secretary fm 2023	29+ years marketing experience and ran his own agency. Currently General Manager of a major Swiss watch brand.
Stephen Antczak	Website, e-News, Project team, Heritage Committee Member since 2007	Retired SE teacher 27 years – Head of chemistry & taught combined science and IT. Co-authored a well-known book and several historical publications for the village hall. With the hall since 2004 in various capacities, including leader of the East Boldre youth project, trustee, chair and secretary. He created the village hall/community website has produced the 'East Boldre and Beyond' e-newsletter since 2011. He wrote the hall's Level III Historic Building Survey and knows the building inside out.
Gina Antczak	Treasury, Bookings, Newsletters, Comms, Project team, Trustee	Trustee since 2007. Retired Chartered Accountant and Chartered Tax Advisor, 18 years in practice and industry, UK tax manager of a major international group. 9 years in tax and accountancy publishing, specialising in charities and village halls. Lectured 4 years in law, accounting, economics and IT.
Michael Upton	Maintenance, Governance, Project team, Trustee fm 2020	Degrees in chemistry, engineering and business studies. He spent most of his career working in Utilities (Power and Water), the last 22 years before retiring in Internal Audit specialising in governance, business review and fraud investigation.
Richard Ashmead	Legal, Project, Trustee fm 2020	Richard has a degree in Chemistry and is a retired Chartered Patent Attorney. Senior partner in his own London firm.
Jay Devonshire	Maintenance Trustee fm 2012	Retired, Jay was director of London based merchant shipping company and former Director of the Baltic Exchange
Tony Johnson	Heritage Team since 2012	Tony was East Boldre's postman for 40 years. Over that time, he's collected a wealth of historical material and knowledge of local history and has been a major contributor to exhibitions and books produced by the hall for over 25 years.
Tim Clogg	Movie Nights Volunteer from 2023	Tim has lived in the New Forest over 50 years. He's had a long career in civil engineering, working on major projects in the UK and managing projects overseas.
Marc Heighway	NFHW, Talks, Exhibitions, Heritage, Comms & marketing Partner since 2021	Mark runs his own business in marketing and graphic design. He's gained expert knowledge of the WW2 military history of the New Forest and Hampshire and set up the NFHW. He organises monthly talks at the hall, produced a hugely successful 4-day exhibition in June 2022 and is currently working on more events and publications for the hall.
Lesley Smith	Bookings Assistant 2023	Lesley has been running dance and fitness classes at the hall for 15 years.

13. Marketing the Hall

Marketing the hall is key to its future success. Several initiatives have already reached a wider audience including the talks and exhibitions held in partnership with the NFHWA which has over 11,000 followers. The hall's Facebook page has a following of over 600 and hall users also advertise by posting hall events through their own social media accounts. Hall trustee, Tony Johnson, has over 14,000 followers on his own website on New Forest heritage, which attracts visitors from far and wide to hall events. The hall has received considerable attention in the past few years through the redevelopment project. Local news articles on this and the hall's historical events reach a wide audience far beyond East Boldre. Airfield exhibitions in May 2010, May 2015 and June 2022 attracted larger than expected numbers and there were several other events which helped to promote the hall.

Despite this, the hall is still underused and the aim of the project is to increase usage by 30% in the year following the redevelopment mainly by attracting in the activities wanted by the community.

13.1 Market Orientation and Place

The hall is the largest hall serving the local community and visitors to the community. It has full facilities for meetings, performing arts, exhibitions, events, indoor sports, fitness and wellbeing. It has a small and a medium sized hall (with a stage) as well as a 'Green Room' (off-stage) and an office-sized room which makes it ideal for diverse hall users. The hall is situated in the centre of East Boldre, just off the main road with easy car access. On one floor, on level ground, the hall and its facilities are easily accessible.

The hall has a sense of place, set within the New Forest National Park on the protected conservation area of the Bagshot Moor, located close to tourist spots of Beaulieu, Lymington and Brockenhurst. The hall also has a sense of history and has become to be seen as the heritage centre of the village. Built in 1918 as concert hall for RAF Beaulieu with a unique proscenium stage framed by a magnificent arch on ornate plinths and elaborate doors either side, the hall perfectly positioned to celebrate the location's WW1 and WW2 RAF history. It still is the spiritual home of No 84 Squadron RAF which was formed in East Boldre in 1917.

The project will enlarge the internal useable space of the main hall by nearly 50%, improving the ambiance through raising the ceiling height in part of the main hall, providing better lighting and ventilation, better flooring and modern facilities. This will make the building more attractive to a wider range of potential users and allow for a great number of hall users at any one time.

The hall's current external appearance with extensive red-brick, flat-roofed extensions surrounding the original building, exudes a sense of urban decay. The project will greatly improve the street scene by adding timber cladding and pitching the roofs at the both the north and south sides of the building. This will enhance the halls' sense of place and boost the sense of pride within the community, encouraging them to use the hall. The project will future proof the hall to serve the community and help it to thrive.

13.2 Provision of Facilities, Equipment and Services

The hall's current facilities include the following:

1. One medium-sized hall (68 square metres) with stage and green-room. To the side is an area (22 square meters) which used to be called a common room. It has a lower ceiling and different floor and does not feel part of the useable area. Consequently, it is used as a place to leave coats and bags, and to stack tables and chairs despite there being a large (46 square metre) storeroom at the back of the hall. Sight lines to the stage from the side extension are too poor for it to be used for audience seating. This hall can accommodate up to 70 people seated in rows or 50 people seated at tables.

2. One small meeting room (35 square metres), the Robert Coles Room accommodating up to 25 people. The room was originally used to accommodate football changing rooms; following extensive storm damage, it was converted to a meeting room but the only internal access to this room continues to be through the WCs.
3. 1 x small office or consultation room, in need of refurbishment, accommodating one to four people.
4. Fully equipped kitchen, in need of modernising.
5. Two ladies toilets, one gent's toilet and two urinals, and a large, accessible toilet. While generally adequate for most purposes, there are too few WCs to meet peak demand during a short intermission during a performance or at the end of a film.
6. Storage facility (46 square metres) - this is larger than required, wastes useful floor space and hall tends to be filled with equipment and junk abandoned by hall users and periodically cleared out by the hall committee.
7. Stage lighting in need of modernising. Relatively new stage curtains but still operating on ancient curtain tracks. The backstage/'green room' requires refurbishment.
8. More than enough tables and chairs but the chairs are non-cushioned, plastic stacking chairs.
9. WiFi but with a poor signal in the small hall.
10. Direct access onto Bagshot Moor by foot.
11. Ample parking.

The project will greatly improve these facilities by:

1. Increasing the useable space in the main hall by opening up the current storage area and pitching it's ceiling to blend in with the hall's cathedral ceiling;
2. Creating a corridor access from the main lobby to the Robert Coles Room and blocking off the direct access from that room to the WCs;
3. Refurbishing the office room and replacing tall metal cabinets with built-in bespoke floor to ceiling storage cupboards;
4. Reclaiming the kitchen space lost to the new corridor from part of, 'common-room' area and refurbishing with modern cupboards and equipment;
5. Using the space saved from blocking off direct access to the Robert Coles Room, for additional WC's, refurbishing and modernising the WCs;
6. Moving the storage area to the 'Common-Room' area and providing a separate room for the theatre/cinema lighting and sound equipment with a window for the operator to see the stage;
7. Providing state of the art audio-visual facilities for theatre and cinema, electric curtain track and cinema screen and smart screen for the Robert Coles Room;
8. Providing cushioned chairs for increased comfort and increasing the door width to the storage area to allow for chairs and tables to be more easily moved in and out of storage with trolleys;
9. Providing cushioned flooring in the main hall for dance, fitness and sport;
10. Refurbishing in such a way as to make the hall easier to clean and stay clean for longer periods.
11. Installing CCTV to provide more security, especially in the car parking area.

See Appendix 11.1 for full list of facilities now and after the project.

13.3 Price and Bookings

Hire fees were last increased in January 2023 in line with benchmarked fees charged by other halls (see Appendix 1.). It's difficult to compare on a like-for-like basis with other halls, but the East Boldre Village Hall offers competitive pricing compared to other local halls. Prices will be reviewed once the project is complete in order to remain as competitive as possible to retain hirers' loyalty during the time the hall is closed.

Prices from the Hall's website

The price structure has been designed to reward regular users and maintain their loyalty, to favour users from the parish over those from further afield and to provide for inclusiveness through discounts to the published prices. Most hirers pay less than these quoted prices as most are regular users or live in the parish.

There is a booking calendar on the same web page just below this price list where hirers can see hall availability and access contacts to make bookings. Email enquiries are responded to within a few hours and often right away.



East Boldre Village Hall - Prices and Booking

Price Guide		
For activities and functions, including funeral receptions but excluding parties/celebrations. All activities must end quietly by 11:00 pm. Allow time for setting up and cleaning/clearing up when calculating the number of hours required.		
Main Hall	Small Hall	Office
First Hour £22	First Hour £17	First Hour £10
Subsequent Hours £12 per hour	Subsequent Hours £7 per hour	Subsequent Hours £4 per hour
Concessions apply to regular hires, special needs and local residents.		

For parties/celebrations
The small hall will normally be closed when the main hall is booked for a party. All parties must end quietly by 11:00 pm.
£100 - £200 depending on numbers and type of party.
A refundable deposit of at least £100 is payable to cover breakages, damage, etc (returnable if none).

Contact us to discuss fees for theatre use.
Bookings are not confirmed until payment received.
Lighting, heating, WiFi and the use of the stage and kitchen are included in the above rates.
Subject to [Standard Conditions of Hire](#).

Deposits
A deposit may be payable in advance to confirm the booking. For parties and similar functions a special deposit is payable. This will be returned within 28 days provided the hall has been left in a clean condition, garbage removed, no damage or loss has been caused to the premises or its contents nor complaints made to the Hall about noise or other disturbance as a result of the hiring.

Use of Hall furniture
The use of the chairs and tables is included in the hire charge. Hirers are expected to set up the chairs and tables themselves and to return them as found. By prior arrangement, the furniture can be set up and put away for an additional charge.

Use of Piano
No extra charge is made for the use of the piano.

Indoor Games
To avoid any damage to the gallery of historic photographs no indoor games involving the throwing of balls or other objects are permitted.

Bouncy Castles
Bouncy castles are not allowed inside or outside the hall.

Hall Grounds
Apart from the car park, the hall has no permission to use any of the grounds outside the hall. The hire includes only hall building and the car park.

Additional Charges
An additional charge may be made if the premises are not left in a clean and tidy condition, if left unlocked and unsecured or if the heating system has been adjusted in such a way as to cause additional, unnecessary heating costs.

13.4 Target Market

Currently, the hall has a fertile target market of over 840 local people. In addition there are circa 50 local businesses as well as many tourists who visit the Parish set in the new Forest National Park. It has been shown that EBVH can draw from a much wider market. For example, the NFHWA talks on military history draws people from Southampton (a ½ hours drive away) and many from within a radius of 50 miles away.

We have identified 30 interest groups drawn from the local community who already use the hall and facilities, 23 lapsed or potential new user groups, and 12 completely new potential user groups.

After the redevelopment, the hall will be a more welcoming and modern place. A campaign will be undertaken to attract more of the 30 interest groups drawn from the local community who already use the hall and facilities, 23 lapsed or potential new user groups, and 12 completely new potential user groups.

See Appendix 11.2 for the hall's potential users analysis and also 9.3 Target Audience.

13.5 Promotion

13.5.1 Word of mouth

One of the best promotions for our hall are the events organised by the committee and volunteers from the local community, most recently, the RAF Beaulieu Exhibition in June 2022 which drew in crowds of 400 each day over a four-day period, the Romani exhibition in May 2024 celebrating 500 years of their history in the New Forest, and the historical talks by the NFHWA held monthly at the hall.

These special events attract new people to the location to experience what the hall has to offer and the books on the airfields produced and sold by the hall act as a reminder of the hall's heritage.

In addition, existing hall users who attend classes, events, meetings or training at the hall are often impressed by what they see in terms of the hall's character and they will be even more so once the project is completed and even more likely to spread the word as to what the hall can offer.

13.5.2 Advertising and PR

The hall is advertised in many ways, including:

- Notice boards in the hall and porch the NPA sign outside on the front wall
- The hall website, which has evolved into the parish website and carries content for anything happening in the village as well as at the hall
- The hall's Facebook page which currently has over 585 followers and postings on hall users' own Facebook pages
- Hall sourcing websites such as www.hallshire.com
- Flyers distributed around the parish advertising events and encouraging participation
- Leaflets and flyers are distributed door to door by volunteers advertising events and encouraging participation
- Local newspaper articles and stories promoting events (such as the Romani exhibition)
- eNewsletters sent regularly to the East Boldre database
- External Websites which promote special interest events such as the NFHWA run by Marc Heighway, a committee volunteer – he currently has nearly 10,000 members.

13.5.3 Networking

Hall committee members actively promote the hall informally. However, the best way to encourage promotion by way of word of mouth is by providing a good service and ensuring it spreads through a system of networking.

A comment made by a friend of a local resident who attended the first pilot movie night event: *"Many many thanks for really pleasant evening, superb f&c in a truly genuine pub and excellent film show. You are very lucky to have found a community... getting its act together in a way many just dream about".*

The hall has links with local businesses including the Turfcutters Pub and restaurant which put on a pre-movie night Fish & Chips meal. Links with the Village Stores will foster events such as an annual Christmas Bazaar. The committee has a good relationship with the committee of the other local village hall, the School Playing Fields Hall – we pass on hires to one another where the hires are better suited more suited to the one hall or the other (for example children's parties at the School Playing Fields or band practice and evening hires at the Village Hall) and we help one another at events.

We have involved local schools in previous exhibitions and we intend to put on pop-up exhibitions for them for group visits. Tours have been given to local groups and businesses and we intend to foster links by providing both tours and talks in the future.

Many of these links have been long-standing and in this way, they will continue to be fostered.

13.5.4 Actions before and after

Open days have been held in the past and will continue once the redevelopment is completed with particular focus on attracting the 30 interest groups drawn from the local community who already use the hall and facilities, the 23 lapsed or potential new user groups, and 12 completely new potential user groups. See Appendix 11.2 for the Target Market analysis.

The marketing team will also conduct an outreach campaign with links to local tourist information sites such as

<https://www.visit-hampshire.co.uk>

<https://www.newforestliving.co.uk/>

<https://www.thenewforest.co.uk/>

<https://www.newforestnpa.gov.uk/>

13.6 Committee's Marketing Skills

We have seven trustees and five active volunteers on the committee whose efforts and abilities ensure that EBVH runs as a smooth and sustainable operation. We also have a resource of over 12 volunteers available to assist with events and distribution of advertising.

All of the trustees and active volunteers are closely involved in marketing discussions. In terms division of labour for 'marketing focus' it is sensible to see it as assigning roles and responsibilities.

1. Facility and resource marketing
2. Content creation
3. Content promotion
4. Taking bookings
5. Marketing and enterprise team

The hall's marketing resource matrix shows that we have ample resource skilled in and capable of performing these roles. See Appendix 11.3.

13.7 Action plan for marketing and communications of renovated hall

Until the redevelopment project is complete the actions taken to market the hall will continue as usual, with the same services provided to existing users and events such as the Romani exhibition and historical talks to attract people locally and from far and wide.

Once the project is completed, we have identified new target groups to use the hall and have a plan to approach these groups, identifying individual team members responsible for making this happen. The plan will start with a grand opening of the renovated hall which will be a springboard for a PR and Communications campaign. See Appendix 11.4

14. Environmental Impact and Energy Reduction

East Boldre Village Hall is unique among village halls in that it is situated on open heathland within the New Forest National Park within the picturesque village of East Boldre. The heath is part of the New Forest Crown lands grazed by cattle, horses, ponies and donkeys. The site also carries the designations of Site of Special Scientific Interest (SSSI), Special Area of Conservation (SAC), Special Protection Area (SPA) and Ramsar site.

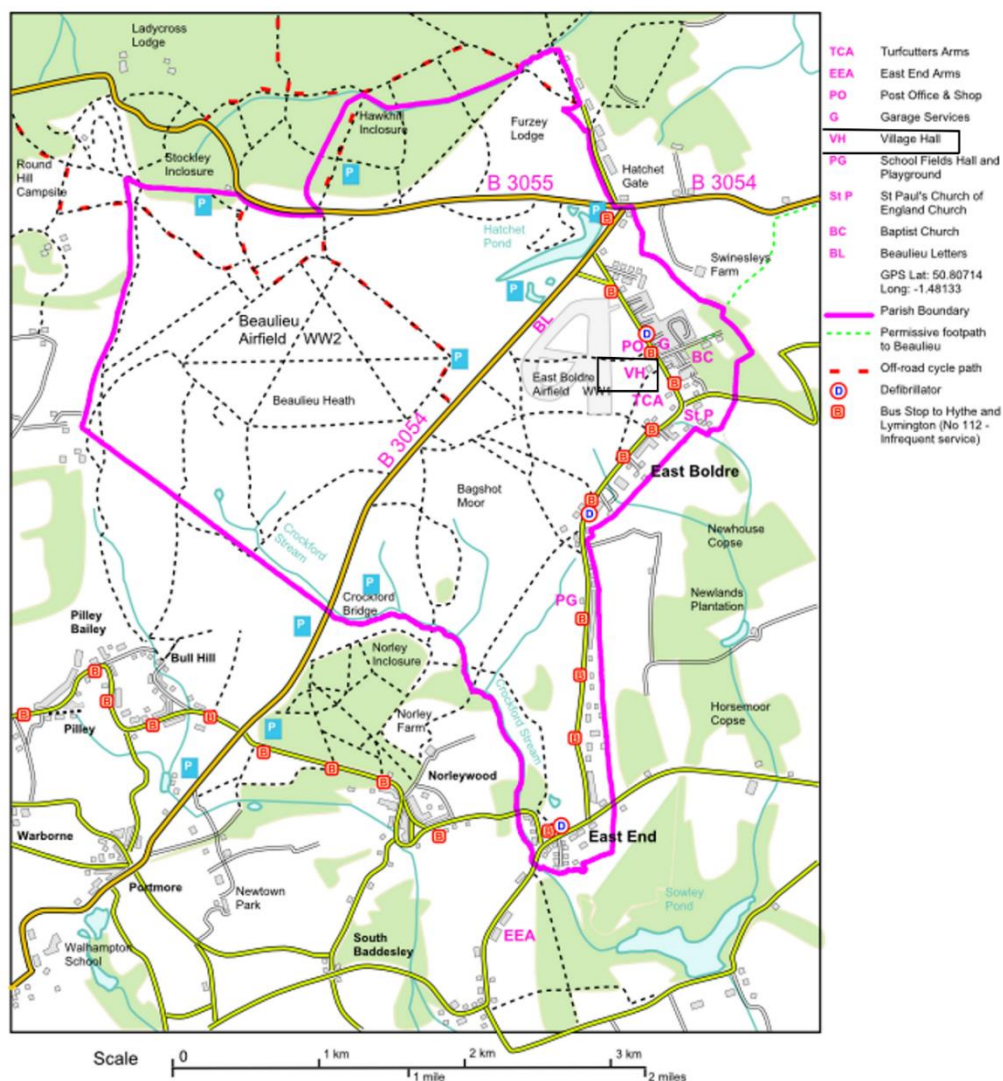
The hall is committed to the New Forest National Park Authority's Strategy to protect the positive landscape attributes of the area and to protect the rural, undeveloped character of the open heathland. To this end, special consideration has been given to the nature of the refurbishment while at the same time preserving and restoring the unique historical features of the WW1 military building.

The project has provided an opportunity to restore the appearance of the original 1918 building as it faces the road. This will be achieved by hiding extensive areas of red brick with environmentally sensitive timber cladding and replacing the flat roof over the 1972 extension to the north with a pitched roof, matching but subordinate to the original concert hall's roof. To balance the appearance of the building and greatly improve the street scene, a similar pitched roof will be added to the flat roof over the main entrance.

Parish Map

This map shows the East Boldre Parish Boundary.

Postcode SO42 7WD



14.1 Impact on the Physical Environment

While the project's mission is to reach a larger and wider audience, we are mindful of the impact that can have on the surrounding heathland. For that reason, the hall is not hired out for functions likely to spread from the hall onto the open forest, and hirers are referred to the National Park's rules.

14.1.1 Ecology Survey

Full ecological surveys were conducted of the hall in 2018 and no protected species were found to be living in or near the hall. We are confident therefore that the hall's operations will not have any adverse impact on protected wildlife.

Equally, there are no signs that the hall's activities have had an adverse impact on the grazing livestock.

14.1.2 Dark Skies – Light Pollution

Due to the siting of the hall on Bagshot Moor, it is important to minimise light pollution across the moor.

The hall will be used on a regular basis after sunset. Evening classes usually finish by 8 pm. The hall will be open for talks, theatre and cinema generally up to 10 pm and occasionally for parties up to 11 pm. Accordingly, there is generally no light escape during the majority of the hours of darkness.

Internal lighting has minimal impact. All windows in the main hall have dim-out roller blinds. The head height of the windows is 3.5m above ground level, well above any vegetation. Windows facing the forest are small, high-level windows, minimising light pollution. The new design in the north facing wall adds opening windows for ventilation next to the emergency escape door, and high level windows to the apex on the new gable end. Light escape from the apex windows will be reduced by the overhanging gable end and roller blinds will be fitted where practical. There is no external lighting apart from a dim emergency LED light over the outer door to the small hall.

During the alterations, all new and upgraded lights will be low energy LED units.

14.1.3 Tranquillity of the New Forest – Noise

The hall is situated away from the road and some distance from the nearest residential home but noise is still an issue due to the sensitivities of the hall being sited on open heathland. Air source heat pumps are not practical partly for this reason. The hall's premises licence allows for theatre, films, live and recorded music to be played until 11 pm when the hall closes, but late-night events at the hall are rare. The hall is not hired for weddings or other party functions where the hirers wish to or likely to spill onto the Forest. The project is not expected to have a significant increase on pedestrian and traffic noise.

14.1.4 Ventilation and Exhaust

Being situated on open heathland, the building takes the full force of the prevailing westerly wind so draught proofing is normally a more pressing issue than ventilation. It is an issue, however, during unusually hot weather, especially for exercise classes and large events. In addition the Covid pandemic has highlighted the need for more opening windows. All external doors can be held open with hooks and trickle vents are currently fitted to the six windows.

Extractor fans are fitted in the kitchen and toilets. No additional extractor fans are proposed so exhaust from the hall will only increase in line with increased hall usage. The kitchen is mainly used for serving pre-prepared food and rarely used to cook full meals so output from cooking odours is slight.

14.1.5 Construction Management Plan

The alterations to East Boldre Village Hall will require considerable organisation to ensure the protection of grazing livestock and the SSSI on which the hall is located. Forestry England will give instructions for the erection of suitable fencing around the building to prevent building activities spilling out onto the forest. The project does not involve any earthworks, so output of spoil will be minimal and some building materials can be stored inside the hall.

A construction management plan, including hours of operation, will be in place and all neighbouring properties, and the community, will have a point of contact to address any concerns or issues regarding the construction process.

14.1.6 Car Miles and Parking



The hall car park has a hoggin surface level with the essentially flat heathland. Pedestrians can walk across the heath or from the road through the car park to the hall. Vehicle access is through a forest gate which is owned and maintained by Forestry England. Where the car park meets the road, there is no kerb to cross, there being a smooth and gentle incline to the car park. The car park is maintained by the trustees and potholes are monitored and filled in.

There are no parking bays marked on the hoggin surface and for large events, attendants can arrange for parking for up to 30 cars. With more haphazard parking, typical for small gatherings such as art and exercise classes, 20 cars can be accommodated.

Nearly two-thirds (64%) of the homes in East Boldre are within 600 metres of the hall which is easy walking distance. In the November/December 2022 survey, over half the respondents said they would walk or cycle to the hall. Encouraging hall users to walk or cycle to the hall will both relieve the pressure on the car parking space and reduce the impact on the environment.

14.2 Reduction in Energy Usage and Costs

A Government funded VSCE Energy Efficiency Scheme Audit was conducted in July 2024. The report can be viewed with the following link: [Energy Assessment Report - East Boldre Village Hall.docx \(2\).pdf](#). The hall was given a C-rating Energy Performance Certificate in August 2024 which can be viewed in the following link: <https://find-energy-certificate.service.gov.uk/energy-certificate/3784-6827-5236-3066-8241>.

The hall's only source of heating is electricity provided by Octopus on a Green Energy plan meaning the electricity comes from renewable sources. This is the main reason why a C-rating energy performance has been achieved. The hall currently uses about 6,000 kWh of electricity pa, yielding 1.3 tons of CO₂. To achieve net zero emissions, electricity consumption must be reduced. Replacing old, uPVC windows, increasing the insulation, replacing fluorescent tubes with LED lighting, installing motion sensor switches and modern, energy-efficient appliances, will significantly enhance the building's energy efficiency and reduce operational costs. This will be increasingly important with the planned increase in usage following the redevelopment project.

The projections show that once the energy saving measures have been implemented, energy costs (£2,595 in the year ended 31 March 2024) will fall from 15.5% of total income to 3.3% of total income.

14.2.1 Insulation

The north-facing extension has single brick walls. Of the other three extensions (Robert Coles Room, toilets, kitchen and side area of the main hall), the only insulation is in the latest 1998 extension which has 65mm Celotex in the flat roof cavity, 50mm Celotex in the sub-floor and 50mm fibreglass in the wall cavities. In the original 1918 building, there is 75mm Celotex in the cathedral ceiling of the main hall, 100mm Celotex in the ceilings over the stage, Green Room and corridor, and 25 – 40mm multifoil insulation under the aluminium roof tiles.

Our solution is to:

- Turn the single brick walls into cavity walls with the appropriate insulation;
- Improve the insulation in the roofs and other cavity walls to meet modern standards;
- Pitch the flat roofs at the north and south of the hall to further weather-proof the hall, reduce condensation, damp and heat loss.;
- Timber-clad part of the exterior red brick walls to improve the appearance of the building and reduce heat loss;

By bringing the insulation up to modern standards, a 10-20% reduction in energy usage can be achieved (source: Centre for Sustainable Energy).

14.2.2 Glazing

The numerous uPVC-framed windows are mostly over 30 years old with very few trickle vents or openers, leading to poor ventilation and condensation. Many are blown, obscured by condensation and are poorly insulating. Enhancing insulation and upgrading the glazing throughout the hall is essential to improve energy efficiency, reduce heating costs and create a more comfortable environment for hall users.

Our solution is to replace most of old uPVC windows with gas-filled, low-emissivity double-glazed panes with insulated aluminium frames with more openings and trickle vents for better ventilation.

These measures will improve the insulation properties, help maintain a more consistent indoor temperature, considerably reduce energy loss and energy costs, and provide a more comfortable environment for all hall activities. The aluminium frames will also resemble the original cast iron casement windows.

The proposed measures will reduce energy usage by 20% (source: VCSE Energy Assessment Report).

14.2.3 Heating system

The heaters in place work efficiently for the hall's cathedral ceiling, fanning heat downwards and warming the hall within 10-15 minutes on the coldest days. They are all on roll-back timers and motion sensor switches will be fitted to the heaters in the kitchen and WCs so that they cannot be left running when no one is in these rooms.

Heating in the main hall is provided by six 3kW fan heaters. Central thermostatic control and roll-back timer switches have recently been installed to reduce energy consumption and costs. The Robert Coles Room is heated by two 3kW heaters and the Office has one 1.5kW heater, both with thermostatic control and roll-back timer switches. The WCs and kitchen have overhead fan heaters which can inadvertently be left on when not in use.

Our solution is to fit the 1 kWh heaters in the kitchen and WCs with motion sensors so that they cannot be left running when no one is in the rooms.

The proposed measures could reduce energy usage by 5% (source: Centre for Sustainable Energy).

Infrared heaters were suggested in the VCS Energy Assessment Report to provide targeted heating, warming objects and people directly rather than the air. However, while this might reduce energy usage, further advice indicates they will not be suitable for the hall. We have sought advice from three heating engineers on how to make our current heating system more efficient and have investigated all

currently available solutions. Trustees with long experience at the hall can attest that the current system is much better than anything previously in place, so we will follow current advice not to change our heating system at this time.

14.2.4 Lighting

The lighting system is outdated, apart from the LED tubes in the Robert Coles Room, WCs and part of the corridor which were refurbished in 2018 after storm damage. The main hall uses mainly 58-Watt, fluorescent tubes and in some areas, tungsten bulbs. The over 20 old energy-intensive lighting units provide inadequate lighting in the hall and the overall lighting setup has substantial room for improvement. Transitioning to all LED fixtures throughout the building would significantly reduce energy consumption, provide better illumination, enhancing the visual experience in the hall, and lower maintenance costs due to the longer lifespan of LEDs.

Our solution is to:

- Replace the hall lighting with LED lighting throughout;
- Fit motion sensors in the kitchen, WCs and corridor to ensure lights are not left on when not in use; and
- Provide flexibility so that some or all lights can be switch on as required in the main hall.

The Energy Assessment Report indicates that this measure alone will save 50% of lighting energy and reduce CO₂ emission by 0.7 tonnes.

14.2.5 Equipment

The hall currently has old and thus minimal energy efficient equipment and, apart from a new cooker, lacks modern, energy-efficient appliances. The under-sink hot water heater is not working correctly, the water gets over hot and turning off the heater relies on the hall user turning it off at the wall switch. The combined fridge freezer uses energy unnecessarily to cool the freezer compartment which is rarely used if at all. The freezer unit frosts up and is not regularly defrosted. The water urns, microwave and kettles were all installed before energy efficient appliances were introduced. The plug-in dishwasher has not been regularly used and for this reason, no longer functions. The hand driers in the ladies and accessible toilets are old, take a long time to come on and dry hands.

Our solution is:

- Replace all the appliances when the kitchen is refurbished (apart from the cooker which was replaced March 2024) with modern, low-energy rated appliances;
- Replace the fridge-freezer with a fridge-only unit, using a small separate freezer when needed on rare occasions (which can then be cleaned, switched off and moved into storage when not in use);
- Replace the old water heater with a better insulated, thermostatically controlled one with a time control;
- Replace the hand driers in the accessible and ladies toilets and removed the hand towel dispensers.

Upgrading this equipment will reduce energy consumption by 50-80% of associated electrical use and future operational costs.

With improved hand driers, hand towels can be removed which will save paper, reduce the need for rubbish disposal and reduce future operational costs.

14.2.6 Solar PV

The hall's only source of energy is from electricity. The Energy Assessment Report recommends Integrating solar PV panels or solar PV roof tiles into the roof infrastructure with a battery storage system to take advantage of nighttime tariffs, harness renewable energy and reduce reliance on grid electricity, contribute to long-term energy savings and support the hall's sustainability goals.

The installation of solar PV has been carefully studied and the following drawbacks considered:

- The roofing structure would need to be strengthened to support the installation of solar panels;
- East and West facing pitch roof means less efficient generation;
- Maximum usage is during evenings and in winter when generation will be minimal;
- Demand for hot water is small making solar thermal installation unnecessary;
- Most of the generated power will feed into the grid with little benefit to the hall under current pricing arrangements;
- Solar panels will detract from the appearance of the century-old building;
- Future maintenance will be an issue if panels are sited as the most effective option, on the south-facing flat roof;
- Security is an issue in this single-story building with public access on national park heathland and a history of children climbing onto the roof and walking on skylights despite steps taken to stop this.

An option which is being considered is installation of batteries which can be charged using cheaper overnight energy but, without solar PV, the payback period is unlikely to justify the costs.

CCTV will be introduced as part of the redevelopment. If this solves the security issue, further consideration will be given to installing Solar PV if the energy saving calculations make it viable.

14.2.7 Air-Source Heat Pumps

Air-source heat pumps have been investigated but they are not suitable for the hall and have not been recommended in the Energy Assessment Report.

14.3 Water

14.3.1 Rainwater, drainage and flooding

The Environment Agency flood map for planning puts the hall in flood zone 1, an area with a low probability of flooding. The project will not change the footprint of the building so the output of water from the building will not increase. Rainwater from the roofs is directed via an underground pipe to a ditch running alongside Main Road and the changes to the roofs will continue to direct rainwater to the existing drainage system.

14.3.2 Reduction of water usage

There are currently three toilets and two urinals which were installed in 1968, plus an accessible toilet which was installed in 1998. The older three toilets use 10 litres of water for each flush whereas the new ones will use between four and six litres.

The system currently in place for the two urinals is set to flush once a day. This is not suitable for large events, talks and cinema so the urinals will be replaced by an additional, low-water use toilet..

The basins have percussion taps which turn off automatically and this system will continue to be used. A sensor system which turns on the water when detecting hand movement under the tap are not considered suitable due to energy considerations.

14.4 Waste Reduction

Being sited on open heathland, there is nowhere to put livestock proof bins so the hall does not have a waste collection for this reason. Hirers are told to remove anything they bring into the hall including food waste. The caretakers and volunteers have to remove hall waste such as paper towels and any waste that hirers should not have left behind.

The hall used to use a local authority scheme for waste collection, buying special green bags which were put out for collection on the morning before the refuse collectors arrived. The system proved to be haphazard, on occasion the waste collectors failed to collect the bags, and they did not always arrive at the expected time so the bags were often left to the vagaries of the livestock. This often resulted in torn bags, rubbish strewn over the road, and possible harm to the livestock.

The hall buys recycled paper towels. When new energy efficient, faster working hand driers are installed, paper towels will be phased out.

Volunteers take all recyclable paper and plastics home to recycle.

The hall administration is transitioning towards a paperless office. Invoices, receipts, accounts, minutes, the booking calendar and correspondence all being kept in electronic form only where possible, back-up on separate hard-drives and to the cloud.

15. Communications and Engagement Plan

Engagement with the community has taken many forms since 2016 when the project initially involved the creation of a community hub, including the village stores and post office (see Appendix 14 for the Youtube video of original plans to turn East Boldre Village Hall into a Community Hub with a village shop <https://youtu.be/RFU9NO8PnxQ>). It's important to involve the community and hall users in the project not only to ensure their needs are met, but also to give them a sense of ownership of and responsibility for the hall. The aim is to communicate in diverse ways to reach as many people as possible.

Newsletters, website and social media

Information is shared and community involvements is promoted by:

- eNewsletters have been sent by the hall at least monthly since 2011 on all community aspects including hall events, and local residents and businesses are encouraged to contribute. There are currently over 150 residents on the list
- Paper newsletters are distributed to each household in the hall's catchment area, usually three or four times annually or more often if there is important news of meetings or events at the hall. Copies are also left at the pub and the shop.
- The hall also manages a website for the community – information relating to the hall being found at <https://www.eastboldre.org/ebvhmain.htm>
- The hall has a Facebook presence to share information, encourage feedback and dialogue - https://www.facebook.com/eastboldre.org/?locale=en_GB

Public meetings and events

A series of briefings and Q&A sessions are being held prior to the building work to keep people appraised and get them more actively involved with decision making for the project. The hall has monthly talks and has begun to pilot movie nights which are also an excellent way to communicate with and involve the community.

Hall user and focus groups

We involve hall users via email and talking to them while they are at the hall. With first-hand knowledge of the hall, often over a period of many years, their input in decision making is invaluable and essential.

Networking and word of mouth

Meeting people on social occasions, be it at the shop, pub, at coffee mornings, local parties, or by going door-to-door to deliver newsletters is a good way to engage people and encourage their interest in the project and their community.

Volunteer recruitment

Project briefings and Q&A sessions to inform hall users and residents will keep them onboard. Their input of ideas will make them feel involved in the project and give them a sense of ownership. These sessions will be an excellent opportunity to encourage attendees to other hall events and to volunteer in both the project and the hall in the longer term.

Support from local government

The hall Chair is a member of the East Boldre Parish Council. Another trustee manages the local emergency plan on behalf of the council and the hall has close ties generally with and support from the Parish Council. They use the hall as their base and for their notice board. We have support from Hampshire County Councillor, Keith Mans, New Forest District Councillor, Dan Poole and our local MP, Sir Julian Lewis who attend our exhibitions and events. We liaise closely with the New Forest National Park Authority and Forestry England to ensure our plans are aligned with local plans and strategies.

Following the completion of the project

See Appendix 11.3 for the ongoing communication and engagement plan after the completion of the project.

16. Monitoring and Evaluation

Key to establishing the success of the project in achieving its outcomes is to monitor and evaluate those outcomes and to identify how they can be improved.

We intend to gauge the progress and success of the project after grants have been awarded in general by:

- Surveying each hirer annually to establish if hall is meeting their needs. A survey will be carried out one year after the project has been completed.
- Open days for the local residents and surveys to ask if hall is fulfilling their needs. Public meetings will be held before the building works to allow participation in decisions.

Specific ongoing evaluation and monitoring measures are set out in the table below. The targets for monetary evaluations will be set against typical-case projections.

Monitoring & Evaluation	What to Measure	How it will be measured	When it will be measured	Who will measure
Social Outcomes				
Reduced Social Isolation	Numbers attending activities and events; Number of new activities provided	Talk to hirers/organisers; observation at social events, number register devices	At and after events with feedback from organisers	Hall Team Bookings Secretary
Increased Inclusivity	Numbers and profile of people attending activities and events – age, gender, ethnicity, disability, socio-economic background	Talk to hirers/organisers; observation at social events, number register devices	At events; After events when getting general feedback from organisers	Hall Team Bookings Secretary
Increased Participation	Increase in number of volunteers coming forward to help with, participate in, and organise events	Open days; Newsletters; surveys; social media; word of mouth	Ongoing	Hall Team Chair
Greater Social Cohesion	Feedback from villagers, hall users and visitors; Incidences of anti-social behaviour	Observation; social media posts; friendships made from meeting others at hall events; reduced incidences of anti-social behaviour and vandalism	Ongoing	Hall Team Chair
Increased Knowledge of Local Heritage	Number of talks and exhibitions and numbers attending those talks; number of books sold	Number of ticket/book sales, talk to organisers; observation and interaction at events, feedback from visitors	At and immediately after each event and ongoing feedback	Heritage Team
Environmental Outcomes	What	How	When	Who
Improved Street Scene	Feedback from villagers, hall users and visitors;	Observation	Ongoing	Hall Team
Improvement in Comfort and Wellbeing	Feedback from villagers, hall users and visitors	Talk to hirer and organisers; attend and observation at social events, feedback forms; surveys; word of mouth; increase in positive comments about the hall; visitors book; comments book; social media posts; Google reviews	Ongoing	Hall Team Comms Officer
Reduced Carbon footprint	Reduction in energy and water usage; Increase in numbers walking and cycling to the hall	Level of electricity usage; reduction in utility costs; number of people walking or cycling to the hall	Ongoing and monthly management accounts	Treasurer Hall Team
Economic Outcomes				
Increased Hall Usage	Number of bookings and activities	Bookings calendar	Ongoing	Bookings Secretary
Increased Resilience	Increased income from lettings, heritage, and other events	Increased reserves to cover exceptional and capital costs without reliance on grants	Monthly Management Accounts	Treasurer
Boost to Local Economy	Increased footfall at the shop and pub; Increase in number of volunteers and paid work	Observation and feedback	Ongoing	Hall Team Comms Officer

The success of the building works will be regularly monitored and evaluated by

- The building works not exceeding the set timing
- The costs not exceeding the quotations
- The cashflow being sufficient to cover build costs at necessary junctures
- The work being carried out to the required specifications
- The work being carried out with attention to health and safety standards with no accidents or injury to contractors, livestock or members of the public
- The buildings works not causing undue disturbance to the neighbouring properties
- The interruption to hall users being mitigated such that they all return to the hall on completion of the building works

17. Conclusion

The case for the hall redevelopment project is strong and compelling. The project is necessary and long overdue. It will finally correct decades of poorly designed, ill-conceived, low budget development starkly contrasting with the natural beauty of the hall's surroundings. With the protections now afforded to the New Forest heathland and the designation of Conservation Area, much greater significance is being given to the visual built environment and the project will make a considerable difference in this respect for East Boldre. Equally, greater significance been placed on assets of historical importance, an equally pressing reason for this project.

As this business plan has demonstrated, there are many other pressing reasons. No one wants to have to go through the toilets to go back and forth, from the kitchen or main hall to the Robert Coles Room. It's absurd that nearly half the auditorium space has been taken up by an over-large storeroom. Climate change has sharply increased the urgency for energy saving measures. The building is showing its age, windows need replacing, AV facilities are non-existent or poor, the kitchen and WCs are well past their sell-by date and not up to modern standards or requirements.

Revenue from lettings has declined due to the unsuitability of hall facilities. While some love the historical aspects of the hall with its original, ornate WW1 stage and side doors, and its permanent display of historical photographs and oral histories, others find the hall depressing with its lack of natural light, its hard, unforgiving flooring unsuitable for exercise and dance, and its antiquated facilities.

The project will make the hall resilient, fit for purpose, greener, more sustainable and no longer reliant on grant funding for future refurbishments. It will help also to make the community more resilient, providing activities which are more inclusive, encouraging greater participation, reducing social isolation and helping people to thrive in a richer and more diverse environment.

Appendices

1. Benchmarking Letting Fees – Other Venues
2. Design and Access Statement Material
3. Timelines and Milestones
4. Risk Analysis
5. SWOT Analysis
6. Project Action Plan
7. Partners
8. Survey Responses
9. Accounts for 2024
10. Cash Flows Forecasts
11. Marketing Resource Matrices
12. Demographics
13. Groups, Activities and Current Numbers
14. Heritage Footage
15. Sources of Support

LETTINGS STUDY

HERITAGE AND FUNDRAISING STUDY

THEATRE AND CINEMA STUDY

CORE EXPENSES STUDY