



Registered Charity No. 227480

To All Councillors on the Centre Committee,

You are duly summoned to a Meeting of the Centre Committee to take place on Wednesday 25 March 2026 at Billingshurst Centre at 7pm.

Members of the public are welcome to attend this meeting and speak for a maximum of three minutes about an item on the agenda for this meeting during the Public Session at the discretion of the Chairman. They must give their name.

*Gregory Burt*  
G.C. Burt  
Clerk to the Council

18 March 2026

## A G E N D A

1. Chairman's Announcements.
2. Apologies for Absence.
3. To Receive Declarations of Interest and Notification of Changes to Members' Interests.
4. Approval of the Minutes of the meeting on 28 February 2026 previously circulated; to confirm and sign the minutes as a correct record.
5. Clerk's Report.
6. Public Session (Members of the public are welcome to attend this meeting and speak for a maximum of three minutes about an item on the agenda for this meeting, at the discretion of the Chairman. They must give their name.
7. To approve payments and note receipts for
  - a. February 2026 – Appendix A.
8. To note Bank Reconciliations:
  - a) COOP Current Account: 28 February 2026 – Appendix B.
  - b) NatWest Account: 28 February 2025 - Appendix C.
9. To note debtors - Appendix D.
10. To consider Draft Centre Business Plan - Appendix E.
11. To receive the Manager's Report - Appendix F. */to follow.*
12. Date of Next Meeting – **Wednesday 29 April 2026**

**MEMBERS:** PB, SD, PD, EB, JH, CJ, TL, MM

Council Office: Billingshurst Centre  
Roman Way, Billingshurst, West Sussex RH14 9QW  
Tel: 01403 782555 Email: council@billingshurst.gov.uk

**Members of the public should be aware that being present at a meeting of the Council or one of its Committees or Sub-Committees will be deemed as the person having given consent to being recorded (photograph, film or audio recording) at the meeting, by any person present.**

Date: 18/03/2026

Billingshurst Community Centre 2025-26

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Time: 15:39

Co-Operative Bank

## List of Payments made between 01/02/2026 and 28/02/2026

<u>Date Paid</u>	<u>Payee Name</u>	<u>Reference</u>	<u>Amount Paid</u>	<u>Authorized Ref</u>	<u>Transaction Detail</u>
05/02/2026	Cafe Du Van	CARD	224.40		Catering Expense
06/02/2026	Snack at Jacks	CARD	139.20		Snack at Jacks
11/02/2026	Snack at Jacks	CARD	82.65		Catering Expense
16/02/2026	Horsham District Council	BACS	78.00		Business Rates
18/02/2026	EON	DD	1,536.96		GAS
18/02/2026	Horsham District Council	DD	125.25		Rates
19/02/2026	Snack at Jacks	CARD	99.50		Catering Expense
23/02/2026	Gemma	BACS	2.40		Gemma
23/02/2026	DAN	BACS	6.45		Catering Expense
23/02/2026	DMP Services	BACS	18.83		Printing
23/02/2026	DMP Services	BACS	31.84		Printing
23/02/2026	Ballpoint Office Supplies	DD	51.04		Stationary
23/02/2026	HMRC Cumbernauld	BACS	1,985.74		Casual Staff - Wages
23/02/2026	ICA Electrical Contractors	BACS	270.00		Annual Emergency Lighting Test
23/02/2026	Squeegee Clean	BACS	663.00		General Cleaning
23/02/2026	Mr M Ripley	BACS	1,460.00		Roof Maintenance
23/02/2026	PPL PRS	BACS	1,515.25		Music License
23/02/2026	Mulberry & Co.	BACS	1,680.00		Charity Year End Accounts
23/02/2026	Sussex Land Services	BACS	264.00		Grounds Maintenance
25/02/2026	Engie	DD	1,559.27		Electricity Bill
<b>Total Payments</b>			<b>11,793.78</b>		

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## Co-Operative Bank

## Cash Received between 01/02/2026 and 28/02/2026

<u>Date</u>	<u>Cash Received from</u>	<u>Receipt No</u>	<u>Receipt Description</u>	<u>Receipt Total</u>
16/02/2026	Counter Sales		Counter Sales	20.00
16/02/2026	Counter Sales		Counter Sales	279.00
27/02/2026	JUSTINE FAUTLEY Daniel Maddox		Payment Made in Error	10.00
02/02/2026	Sales Recpts Page 3873		Sales Recpts Page 3873	19.00
02/02/2026	Sales Recpts Page 3874		Sales Recpts Page 3874	63.66
02/02/2026	Sales Recpts Page 3875		Sales Recpts Page 3875	84.88
02/02/2026	Sales Recpts Page 3876		Sales Recpts Page 3876	95.15
02/02/2026	Sales Recpts Page 3877		Sales Recpts Page 3877	212.20
03/02/2026	Sales Recpts Page 3878		Sales Recpts Page 3878	31.68
03/02/2026	Sales Recpts Page 3879		Sales Recpts Page 3879	132.96
03/02/2026	Sales Recpts Page 3880		Sales Recpts Page 3880	180.83
05/02/2026	Sales Recpts Page 3881		Sales Recpts Page 3881	169.76
06/02/2026	Sales Recpts Page 3882		Sales Recpts Page 3882	172.29
09/02/2026	Sales Recpts Page 3883		Sales Recpts Page 3883	56.97
11/02/2026	Sales Recpts Page 3884		Sales Recpts Page 3884	362.16
12/02/2026	Sales Recpts Page 3885		Sales Recpts Page 3885	38.00
13/02/2026	Sales Recpts Page 3886		Sales Recpts Page 3886	38.38
13/02/2026	Sales Recpts Page 3887		Sales Recpts Page 3887	42.44
13/02/2026	Sales Recpts Page 3888		Sales Recpts Page 3888	44.42
13/02/2026	Sales Recpts Page 3889		Sales Recpts Page 3889	131.10
13/02/2026	Sales Recpts Page 3890		Sales Recpts Page 3890	142.16
13/02/2026	Sales Recpts Page 3891		Sales Recpts Page 3891	366.48
13/02/2026	Sales Recpts Page 3892		Sales Recpts Page 3892	470.40
13/02/2026	Sales Recpts Page 3893		Sales Recpts Page 3893	496.16
16/02/2026	Sales Recpts Page 3894		Sales Recpts Page 3894	116.98
16/02/2026	Sales Recpts Page 3895		Sales Recpts Page 3895	70.56
16/02/2026	Sales Recpts Page 3896		Sales Recpts Page 3896	76.00
16/02/2026	Sales Recpts Page 3897		Sales Recpts Page 3897	84.48
16/02/2026	Sales Recpts Page 3898		Sales Recpts Page 3898	99.32
16/02/2026	Sales Recpts Page 3899		Sales Recpts Page 3899	113.97
16/02/2026	Sales Recpts Page 3900		Sales Recpts Page 3900	168.96
16/02/2026	Sales Recpts Page 3901		Sales Recpts Page 3901	170.96
16/02/2026	Sales Recpts Page 3902		Sales Recpts Page 3902	250.00
17/02/2026	Sales Recpts Page 3903		Sales Recpts Page 3903	36.88

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## Co-Operative Bank

## Cash Received between 01/02/2026 and 28/02/2026

<u>Date</u>	<u>Cash Received from</u>	<u>Receipt No</u>	<u>Receipt Description</u>	<u>Receipt Total</u>
17/02/2026	Sales Recpts Page 3904		Sales Recpts Page 3904	137.28
18/02/2026	Sales Recpts Page 3905		Sales Recpts Page 3905	308.04
19/02/2026	Sales Recpts Page 3906		Sales Recpts Page 3906	84.88
20/02/2026	Sales Recpts Page 3907		Sales Recpts Page 3907	99.05
23/02/2026	Sales Recpts Page 3908		Sales Recpts Page 3908	71.10
23/02/2026	Sales Recpts Page 3909		Sales Recpts Page 3909	177.04
24/02/2026	Sales Recpts Page 3910		Sales Recpts Page 3910	19.00
25/02/2026	Sales Recpts Page 3911		Sales Recpts Page 3911	19.60
26/02/2026	Sales Recpts Page 3912		Sales Recpts Page 3912	19.00
26/02/2026	Sales Recpts Page 3913		Sales Recpts Page 3913	95.00
05/02/2026	Sales Recpts Page 3914		Sales Recpts Page 3914	144.69
09/02/2026	Sales Recpts Page 3915		Sales Recpts Page 3915	39.98
09/02/2026	Sales Recpts Page 3916		Sales Recpts Page 3916	57.98
13/02/2026	Sales Recpts Page 3917		Sales Recpts Page 3917	222.10
16/02/2026	Sales Recpts Page 3918		Sales Recpts Page 3918	37.99
19/02/2026	Sales Recpts Page 3919		Sales Recpts Page 3919	99.32
03/02/2026	Sales Recpts Page 3920		Sales Recpts Page 3920	289.31
04/02/2026	Sales Recpts Page 3921		Sales Recpts Page 3921	71.10
04/02/2026	Sales Recpts Page 3922		Sales Recpts Page 3922	361.46
26/02/2026	Sales Recpts Page 3923		Sales Recpts Page 3923	585.96
27/02/2026	Sales Recpts Page 3924		Sales Recpts Page 3924	30.70
27/02/2026	Sales Recpts Page 3925		Sales Recpts Page 3925	88.84
27/02/2026	Sales Recpts Page 3926		Sales Recpts Page 3926	90.24
27/02/2026	Sales Recpts Page 3927		Sales Recpts Page 3927	627.20
02/02/2026	SumUp		Counter Sales	13.03
03/02/2026	SumUp		Counter Sales	8.55
05/02/2026	SumUp		Counter Sales	3.54
06/02/2026	SumUp		Counter Sales	22.71
10/02/2026	SumUp		Counter Sales	2.46
11/02/2026	SumUp		Counter Sales	2.95
13/02/2026	SumUp		Counter Sales	2.46
20/02/2026	SumUp		Counter Sales	3.29
25/02/2026	SumUp		Counter Sales	2.46
26/02/2026	SumUp		Counter Sales	2.46

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Co-Operative Bank

Cash Received between 01/02/2026 and 28/02/2026

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<u>Date</u>	<u>Cash Received from</u>	<u>Receipt No</u>	<u>Receipt Description</u>	<u>Receipt Total</u>
27/02/2026	SumUp		Counter Sales	2.46
<b>Total Receipts</b>				<b>8,691.42</b>

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<u>Bank Statement Account Name (s)</u>	<u>Statement Date</u>	<u>Page No</u>	<u>Balances</u>
The Co-Operative Bank	27/02/2026		2,638.47
			<u>2,638.47</u>
<u>Unpresented Payments (Minus)</u>		<u>Amount</u>	
		0.00	
			<u>0.00</u>
			2,638.47
<u>Unpresented Receipts (Plus)</u>			
		0.00	
			<u>0.00</u>
			2,638.47
		<b>Balance per Cash Book is :-</b>	<b>2,638.47</b>
		<b>Difference is :-</b>	<b>0.00</b>

**Signatory 1:**

Name .....Signed .....Date .....

**Signatory 2:**

Name .....Signed .....Date .....

Bank Reconciliation Statement as at 01/02/2026  
for Cashbook 3 - Natwest 1042

<u>Bank Statement Account Name (s)</u>	<u>Statement Date</u>	<u>Page No</u>	<u>Balances</u>
Natwest 1042	01/02/2026		32,632.61
			<u>32,632.61</u>
<u>Unpresented Payments (Minus)</u>		<u>Amount</u>	
		0.00	
			<u>0.00</u>
			32,632.61
<u>Unpresented Receipts (Plus)</u>			
		0.00	
			<u>0.00</u>
			32,632.61
		<b>Balance per Cash Book is :-</b>	<b>32,632.61</b>
		<b>Difference is :-</b>	<b>0.00</b>

**Signatory 1:**

Name ..... Signed ..... Date .....

**Signatory 2:**

Name ..... Signed ..... Date .....

Invoice Date	Invoice No	A/c Code	A/c Name	Net Value	VAT	Invoice Total	Balance
	Payment 131-1	HILDRETH	HILDRETH	0.00	0.00	0.00	-0.40
10/05/2022	Payment 51-1	HEINRICH	HEINRICH	0.00	0.00	0.00	-4.25
13/12/2022	12875/1	NHSCCG	NHSCCG	297.50	59.50	357.00	357.00
04/04/2023	13137	PURELY	PURELY	15.80	3.16	18.96	18.96
18/07/2023	209	PURELY	PURELY	33.34	6.66	40.00	40.00
09/10/2023	340	PURELY	PURELY	50.01	9.99	60.00	40.00
25/10/2023	370	NHSSC	NHSSC	546.25	109.25	655.50	-0.01
03/01/2024	513	PURELY	PURELY	33.34	6.66	40.00	40.00
22/01/2024	548	MACMILLAN	MACMILLAN	74.58	14.92	89.50	89.50
31/01/2024	564	PURELY	PURELY	66.68	13.32	80.00	20.00
14/02/2024	596	CRATUS	CRATUS	32.88	6.57	39.45	39.45
05/03/2024	627	PURELY	PURELY	50.01	9.99	60.00	60.00
13/03/2024	652	MACMILLAN	MACMILLAN	92.91	18.59	111.50	111.50
26/03/2024	660	SALUTEM	SALUTEM	89.52	17.88	107.40	-0.02
23/04/2024	721	OSG	OSG	59.78	11.96	71.74	71.74
23/04/2024	722	WSCCAD	WSCCAD	181.08	36.22	217.30	217.30
30/07/2024	904	SINGING	SINGING	30.73	6.15	36.88	36.88
09/09/2024	963	TADAMS	TRACEY ADAMS	25.41	5.08	30.49	-0.01
12/11/2024	1064	WILSON	WILSON	188.20	37.65	225.85	225.85
16/12/2024	1127	HDC	HDC	79.11	15.82	94.93	94.93
16/12/2024	1128	GIBSON	GIBSON	120.17	24.03	144.20	144.20
16/12/2024	1129	CARTER	CARTER	51.25	10.25	61.50	1.04
04/02/2025	1208	HDC	HDC	178.52	35.70	214.22	214.22
04/02/2025	1221	WOW	WOW	64.68	12.94	77.62	77.62
10/02/2025	Payment 116-1	HDC	HDC	0.00	0.00	0.00	-291.84
12/02/2025	Payment 117-1	KIMBER	KIMBER	0.00	0.00	0.00	-56.74
01/04/2025	1322	KIMBER	KIMBER	46.11	9.21	55.32	55.32
15/04/2025	1365	BCT	BCT	150.69	30.14	180.83	5.26
29/04/2025	1376	HILDRETH	HILDRETH	69.88	13.98	83.86	83.86
22/05/2025	1427	SINGING	SINGING	31.66	6.33	37.99	37.99
27/05/2025	1435	KIMBER	KIMBER	63.32	12.68	76.00	1.42
31/05/2025	1465	CARERS	CARERS SUPPORT	29.62	5.92	35.54	35.54
30/06/2025	1468	CHORAL	CHORAL	73.76	14.76	88.52	88.52
30/06/2025	1484	HILDRETH	HILDRETH	88.00	17.60	105.60	105.60
30/06/2025	1523	MESSYCHURC	MESSY CHURCH	84.99	17.00	101.99	0.30
18/08/2025	Payment 121-1	NHSRDR	NHS RDR PAYABLES	0.00	0.00	0.00	-641.12
26/08/2025	Payment 120-1	HAP	HAPPY	0.00	0.00	0.00	-50.71
03/09/2025	Payment 124-1	BCT	BCT	0.00	0.00	0.00	-180.83
15/09/2025	Payment 122-1	WI	WI	0.00	0.00	0.00	-44.00
01/10/2025	1613	TAICHI	TAICHI	70.72	14.16	84.88	0.88
02/10/2025	Payment 125-2	ROBINSON	ROBINSON	0.00	0.00	0.00	-0.03
06/10/2025	1620	BFC	BFC	1,056.03	16.68	1,072.71	79.34
07/10/2025	1624	BCT	BCT	301.38	60.28	361.66	361.66
11/11/2025	1711	NACRO	NACRO	53.17	10.63	63.80	63.80
12/11/2025	1715	BPC	BPC	66.43	13.29	79.72	0.91
12/11/2025	1720	STG	ST GABRIELS	28.48	5.70	34.18	34.18
24/11/2025	1736	ELL	ELLEEE	47.48	9.49	56.97	56.97
			Subtotal C/Fwd	<b>4,623.47</b>	<b>730.14</b>	<b>5,353.61</b>	<b>1,641.78</b>

Invoice Date	Invoice No	A/c Code	A/c Name	Net Value	VAT	Invoice Total	Balance
			Subtotal B/Fwd	<b>4,623.47</b>	<b>730.14</b>	<b>5,353.61</b>	<b>1,641.78</b>
03/12/2025	Payment 128-1	BCT	BCT	0.00	0.00	0.00	-180.83
10/12/2025	1778	LOR	LORAINE	44.42	8.89	53.31	53.31
15/12/2025	1785	WOW	WOW	66.64	13.32	79.96	79.96
15/12/2025	1794	WI	WI	44.42	8.89	53.31	53.31
17/12/2025	1805	WEA	WEA	111.06	22.20	133.26	133.26
19/12/2025	Payment 126-1	NHSGR	NHS GR	0.00	0.00	0.00	-0.01
22/12/2025	Payment 127-1	PEGASUS	PEGASUS	0.00	0.00	0.00	-0.22
14/01/2026	1831	BPC	BPC	142.04	28.42	170.46	170.46
14/01/2026	1832	BPC	BPC	79.47	15.90	95.37	95.37
14/01/2026	1833	BPC	BPC	222.78	44.56	267.34	267.34
14/01/2026	1834	BPC	BPC	682.28	136.46	818.74	818.74
14/01/2026	1840	WI	WI	37.02	7.40	44.42	44.42
14/01/2026	Payment 129-1	WI 2	WI BECKS	0.00	0.00	0.00	-44.42
26/01/2026	1854	HISTORY	HISTORY SOCIETY	29.62	5.92	35.54	35.54
26/01/2026	1855	LAWNMOWER	LAWNMOWER	74.07	14.81	88.88	88.88
27/01/2026	1859	WILSON	WILSON	197.66	39.53	237.19	237.19
27/01/2026	1863	PAGE	PAGE	46.11	9.21	55.32	55.32
28/01/2026	1871	WEA	WEA	111.06	22.20	133.26	133.26
28/01/2026	Payment 130-1	PAGE	PAGE	0.00	0.00	0.00	-55.32
02/02/2026	1874	CARERS	CARERS SUPPORT	44.43	8.89	53.32	53.32
02/02/2026	1876	HEINRICH	HEINRICH	424.36	84.88	509.24	509.24
02/02/2026	1878	MOVE IT	MOVE IT	66.30	13.26	79.56	79.56
03/02/2026	1883	SURGERY	SURGERY	184.96	36.99	221.95	221.95
04/02/2026	1890	BFC	BFC	1,029.28	10.00	1,039.28	1,039.28
04/02/2026	1891	BFC	BFC	192.94	0.00	192.94	192.94
04/02/2026	1892	BFC	BFC	77.78	15.57	93.35	93.35
04/02/2026	1893	BFC	BFC	166.20	33.24	199.44	199.44
04/02/2026	1894	BFC	BFC	88.73	0.00	88.73	88.73
04/02/2026	1895	BFC	BFC	73.90	14.78	88.68	88.68
04/02/2026	1896	BPC	BPC	97.62	19.53	117.15	117.15
04/02/2026	1897	BPC	BPC	53.19	10.63	63.82	63.82
04/02/2026	1898	BPC	BPC	172.14	34.42	206.56	206.56
04/02/2026	1899	BPC	BPC	222.78	44.56	267.34	267.34
04/02/2026	1900	BPC	BPC	21.12	4.23	25.35	25.35
10/02/2026	1902	WSCC ACC	WSCC ACCOUNTS	385.70	77.14	462.84	462.84
10/02/2026	1904	BEL	BELLWAY	104.72	20.95	125.67	125.67
11/02/2026	1906	WSCC ACC	WSCC ACCOUNTS	16.33	3.27	19.60	19.60
11/02/2026	1909	NHS_HATS	NHS_HATS	158.70	31.74	190.44	190.44
16/02/2026	1912	CONSULO	CONSULO	104.72	20.95	125.67	125.67
18/02/2026	1915	CARERS	CARERS SUPPORT	114.24	22.86	137.10	137.10
18/02/2026	1916	HISTORY	HISTORY SOCIETY	59.25	11.85	71.10	71.10
23/02/2026	1921	WHIZZ	WHIZZ	118.47	23.69	142.16	142.16
23/02/2026	1922	LIFE	LIFE	285.96	57.19	343.15	343.15
23/02/2026	CN5	BEL	BELLWAY	-104.72	-20.94	-125.66	-125.66
23/02/2026	CN6	BEL	BELLWAY	-0.01	0.00	-0.01	-0.01
24/02/2026	1924	BPC	BPC	374.00	74.80	448.80	448.80
			Subtotal C/Fwd	<b>11,045.21</b>	<b>1,762.33</b>	<b>12,807.54</b>	<b>8,814.91</b>

Invoice Date	Invoice No	A/c Code	A/c Name	Net Value	VAT	Invoice Total	Balance
			Subtotal B/Fwd	<b>11,045.21</b>	<b>1,762.33</b>	<b>12,807.54</b>	<b>8,814.91</b>
24/02/2026	1925	WSCC ACC	WSCC ACCOUNTS	617.90	123.58	741.48	741.48
24/02/2026	1926	WI	WI	44.42	8.89	53.31	53.31
26/02/2026	1927	BADMINTON	BADMINTON	63.32	12.68	76.00	76.00
26/02/2026	1929	SINGING	SINGING	31.66	6.33	37.99	37.99
02/03/2026	1930	SUSSEX COI	SUSSEX COIN	109.58	21.91	131.49	131.49
02/03/2026	1932	RWRIGHT	RWRIGHT	47.48	9.49	56.97	56.97
02/03/2026	1933	BRYDER	BRYDER	47.48	9.49	56.97	56.97
03/03/2026	1934	HDC	HDC	129.58	25.91	155.49	155.49
04/03/2026	1935	BCP	BCP	29.62	5.92	35.54	35.54
04/03/2026	1936	CHORAL	CHORAL	110.64	22.14	132.78	132.78
04/03/2026	1937	CSWS	CSWS	32.10	6.42	38.52	38.52
04/03/2026	1938	CSWS	CSWS	46.31	9.27	55.58	55.58
04/03/2026	1939	GALLAGHER	GALLAGHER	159.15	31.83	190.98	190.98
04/03/2026	1940	HEALTH	HEALTHWATCH	79.89	15.98	95.87	95.87
04/03/2026	1941	HEARING	HEARING	522.68	104.52	627.20	627.20
04/03/2026	1942	HEINRICH	HEINRICH	424.36	84.88	509.24	509.24
04/03/2026	1943	HILDRETH	HILDRETH	70.40	14.08	84.48	84.48
04/03/2026	1944	LIFESTYLE	LIFESTYLE	70.72	14.16	84.88	84.88
04/03/2026	1945	MOVE IT	MOVE IT	88.40	17.68	106.08	106.08
04/03/2026	1946	PAGE	PAGE	15.83	3.17	19.00	19.00
04/03/2026	1948	PROBUS	PROBUS	29.62	5.92	35.54	35.54
04/03/2026	1949	ROCKCHOIR	ROCKCHOIR	158.32	31.68	190.00	190.00
04/03/2026	1950	SAFE	SAFE	111.06	22.20	133.26	133.26
04/03/2026	1951	SMB	SMB	142.48	28.48	170.96	170.96
04/03/2026	1952	TAICHI	TAICHI	53.04	10.62	63.66	63.66
04/03/2026	1953	TENNIS	TABLE TENNIS	110.80	22.16	132.96	132.96
04/03/2026	1954	VORSTER	VORSTER	70.72	14.16	84.88	84.88
04/03/2026	1955	WAINEWRIGH	WAINEWRIGH	94.95	18.99	113.94	113.94
05/03/2026	1956	KIMBER	KIMBER	15.83	3.17	19.00	19.00
05/03/2026	1957	MAS	DEBORAH MASON	267.11	53.43	320.54	70.54
09/03/2026	1958	WILSON	WILSON	153.46	30.69	184.15	184.15
09/03/2026	1959	WOOLVEN	TRIS WOOLVEN	106.11	21.21	127.32	127.32
09/03/2026	1960	WSCC ACC	WSCC ACCOUNTS	500.10	100.02	600.12	600.12
09/03/2026	1961	WWATCHERS	WWATCHERS	140.80	28.16	168.96	168.96
09/03/2026	1962	WOW	WOW	133.28	26.64	159.92	159.92
09/03/2026	1963	MARTUCCI	MARTUCCI	105.60	21.12	126.72	126.72
09/03/2026	1964	MARTUCCI	MARTUCCI	26.40	5.28	31.68	31.68
09/03/2026	1965	BFC	BFC	77.81	0.00	77.81	77.81
09/03/2026	1966	BFC	BFC	73.90	0.00	73.90	73.90
09/03/2026	CN7	BFC	BFC	-93.35	0.00	-93.35	-93.35
09/03/2026	CN8	BFC	BFC	-88.68	0.00	-88.68	-88.68
10/03/2026	1967	BPC	BPC	89.52	17.92	107.44	107.44
10/03/2026	1968	BPC	BPC	7.40	1.48	8.88	8.88
10/03/2026	1969	BPC	BPC	222.78	44.56	267.34	267.34
10/03/2026	1970	BFC	BFC	980.40	10.00	990.40	990.40
10/03/2026	1971	BFC	BFC	110.80	22.16	132.96	132.96
			Subtotal C/Fwd	<b>17,386.99</b>	<b>2,850.71</b>	<b>20,237.70</b>	<b>15,995.07</b>

<u>Invoice Date</u>	<u>Invoice No</u>	<u>A/c Code</u>	<u>A/c Name</u>	<u>Net Value</u>	<u>VAT</u>	<u>Invoice Total</u>	<u>Balance</u>
			Subtotal B/Fwd	<b>17,386.99</b>	<b>2,850.71</b>	<b>20,237.70</b>	<b>15,995.07</b>
10/03/2026	1972	BFC	BFC	153.26	0.00	153.26	153.26
10/03/2026	1973	BFC	BFC	59.52	0.00	59.52	59.52
10/03/2026	1974	BFC	BFC	51.73	0.00	51.73	51.73
10/03/2026	1975	BFC	BFC	37.00	0.00	37.00	37.00
			<b>TOTAL INVOICES</b>	<b>17,688.50</b>	<b>2,850.71</b>	<b>20,539.21</b>	<b>16,296.58</b>

# Billingshurst Community & Conference Centre

## Business Plan 2026–2029

*(Focused on Income Growth, Sustainability and Community Value)*

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### 1. Executive Summary

Billingshurst Community & Conference Centre (BCCC) is a well-used, trusted and professionally managed community hub. Recent management reports demonstrate:

- Strong recovery and growth in bookings (including 14% year-on-year January income growth).
- Increased civic and wellbeing activity (consultations, new fitness classes).
- Improved financial systems (payroll digitisation, reconciliation resilience).
- Positive customer feedback with consistent themes.
- Growing reliance on commercial income to underwrite community use.
- Clear feedback that outdated A/V and furniture risk impacting competitiveness.

#### **Strategic Aim (2026–2029):**

To increase commercial income by a minimum of 10–20% over three years while maintaining affordability, strengthening community impact and improving financial resilience.

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### 2. Strategic Context

#### **Our Values**

- **Belong** – Inclusive, welcoming community space
- **Grow** – Continuous improvement and commercial development
- **Celebrate** – Events, arts, culture and civic life
- **Care** – Compliance, safety, sustainability and people

#### **Key Challenges**

- Outdated A/V and furniture affecting customer experience.
- Budget pressures limiting capital investment.
- Increasing reliance on commercial revenue.
- Administrative inefficiencies due to system limitations.

## Key Opportunities

- New website (2026 launch) with live availability display.
  - Strong January 2026 revenue growth.
  - Active Wellbeing alignment with Horsham District Council.
  - Identify Key Client Accounts for targeted development.
  - Untapped off-peak capacity.
  - Appetite for improved packages and structured account management.
- 

## 3. Income Growth Strategy

### Target:

#### Increase earned income by:

- +10% in 2026/27
  - +5–7% annually thereafter
  - While keeping controllable expenditure within budget
- 

## 3.1 Commercial Growth Priorities

### A. Maximise Existing Clients (Low Risk, High Return)

#### 1. Structured Account Management

- Identify Top 20 Key Client Accounts.
- Assign proactive contact cycle (pre-event + post-event follow-up).
- Offer:
  - Priority booking windows
  - Multi-booking incentives
  - Annual package pricing
- Upsell:
  - Extended hours
  - New Equipment Hire e.g. the Owl
  - Catering access

**Expected Impact:** 3–5% annual income growth from existing users.

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## **2. Increase Pre-Event Confirmation System**

Customer Service Assistants:

- Contact minimum 15% (expanding to 30% in 2027) of hirers 7 days prior.
- Confirm layout, equipment, catering and access needs.
- Update system within 24 hours.

**Impact:**

- Fewer event-day issues.
  - Higher satisfaction scores.
  - Increased repeat bookings.
- 

## **B. Increase Occupancy of Under-Utilised Slots**

### **1. Off-Peak Targeting Strategy**

Identify:

- Mon/Fri mornings
- School holidays
- Summer low occupancy periods

Market to:

- Fitness instructors
- Baby/toddler groups
- Older adult wellbeing groups
- Corporate training providers
- Hobby and craft markets
- Table-top sales / indoor markets
- Careers fairs

**Action:**

- Publish “Available Weekly Slots” monthly via website & social media.
- Offer 3-month introductory rates for new recurring bookings.

**Target:**

Convert at least 3 underused weekly slots per year.

---

## **C. Develop Event-Led Income**

### **1. Expand In-House Events**

Build on success of:

- Christmas Fayre
- Film events
- Civic consultations

Introduce:

- Seasonal markets (Spring / Autumn)
- Themed community evenings
- Wellness mini-festivals
- Business networking breakfasts
- Wedding showcase events

**Model:**

- Stallholder fees
- Ticket sales
- Refreshment margins
- Sponsorship packages

Target: 4–6 Centre-led events annually generating surplus.

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## **D. Website & Conversion Optimisation (2026)**

### **1. New Website Launch**

Features:

- Live Google Calendar availability
- Clear room comparison pages
- Photography upgrades
- Newsletters
- Case studies
- Online enquiry form

### **2. Conversion Improvements**

- “Book a Viewing” call-to-action
- Automated enquiry acknowledgement
- 48-hour response target

**Future Phase (Subject to affordability):**

- Online booking request integration.
- Payment gateway for deposits.

**Expected Impact:**

Higher enquiry-to-booking conversion rate (target +10%).

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## **E. Capital Investment to Unlock Higher Rates**

### **1. A/V Equipment Upgrade (Priority)**

Consistent feedback requests updated A/V.

Proposal:

- Phased replacement plan (2026–2028).
- Seek:
  - Parish Council capital support
  - Grant funding
  - Sponsorship

Impact:

- Remain competitive and protect income
  - Attract corporate bookings.
  - Improve repeat custom.
- 

### **2. Furniture, Facilities & Presentation Upgrades**

Replace:

- Chairs (phased)
- Worn assets

New Equipment:

- Pickleball / Badminton / Puzzle Library

Benefit:

- Justifies modest room rate increases.
  - Supports premium positioning.
-

## **F. Assess Scope for further Tiered/Package Pricing (2027)**

Segment pricing into:

1. Community / Charitable
2. Standard Commercial
3. Premium Corporate

Introduce:

- Day Delegate Packages
- Celebration Packages
- Full or Half-day vs hourly incentives

### **Annual Review:**

Small inflation-linked price adjustments (2–5%).

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## **4. Financial Discipline & Reporting**

Under the Manager's structured financial cycle:

### **A. Monthly Financial Reporting Pack**

- Income by room
- Income by category (community/commercial)
- Margin analysis
- Forecast vs actual
- Outstanding invoices
- Utilisation/occupation rates

### **B. Quarterly Review Meetings**

- Track 10% growth target.
- Identify:
  - 2+ cost savings per year
  - 2+ income-generating improvements per year

### **C. Zero-Missing Invoice Target**

- Standard booking & invoicing SOP (2026 implementation).
- Clear deadlines & checks.
- Rialtas reconciliation alignment.

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## **5. New Business Development Strategy**

### **A. Proactive Outreach**

Target sectors:

- Health & wellbeing providers
- Developers (consultation events)
- Local businesses
- Education providers
- Community interest groups
- Arts & culture organisations

Actions:

- Quarterly outreach campaign.
- Personalised email introduction to available slots.
- “First Booking Incentive”.

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### **B. Strategic Partnerships**

Build on:

- Horsham Matters
- Active Wellbeing Strategy engagement
- Potential BHESCo sustainability partnership

Position BCCC as:

- Preferred wellbeing delivery venue.
  - Civic consultation hub.
  - Training and development venue.
-

## **6. Quality & Customer Experience**

### **A. Maintain Satisfaction Score $\geq$ 4/5**

- Structured feedback request after each booking.
- Categorised by process/service (not individual blame).
- Escalation within 7 days where required.

### **B. Continuous Improvement Tracker**

- Minimum 3 service improvements annually.
- Log measurable savings or added income.

### **C. Cleaning & Compliance**

- 95–100% cleaning rota compliance.
  - Zero budget overspend.
- 

## **7. Sustainability & Cost Control**

### **A. Energy Efficiency**

- Explore BHESCo opportunities.
- LED transition.
- Behaviour change signage.
- Heating optimisation.

### **B. Supplier Review**

- Annual contract evaluation.
- Competitive benchmarking.

### **C. Digitisation**

- Clock-in system.
- Payroll system.
- Structured financial reporting.
- Performance management framework.

Goal: Contain controllable expenditure within approved budget while income rises.

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# 8. People & Performance Framework

## A. Structured Performance Management (2026)

- Quarterly 1:1 reviews.
- Clear KPIs linked to:
  - Income growth
  - System accuracy
  - Customer satisfaction
  - Error reduction

## B. Training & Development

- Technical equipment competency.
- Website management training.
- Invoice training cross-skilling.
- Casual staff induction programme (standardised by Sept 2026).

Outcome:

- Reduced manager intervention.
- Increased staff accountability.
- Higher service consistency.

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# 9. Risk Management

<b>Risk</b>	<b>Mitigation</b>
Ageing assets deter customers	Phased capital upgrade plan
Over-reliance on few clients	Broaden client base
System inefficiencies	Monthly reporting cycle & SOP
Pricing resistance	Tiered model & value-added packages
Budget pressures	Quarterly forecasting & savings log

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# 10. Financial Targets Summary

Year	Target
2026/27	+10% income vs 2025/26
2027/28	+5–7% additional growth
2028/29	+5–7% additional growth
Satisfaction	≥4/5 maintained
Process Improvements	3+ measurable annually
Zero Missing Invoices	100% compliance

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## Conclusion

The Billingshurst Community & Conference Centre is entering 2026 from a position of strength:

- Growing bookings
- Improved systems
- Strong governance
- Clear community alignment
- Professional financial management

To sustain and accelerate this progress, the Centre must:

- Systematically maximise occupancy.
- Invest strategically in customer-facing assets.
- Leverage digitisation to improve conversion.
- Formalise account management.
- Maintain disciplined financial oversight.

By combining commercial rigour with community values — **Belong, Grow, Celebrate, Care** — BCCC can strengthen its financial resilience while remaining a welcoming, accessible and vibrant hub for Billingshurst and beyond.

## APPENDIX F

### BILLINGSHURST COMMUNITY & CONFERENCE CENTRE

#### CENTRE COMMITTEE

25 MARCH 2026

#### MANAGER'S REPORT

This report provides an overview of activity at the Billingshurst Community & Conference Centre during March 2026. This period has been characterised by the continued investment in facilities and equipment, progress in longer-term strategic planning and sustained growth in bookings, alongside ongoing engagement with our users groups and community partners.

#### People / Community

Billingshurst Table Tennis Club have approached us regarding the potential upgrade of their tables and have also enquired about the availability of additional storage space. At present, we are unable to offer further storage capacity, as the extension to the Main Hall is already utilised by multiple groups throughout the week. I have advised that we can revisit this request once we have a clearer understanding of the volume and type of additional space required. This will allow us to explore whether any alternative arrangements may be feasible without impacting existing users.

#### Projects / Strategy

As a number of our current audio-visual assets are approaching the end of their operational lifecycle, we are submitting a s106 funding application to Horsham District Council to support the renewal of our multi-media equipment in Council Chambers. Early indications suggest that this proposal is likely to receive support from local councillors, which is encouraging.

In parallel, I have completed a draft Business Plan for the Billingshurst Centre covering the period 2026–2029. See separate agenda item. The plan focuses on three key pillars: Income Growth, Sustainability and Community Value. This document is intended to provide a clear strategic framework to guide decision-making and investment over the coming years.

#### Processes / Maintenance

A number of important maintenance and improvement works have been undertaken this month.

The lighting in Council Chambers has been replaced with a modern, energy-efficient recessed system. This upgrade supports both improved usability of the space and our broader sustainability objectives.

In addition, the whiteboards and ceiling-mounted projectors have been removed from both the Council Chambers and Stanley Room. As part of our wider programme to modernise multi-media provision across the Centre, the Stanley Room will shortly be equipped with a 55" Smart TV which was surplus from *The Depot*. Associated remedial works in both rooms is already underway.

A new electricity meter has also been installed in the Boiler Room, which will improve our ability to monitor and manage energy usage more effectively.

Progress has been made with the refurbishment of our seating stock. The first 100 of the original green chairs have been sent for reupholstery, which the Parish Council is funding.

We expect these to be returned by the end of March, after which a further 80 chairs will follow. Upon completion, this will provide a consistent stock of refurbished red chairs capable of supporting the full range of events hosted at the Centre.

Following recent roof repairs and a period of heavy rainfall, we have taken advantage of improved weather conditions to undertake cleaning and minor repairs to the Centre's guttering system.

Unfortunately, we have also experienced ongoing issues with telephone line clarity, affecting both the Centre and some of our resident users, including the BCT. This matter is currently under review with Netcom, who are expected to advise on next steps.

Finally, we have updated the risk assessment for our Friday Coffee Morning and are in the process of reviewing similar documentation for a number of other regular hirers, ensuring that our safety and compliance standards remain robust and up to date.

### **Finance**

The Parish Clerk and I have begun the process of reapplying for the 20% discretionary relief on business rates. This remains an important element of our overall financial management strategy.

Confirmed bookings continue to show strong performance. A comparison of January–February 2026 against the same period in 2025 indicates a 14% year-on-year increase. This sustained growth provides further evidence of the Centre's expanding role as a key community hub supporting a growing local population.

### **Future**

Work has now been completed, in collaboration with Rialtas, on the integration of a live Google Calendar for Centre bookings. This system is synchronised with our bookings platform at 60-second intervals and will be embedded into the new website once the relevant design work by Vision ICT has been finalised. This functionality is expected to significantly enhance transparency and user experience.

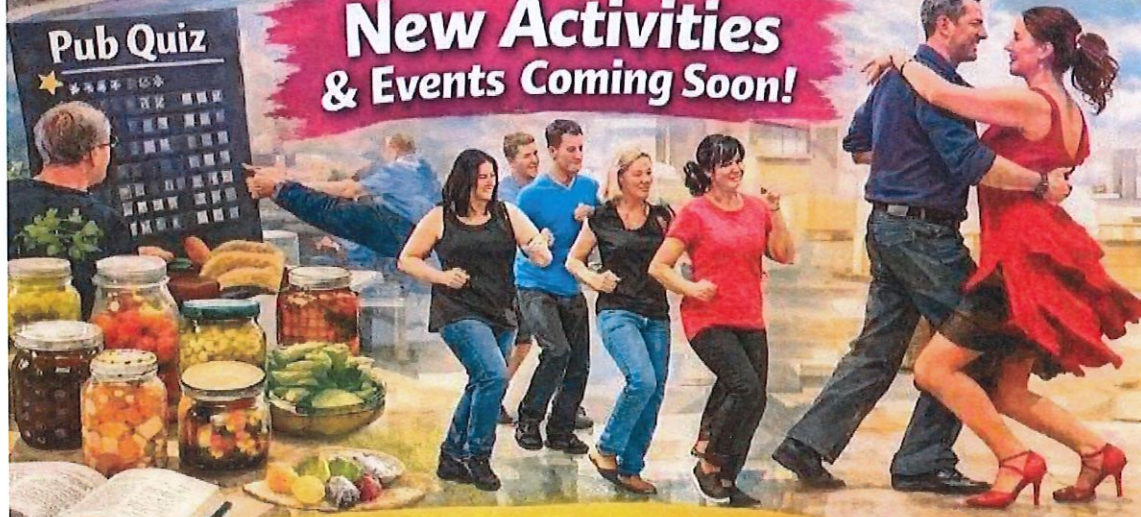
The Centre has also been offered advertising space within the forthcoming Billingshurst Show programme. We intend to use this opportunity not only to raise awareness of our current activities, but also to attract potential volunteers who may wish to support or lead some of our more aspirational events. In addition, this will provide a timely platform to promote the launch of the new website. See image below.

The Committee is invited to note this report.

# Belong, Grow, Celebrate & Care at the Billingshurst Centre!



**New Activities  
& Events Coming Soon!**



**Got Ideas? Want to Volunteer?  
Get Involved & Make it Happen!**



[www.billingshurstcentre.com](http://www.billingshurstcentre.com)

