

# SALISBURY CITY COUNCIL

## Report

**Subject** : Stratford Road Social Club Improvement Plan - Interim Update  
**Committee** : Events, Markets and Grants Subcommittee  
**Date** : 13 May 2024  
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### 1. Report Summary:

- 1.1. This report gives an overview of actions taken during the Stratford Road Social Club improvement period, agreed with this subcommittee in April 2023.
- 1.2. This report also contains an overview of the club's current status and the outcomes of a review meeting conducted in Dec 2023 with the Stratford Road Social Club Committee.
- 1.3. Councillors are asked to review, discuss, and agree these proposals for a new approach to the future sustainability of the Stratford Road Social Club as agreed with the club's committee.

### 2. Background:

- 2.1. The Rent Reductions Policy Was Reviewed in early 2022 and a new version approved by Community Service Committee on 7/07/2022. The next review is planned for June and July 2024.
- 2.2. Changes to the Policy included the ability of the grants subcommittee to impose a 3-to-6-month improvement plan for rent reduction organisations who were not able to deliver against their aims and objectives for community impact and benefit, s per the Rent Reductions Policy.
- 2.3. In April 2023 the subcommittee agreed to impose a six-month improvement period based on an action plan devised by the Vice Chair, the Communities Manger and the Social Club's Subcommittee. The plan was implemented from May to October 2023.
- 2.4. At annual reporting and monitoring for Rent Reductions, 29 January 2024, the improvement plan objectives were unmet. Rent Reduction was agreed for 2024/25 only on the condition of fulfilment of 5 proposed improvement actions and evidence of financial sustainability, set out below.
- 2.5. This improvement plan is due to run from April 2024 – September 2024 and a full report is due at subcommittee on 7 October 2024.
- 2.6. If the conditions of the rent reduction are not met at this point the rent reduction will be removed.

### 3. Proposed improvement actions

#### Proposal 1

SCC supports the club to generate a press release and flyer campaign (Appendix 1) to the effect that the social club is in danger and needs 'saving'. The focus of this press release will be on how a low-cost membership can secure the club for the community, the benefits of club membership, the features of the club as a venue for hire and any of the proposals below as relevant and agreed. This is permitted by clause 21 of the lease -"Sharing Occupation".

## **Proposal 2**

That the club actively seeks to sublet the basement to an alternative business at a higher rental rate than is currently in place. This will require detailed agreements to be in place, agreed by Salisbury City Council as Landlord, related to clause 20 of the lease.

## **Proposal 3**

SCC supports the club to seek a charity/CIC or voluntary sector organisation who may wish to share the main club facilities with the social club on a long-term basis e.g., 2 to 3 days per week. This is permitted by clause 21 of the lease - "Sharing Occupation".

## **Proposal 4**

That the club committee undertake a review of their pool room usage and seeks costings to assess the feasibility of adapting the room as a meeting and office space available for hire to increase revenue

## **Proposal 5**

That SCC and the Club make an approach to the campsite with a formal proposal to share the club and its facilities and if successful undertakes a governance review to create a structure in support of this arrangement. This will require legal investigation with reference to the terms of the lease.

## **4. Progress for improvement:**

- 4.1. A new tills and accounting system has been installed to help the club better manage their finances in a transparent manner and to enable card payments.
- 4.2. Photographs of the club have been taken and used on social media to promote opportunities.
- 4.3. A membership and hires flyer has been produced and door dropped in the immediate vicinity. It is also given to all hirers.
- 4.4. Membership has increased from 150 last year to a current membership level of 180
- 4.5. The club have reviewed the snooker snug for use as an income generating space and have elected to change the room use for the purpose of meeting rooms for external hire.
- 4.6. A commercial hire valuation took place for the basement space. The resulting estimate showed that commercial hire at a higher rate than current income was unlikely and community impact hires were then pursued – see below.
- 4.7. A joint press release between Salisbury City Council and the club went out in February 2024, as agreed
- 4.8. Since the press release the following new hires have been initiated
  - 4.8.1. **NHS regular weekly hire** – Child and Adolescent Mental Health service – starting in late June 2024
  - 4.8.2. **Deaf Society – Monthly Hire** – 30 Deaf People from the local Community – Starting May 2024
  - 4.8.3. **War Veterans Club – Monthly Hire** – Starting May 2024
  - 4.8.4. **Darts Youth Academy – Weekly** – 70 youth members. Started Feb 2024
  - 4.8.5. **Ukraine Cultural Hub CIC – this organisation is in the process of agreeing to hire the basement of the club** - The hub will run advice services, Ukrainian language weekend schooling, cultural events, listening projects and intercultural projects from this as their base – Starting Late June 2024

4.9. Party Hires, have seen a 30% increase for June – August 2024

4.10. Social Club bar opening days – in January the club was open just 2 evenings per week and one daytime. Supported by the custom of the hirers the clubs' opening times are now

- Monday evening (Darts)
- Tuesday evening (Darts)
- Wednesday evening (Darts, Bingo, Poker)
- Every other Friday Lunch time (war veterans and Mencap)
- Every other Friday evening
- Saturday evenings 4 – 9pm (11pm if supported by a function).
- All day Sunday

## 5. Officers Comments

5.1. This update represents significant progress against the improvement actions in proposals one to four as conditions of the current rent reduction.

5.2. Actions still to be undertaken include:

5.2.1. Web presence improvements

5.2.2. Meeting with the new campsite owners

5.2.3. Committee membership campaign to support the increased work level associated with the new activity.

5.2.4. Full Report Due in October 2024

## 6. Recommendation:

It is recommended that:

6.1. **The Sub Committee:** note the report and the committee's journey to delivering its improvement plan.

7. **Wards Affected:** All

8. **Background papers:** Nil

## 9. Implications:

9.1. **Financial:** As a Rent Reduction tenancy, Stratford Road Social Club's lease of the building represents a loss of potential income. Significant Senior Officer time has been given to this improvement project.

9.2. **Legal:** All activity undertaken in this report has been done so with reference to the tenancy agreement.

9.3. **Personnel:** None in relation to this report

9.4. **Environmental Impact:** None in relation to this report

9.5. **Equalities Impact Statement:** None