



Hale Community Centre Operational Plan 2022 – 2025	Complete	Ongoing	Not started
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Strategic Objective: Keep the building available, accessible and safe for the use of local people and others.

Goal	Actions	Key results indicators	Impact	Responsibility	Partners	Timeline	Resources
What is the desired outcome?	How can the goal be achieved?	What will demonstrate success?	What impact with achieving the goal have?	Who is responsible for achieving this goal?	Collaborative working	When is the goal expected to be achieved by?	What resources are required?
Ensure that the Community Centre is well maintained, looks cared for and welcoming.	Up to date Maintenance plan Including PAT Testing, Fire Testing Yearly Roof and Building inspection Statutory requirements for Security & Insurance are complied with	Safe environment No H&S issues Increased community and hirer usage	Maintain reputation Attract funding Increase income from hiring space	Centre Administrator	All staff & Volunteers Trustees	Ongoing	Testing and maintenance budget
Nov 22 – all statutory compliances are adhered to. Roof inspection is required every 2 years (due March 24). Work continues on painting rooms, training room is next on the list. KPIs – lots of positive comments about the welcoming environment, definite increase in hirers, no H & S issues reported							
Ensure all users of the centre are kept safe	Review all policies including safeguarding, data protection, risk assessments on an annual basis Ensure First Aid requirements are met H&S policies – ensure compliance and regular review	Safe environment No H&S issues Increased community and hirer usage	Increased Trust & Confidence	Centre Administrator	Centre Manager Trustees Users	ongoing	
Nov 22 – policies are being reviewed on annual basis with safeguarding and h & s being completed currently. Three members of staff have undergone First Aid at work training. New contents for first aid box has been sourced. Risk assessment register is being drawn up to ensure all are updated. KPIs – Centre has all necessary policies in place to ensure H & S of all users							
Ensure that the centre is accessible for everyone	Remove any physical barriers. Liaise with specialists to ensure environment works for all groups eg dementia friendly, sight impaired, children with autism	Those with any disability are able to use the centre	Build reputation as a caring and welcoming space	Centre Administrator Engagement Coordinator	Centre Manager Trustees	Ongoing	



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Nov 22 – training has been done with Dementia Friends and Sight for Surrey in order to ensure awareness of potential barriers for some users. Focus group with parents with children with additional needs has been set up and a set of sensory aids (noise cancelling headphones, fidget toys, black out tent) are now available. Sunflower lanyards are available. Staff and volunteers have all had awareness raising training. A quiet space is now provided at all sessions and events.
 KPIs – staff and volunteers feel more equipped to offer appropriate support to those users with different needs.

Fit for purpose Hire agreement	Review current hire agreement	New terms and conditions in use	Up to date information that complies with current legislation	Centre Administrator Jean Hounsham	Centre Manager Trustees	September 2022	
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Nov 22 – Jean has worked through current t & cs to bring in line with ACRE model and other community centres. Meeting booked 14 Nov to review with CA and CM.
 KPIs – new T & Cs to be in use by Jan 23



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Strategic Objective: Be financially sustainable and continue to strengthen the management of the Centre.

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<i>What is the desired outcome?</i>	<i>How can the goal be achieved?</i>	<i>What will demonstrate success?</i>	<i>What impact with achieving the goal have?</i>	<i>Who is responsible for achieving this goal?</i>	<i>Collaborative working</i>	<i>When is the goal expected to be achieved by?</i>	<i>What resources are required?</i>
Strength in Management (Trustees)	Trustees to update their Trustee Paperwork Create and maintain checklists to track	All Trustees to complete and sign Conflict of interest, Code of Conduct & Trustee Declaration	Compliance and administration of the Governance Code	Jean Hounsham	Chair of Trustees Trustees	Trustee Meeting 17 th May 2022	
Nov 22 – Board Secretary has updates trustee paperwork and included staff in declarations. KPIs - achieved							
Board composition reflects specialities in relation to business need	Recruit members of the board with relevant skills, including HR, marketing and fundraising	Board is well balanced and engaged	Strengthen management and increase diversity	Chair of Trustees	Trustees Centre Manager	May 2023	
Nov 22 -							
Improve representation from the local community on the Board	Advertise roles and be aware of any barriers	At least 50% of Board are Upper Hale residents	Increase engagement and ensure stronger links	Chair of Trustees	Trustees Centre Manager	May 2023	
Nov 22 – some conversations have been had but no-one has come forward as yet. A Centre User Forum is being set up which may encourage participation. Note – timings of meetings will be critical to success KPIs - % of current Board?							
Review the Role of Treasurer/ Bookkeeper	Separate Bookkeeper role from Treasurer Role and create separate role descriptions	2 separate role descriptions	Better clarity for reporting and responsibilities	Jean Hounsham	Bookkeeper Centre Manager Chair of Trustees Treasurer Trustees	1 st Draft – Trustee Meeting 17 th May 2022	
Nov 22 -							



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Maximise income from lettings	<ul style="list-style-type: none"> Review marketing Increase number and variety of hirers 	Increase regular income from lettings	<ul style="list-style-type: none"> Improved sustainability Less reliance on grant funding to cover core running costs 		Administrator Centre Manager Treasurer	Ongoing	
Nov 22 – the consulting room is now in regular use (result of networking opportunities with wider groups such as health), and there are more bookings in the Centre KPIs – invoiced income has increased compared to corresponding months in previous years							
Maximise grant income	<ul style="list-style-type: none"> Increase awareness of sources of grant funding Improved skills regarding applications 	<ul style="list-style-type: none"> Ensure applications are approved Better recovery of full costs 	Increased sustainability Projects better meet the needs of the community	Centre Manager	Treasurer Board	Ongoing	
Nov 22 – grant income continues to increase. Applications are stronger. KPIs – increased awareness of core cost recovery element, aim at 20%. 100% of applications are approved.							
Explore opportunities for sponsorship	<ul style="list-style-type: none"> Create strong publicity and marketing Investigate opportunities for CSR 	Regular partnership with commercial organisations	More CSR action days Increased and wider awareness of role of Centre	All staff	All staff Board	Ongoing	
Nov 22 – Treasury group have met and will investigate this further							
Review Financial Procedures & Controls	<ul style="list-style-type: none"> Budget Debt Recovery Grant Funding Payroll Hire Income incl review of Booking Procedures / T&Cs Donations Gift Aid Restricted Funds Reserve Policy 	Full review of the Financial Policy 2020 against NCVO Policy Templates to agree new procedures/controls and timelines	<ul style="list-style-type: none"> New Financial Procedures & Controls Update Financial Policy in line with new procedures Ensure compliance to policies are up to date Increase transparency and accountability 	Jean Hounsham	Administrator Bookkeeper Centre Manager Trustees	Trustee Meeting 6 th Sep 2022	TBC



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Nov 22 – not started yet as sufficient ones in place and focus has been on Health and Safety and Safeguarding

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Organisation / Flow Chart	Showing staff strengths / Project Leaders	New Organisation/ Flow Chart	Improved under-standing of roles and responsibilities within the organisation	Jean Hounsham	Centre Manager Trustees	Trustee Meeting 6 th Sep 2022	

Nov 22 – draft organisation chart now in use

Strengthen Staff Team	<ul style="list-style-type: none"> Review current staff structure Breakdown job descriptions/roles 	Clear roles and responsibilities	<ul style="list-style-type: none"> Staff wellbeing Better time management 	Centre Manager	Chair of Trustees Trustees		
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Nov 22 – staff structure currently under review in preparation for new CM (May 23). New admin assistant started 8 Nov (fixed term 6 months, ends end April 23). Still work to do to ensure all work is covered in contracted hours

KPIs – job descriptions are being reviewed in line with new staff structure

Ensure smooth transition for new Centre Management	<ul style="list-style-type: none"> Review Centre Manager job description/skills required Establish timeline for recruitment and handover Establish change management process 	<ul style="list-style-type: none"> Recruit a New Centre Manager Smooth transition 	Retain strong management, direction and connection to partners/stakeholders	Centre Manager	Chair of Trustees Trustees		
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Nov 22 – staffing structure being reviewed. Meeting has been held between CM and Chair to work out timeline – agreed need a period of handover and possible 3 months notice for new person – needs to be built into timeline

KPIs -

Volunteer Management & Policy	<ul style="list-style-type: none"> Review current management/policy 	Update Policy and procedures/controls with regards	<ul style="list-style-type: none"> Improved Procedures & Controls 	Jean Hounsham	Centre Manager Administrator	Trustee Meeting 6 th Sep 2022	
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	<ul style="list-style-type: none"> • Create coherent volunteer management system 	management of volunteers	<ul style="list-style-type: none"> • Volunteers feel more valued and part of the team 		Trustees		
<p>Nov 22 – Centre Administrator now responsible for volunteer management. Has started to review a management system and to update procedures and paperwork. Will work with Board Secretary to align with staff handbook/procedures. KPIs – some paperwork has been updated</p>							



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Strategic Objective: Be a trusted and valued contributor within our community with other local partners

Goal	Actions	Key results indicators	Impact	Responsibility	Partners	Timeline	Resources
What is the desired outcome?	How can the goal be achieved?	What will demonstrate success?	What impact with achieving the goal have?	Who is responsible for achieving this goal?	Collaborative working	When is the goal expected to be achieved by?	What resources are required?
Work collaboratively to raise awareness of and maximise our impact	Have representation at network events where appropriate Promote our activities with local partners	Increased awareness of our projects/presence/volunteering opportunities	Be able to influence and be involved in co-production	Centre Manager Youth Lead Engagement CoOrdinator	VASWS Farnham Connects Inequalities Forum	Ongoing	Time to attend meetings
Nov 22 – awareness of the Community Centre’s projects has increased greatly due to continued networking which has definitely led to more influence on activities from other organisations. KPIs – we get a lot of enquiries about potential volunteers (when many other organisations are struggling to recruit volunteers), we are included in many network groups at Council and statutory and community levels, we have been able to start several projects in partnership with other organisations (Stay and Play, SEND parent support group, craft café)							
Increase our partnerships with local statutory and voluntary sector organisations	Continue to engage with local groups such as Connects and Inequalities Forum Identify and develop strategic collaborations	Our voice is recognised as representing the local community	We are included in decision making and can influence and advocate for the local community	Centre Manager	VASWS Farnham Connects Family Centre SCC Health	Ongoing	
Nov 22 – ongoing attendance at these meetings. KPIs – able to influence future activities and decisions, advocating for the local community (eg Inequalities Forum focusing on Upper Hale and now Sandy Hill)							
Develop Youth Workers Network	Continue to facilitate quarterly network meetings	Regular meetings are held with good attendance	Stronger support for youth workers Sharing information	Youth Lead Centre Manager	Other youth service providers	Ongoing	
Nov 22 – we have arranged 2 meetings, the next meeting is being facilitated by 40 Degreez – a positive development KPIs – meetings are going well and are appreciated by local youth workers and by agencies involved in supporting youth in Farnham							
Improve how we communicate our vision, activities and events	Strengthen our representation through newsletters, signage,	Monthly e-newsletter Improved signage at the front of the site	Community and other partners know what is available	Engagement coordinator Centre Administrator			



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	social media, website, leaflets etc	Website regularly updated and user friendly Social media engagement increased	Increased engagement with community and responding to their needs More volunteers	Website admin Centre Manager			
<p>Nov 22 – real improvements with this. Strong developments in social media output and engagement. Use of online forms and surveys increases our knowledge of local needs and views. Signage at front currently being looked into. KPIs – monthly enewsletter now regularly sent with increasing numbers signing up to receive it. Website is constantly updated with news so is dynamic and areas are being updated regularly.</p>							
Improve how we communicate our vision, activities and events	Create a Social Impact report alongside the Annual Report	Social Impact report is available with Annual Report and accounts	Community and others are aware of the difference our work has made	Engagement CoOrdinator Centre Manager Chair			
<p>Nov 22 – draft report being created, to be presented at Nov Board meeting – to cover Apr 21 – Mar 22 KPIs – brief report will be available with Annual Report for 21 – 22. Fuller more in-depth report being collated for current year.</p>							
Strengthen staff/trustee/beneficiary engagement in vision	One staff/trustee meeting organised to support greater planning, engagement, visioning & communication	Event held with maximum participation	Greater understanding of role of Trustees and staff and greater commitment to vision from all	Chair Centre Manager	Board	By 2023	Budget to arrange event
Nov 22 -							
	Create Staff Handbook to include welcome pack/induction / v & v section	Staff handbook available for new and existing staff	All staff are aware of policies and procedures and vision	Centre Manager	Rita	By mid 2022	
<p>Nov 22 – draft Staff handbook available, currently being brought together with one for Youth Centre to ensure one cohesive document. Will be available online so easy to update and all accessing the current version. New paperwork was used for admin assistant onboarding. KPIs – in draft version currently</p>							



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Strategic Objective: Signpost to advice and information for all sections of the community.

Goal	Actions	Key results indicators	Impact	Responsibility	Partners	Timeline	Resources
What is the desired outcome?	How can the goal be achieved?	What will demonstrate success?	What impact with achieving the goal have?	Who is responsible for achieving this goal?	Collaborative working	When is the goal expected to be achieved by?	What resources are required?
Increased awareness of benefits and entitlements for wider community	Updated information about sources of support and funding	Successful claims for financial support from members of the community	Improved financial stability for local people Help if required in a crisis	Staff	CAB FTC VASWS SCA	September 2022	Sign up for notifications/newsletters
Nov 22 – drop ins now established as a weekly event with information and support being given by Sharon, previously CA advisor. Partner organisations aware of emergency funding options and several successful claims made. Part of Surrey CC Warm Hub network (funding received) KPIs – July – Oct: 21 people received personalised support							
CAB outreach easily accessible	Contact CAB for direct referrals	People can make contact with CAB when needed	Help is available at time of need	Centre Manager	CAB	April 2023	
Nov 22 – amended outcome. We are now able to triage for CAW referrals so that only those in need of their specific help are referred there. KPIs – many individuals can get the help they need directly from the Centre without needing to wait for CAW							
Job Club	Continue to work with GATE and WBC to provide Job Club Ensure ongoing funding for room	Job Club continues to be available on a weekly basis	Residents have accessible support to find employment Reduce the number of households dependent on benefits	Centre Manager	GATE WBC	Ongoing	
Nov 22 – ongoing funding received from WBC KPIs – Job Club available each week. We also linked them up with Vivid Employment advisor							
IAG signposting	Create database of information for signposting to other organisations Updated information leaflets	We can direct people to the right help as appropriate	Better signposting	Centre Manager Centre Administrator Engagement CoOrdinator	Partner organisations	Ongoing	
Nov 22 – signposting document has been created and is updated on regular basis. Is available at drop ins for reference KPIs – signposting database has been established to help signpost people.							



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Host and co ordinate Time to Share	Support Time to Share administration to run from Centre	Time to Share continues to run	Increased opportunities for volunteering and help to local community Increase community cohesion and reduce isolation	Centre Manager Admin TtoS			
Nov22 – Time to Share continues to evolve post pandemic. We are trying to encourage them to engage more with Drop Ins							
Drop in one stop shop weekly	An open drop in session run once a week with a variety of activities available, café plus information points	Increased community engagement Decrease social isolation Increase community cohesion	Increase community cohesion and reduce isolation Advice and support from other organisations available	Centre Manager Centre Administrator Engagement CoOrdinator	Partner organisations	Spring 2022	
Nov 22 – started in July 22 and now a regular feature. Other organisations invited on a rota basis. Increased engagement with community. KPIs – now established.							



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Strategic Objective: Provide and enable a range of opportunities and activities which respond to the needs of local people and where all are made to feel valued and safe.

Goal	Actions	Key results indicators	Impact	Responsibility	Partners	Timeline	Resources
What is the desired outcome?	How can the goal be achieved?	What will demonstrate success?	What impact with achieving the goal have?	Who is responsible for achieving this goal?	Collaborative working	When is the goal expected to be achieved by?	What resources are required?
Identify a range of projects in response to local need.	Awareness of the demographic of local people. Running projects that are relevant to the local community and engaging: ie: Home Start toddler group responds to the lack of provision in the area or if there is a financial need, provide services such as Community Fridge to help with costs of weekly shop or by providing a drop-in Energywise café.	Projects are well attended and reflect the demographic of local people. Local people support the project by volunteering or promoting the project amongst their social network.	Local people will feel listened to and supported in an area of need.	Centre Manager Engagement All staff/volunteers	Partner organisations	Ongoing.	Project funding, grants.
Nov 22 – all projects are now measured against identified local need as established by surveys. KPIs – feedback demonstrates how people feel when attending activities. Increases in attendance to all projects.							
Provide a safe environment to access opportunities and activities.	Ensure the building is safe, welcoming, and easy to access. Awareness of areas of need for local people which may hinder them attending the Centre. Training for staff and volunteers where needed around subjects such as domestic violence, Dementia, visual impairment.	Centre is well attended by local people and accessible to a variety of needs. Verbal feedback that the Centre is welcoming and safe.	Local people feel confident to access the centre and have a desire to engage in the opportunities and activities available.	Facilities and Maintenance Engagement All staff/volunteers	Training organisations other local specialist organisations	Ongoing	Staff, Training costs Building costs
Nov 22 – as above. Training and focus groups have been conducted. KPIs – feedback is very positive							
Create a culture where local people	Staff and volunteers are friendly and approachable. They listen and respond to local people’s comments and needs.	Evidence of a conversation occurring between the Centre and	Local people feel valued and listened to.	Management Engagement	Partner organisations	Ongoing	



<p>know they are valued</p>	<p>Social media and other platforms used to communicate with local people and invite them to be involved in Centre activities as well as other local activities/support.</p> <p>The Centre is a clean and welcoming and well maintained, promoting a sense that the space is cared for and valued by staff and volunteers.</p>	<p>community concerning topics that are relevant to local people.</p> <p>le: Evidence of how a person is valued in conversation between project staff/volunteers and person attending a project.</p> <p>Broader indicators: You Said We Did Social media discussions Votes from Communitree etc</p> <p>Ongoing a well maintained centre building.</p>		<p>All staff/volunteers</p>			
<p>Nov 22 – ongoing training of staff and volunteers is really impacting this. KPIs – Communitree well used, You Said We Did regularly updated to show community we are listening, newsletter increased circulation.</p>							