

Action Plan 2022

Including Action Plan and Achievements 2021



ACTION PLAN 2022

	STRATEGIC AREA	OBJECTIVE	HOW
1	Resources able to meet increasing demands, particularly volunteer recruitment and retention	A. Deliver 2021/22 financial plan B. Meet volunteer recruitment targets C. Provide an effective volunteer development programme D. Achieve accreditation in Hertfordshire's Valuing Volunteer Management Scheme	A. Working group to review donations, expenses etc B. Advertise and recruit volunteers for existing and new roles (as required) C. Review local best practice, mandate development and/or training (as required), seek feedback and adjust support as required D. Review current practice and address gaps on the accreditation scheme
2	Operational processes are efficient and effective	A. Develop 'membership' eligibility criteria B. Investigate developing a distributed model of volunteer engagement for specific functions	A. Discuss and agree 'membership' eligibility criteria B. Discuss with volunteers who may welcome additional responsibilities, develop co-ordinators or team leaders for different services (as required)
3	Wider community focus is developed, including expanding awareness, funding and services	A. Work in partnership with groups in the village to investigate other demographics of the community RCG could support B. Develop and deliver a communication plan C. Gain relevant grants and support grant giving activities D. Establish the Harebell Club	A. Participate in appropriate working groups B. Review and develop wider communication C. Seek and submit grant opportunities if criteria are applicable D. Create opportunities for reconnecting past volunteers and supporters
4	Robust governance maintains standards at the highest level	A. Review implications for RCG of dissolving RCT and effect smooth transition B. Review current vision, mission and values C. Sustain trustee development and support through an active Board succession plan D. Maintain and manage active risk map E. Review document management systems	A. Agree next steps, any required changes to policies and ways of working etc B. Discussions and agreement by Trustees, communicated to all involved C. Discussions and agreement by Trustees and actions identified and tracked D. Risk map reviewed Quarterly by Risk Subgroup E. Explore styles of presentation, version control via SharePoint etc to enhance decision making, visibility and error minimisation

ACTION PLAN 2021

STRATEGIC AREA 1	OBJECTIVE	HOW	ACHIEVEMENTS
<i>Expansion of resources to meet increasing demands, particularly the recruitment and training of volunteers</i>	A. Deliver on 2020/21 Financial plan given challenges of Covid restrictions	A. Marketing and Communication Plans	 The positive income of £117,963.51 which led to a balance of £82,201.34 was largely due to four sizeable bequests amounting to £72,647.00 for which we are enormously grateful (£7,852.39 in 2019-2020). Costs (£35,762.17) were tightly controlled but £4,000 more than 2019 reflected the challenges faced during the pandemic.
	B. Develop and upskill volunteers (including short term volunteers) and maintain engagement for all	B. Engage volunteers in development opportunities such as Safeguarding awareness training and handling Friendly Walks and Talks with HCF. Engagement and feedback sessions as required with volunteers	 Spring 2021, 94% of our active volunteers completed Level 1 Safeguarding training and 96% of Friendly Walkers/Talkers participated in two engagement sessions, led and funded by a grant from Hertfordshire Community Foundation (HCF).
	C. Evaluate the benefits to RCG of the NCVO Investing in Volunteers programme, which is the UK quality standard for good practice in volunteer management	C. Review the scheme and look at cost/benefits	 Assessed the benefit of external Volunteer support schemes. Identified the “Valuing Volunteer Management: 6 Point Promise” (a Hertfordshire scheme aiming to raise awareness of good practice in volunteer management) as the most suitable based on content and value for money. Further investment in RCG volunteer support to be completed in 2022.
	D. Review the role of Street Contacts, include any learning from Redbourn Coronavirus Volunteers (RCV) with a view to potential development in line with vision, mission and values	D. Seek feedback, meetings and discussions	 Continued collaboration and close cooperation with Redbourn Coronavirus Volunteers (RCV) has strengthened the network of support for streets in the village. Many of these volunteers have become very welcome and valuable members of RCG.

STRATEGIC AREA 2	OBJECTIVE	HOW	ACHIEVEMENTS
<i>Efficient and effective operational processes that are fit for purpose and future proofed as well as managed and supported</i>	A. Enable successful grant applications by developing reports that demonstrate efficiency and effectiveness	A. Review of current reports and data collection	 Significantly improved data collection and statistical evidence of our activities and achievements, supported our ability to swiftly and successfully apply and receive grants from Redbourn Parish Council (RPC), Hertfordshire County Council (HCC), St Albans District Council (SADC), Hertfordshire Community Foundation (HCF), Herts Valley Clinical Commissioning Group (HVCCG) and Tesco Bags of Help.
	B. Set and maintain clear client expectations for our service – starting with Friendly Walks and Talks as a priority	B. Communicate boundaries of service provision and expectations to clients	 Guidance for volunteers and clients for Friendly Walks/Talks completed and regularly reviewed; also, created a new volunteer liaison role, to support the continued development of this service.
	C. Maintain a high level of volunteer awareness for personal safety, guidance to be created and rolled out	C. Review specific policies and guidance and communicate as appropriate with volunteers e.g., lone working / personal safety guidance	 New Risk Assessments for lone working volunteers agreed and on website. All relevant policies were reviewed continually throughout the year to include latest Covid guidance.
	D. Enable projects and tasks to be delivered by a broader group of volunteers utilising the many skills volunteers have to offer and providing development and engagement opportunities	D. Look at project opportunities and develop terms of reference	 The charity has adapted its operations, communicated to the whole community how it could support them, handled many requests for help and networked a wide group of volunteers, many of them younger, skilled working people who had never heard of the charity, or volunteered in the community before. In addition the Trustees have produced and implemented a Grant Making Policy to clarify how RCG could support funding requests in the future.
	E. Explore best practice by networking and information seeking with other local and national charities	E. Meet with charities as required and online research	 Networking for good practice with local charities has become the norm. Harpenden Helping Hands, Harpenden Trust and St Albans Good Neighbours have been key contacts in 2020. Advice from national organisations such as NCVO has been sought particularly regarding Charity Commission's recommendations. Local support with Communities 1st and Hertfordshire Community Foundation continues to be helpful and invaluable source of advice and training.

STRATEGIC AREA 3	OBJECTIVE	HOW	ACHIEVEMENTS
<i>Fundraising and marketing plans to develop a wider community focus and to ensure resources are in place</i>	A. Deliver name change action plan	A. Subgroup to develop name change action plan and marketing communications plan	✓ Name change to Redbourn Community Group achieved, following 2020 AGM approval, including amending registrations with Charity Commission, banks and other critical organisations. Date transfer completed was May 2021. All changes relating to the name modification were at made at no cost to the charity.
	B. Prepare scenario plans for 40 th Anniversary celebrations in light of continued uncertainty	B. 40 th Anniversary celebrations	✓ In light of continued Covid uncertainty, unfortunately plans to celebrate 40 years as a charity were abandoned. Celebratory cakes were provided at the AGM and client Christmas lunch to acknowledge the anniversary.
	C. Grant applications to fund priorities	C. Consider grant opportunities as they arise and bid for funds if the criteria are applicable	✓ As stated in 2A above, grant submissions were submitted and successful resulted in £22,250 for the charity.
	D. Scope and cost a website review and secure grant funding for project		✓ A new website was created to reflect the broader community involvement of RCG. This went live in June 2021 (in line with launch of name change) without cost to RCG due to the generosity of <u>Teckna</u> and with substantial input from some RCG volunteers.
	E. Set up Harebell Club for past volunteers and supporters of the charity		✓ A successful launch meeting was held in October and further planning is underway for 2022.

STRATEGIC AREA 4	OBJECTIVE	HOW	ACHIEVEMENTS
Robust governance to maintain standards of the highest level	A. Review constitution in view of the name change	A. Discussions and agreement by Trustees	✓ Constitution has been thoroughly reviewed and approved by all Trustees in consultation with a senior barrister who voluntarily provided legal advice and an external specialist in charity governance. The updated constitution was approved at the AGM (November 2021).
	B. Review the future of Redbourn Care Trust and any implications for RCG	B. Discussions and agreement by Trustees	✓ Redbourn Care Trust (RCT) trustees are proposing, after considerable discussion, that a special resolution requesting member approval for the dissolution of RCT should be sought at the RCT AGM in November 2021. Members approved this resolution so implications for RCG will be discussed in 2022.
	C. Recruitment of new trustees and build long term succession plan for Trustee Board	C. Succession plan, recruitment campaign and induction process	✓ New trustees have been appointed and the process evaluated. RCG finished the year with three new trustees but succession planning will continue into 2022 taking into account the Charity Commission's recommendations of terms of office.
	D. Review risk map	D. Risk map reviewed at Monthly Trustee Meeting and Quarterly by Risk Subgroup	✓ The Risk Map is regularly reviewed and discussed monthly at Board meetings due to the particularly challenging last 18 months. It will be reviewed quarterly going forward unless a matter requires attention.

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