



Executive Summary

The Selsey Community Forum Business Plan 2025-2027 reflects the direction for the organisation, at a time when it considers how it develops and grows and responds to a challenging funding and operating environment. It sets the road map for the coming three years encompassing services which are already embedded and explores capacity for growth and innovation in partnership with others. The Selsey Community Forum is well established but recognised the need to set out their plans in one place and evidence their capacity to deliver a wide range of services but also how they plan for the future. The plan incorporates areas identified through a 'health check' focusing on how to ensure that the Selsey Community Forum structures and funding arrangements are sustainable and continue to support the residents of Selsey.

To safeguard the capacity to deliver and grow services the Business Plan will be underpinned by a Funding Strategy taking account of a challenging funding environment, the commitment to deliver in partnership and to develop new relationships as different needs arise.

The plan ensures that the Trustee group can represent the community it serves, build an infrastructure which includes specialist, skilled and knowledgeable staff and a strong group of volunteers.

The Business Plan allows for scrutiny and reflection where areas for improvement will be actioned and successes celebrated. Learning will come from internal scrutiny and engagement with service users.

Communication with Selsey residents is well supported by social media and other forms of information giving, such as distribution of monthly newsletters. As part of the commitment to learn and improve the Communication plan makes provision for review and how we can improve our interaction with service users and the wider community

Commented [KN1]: Do you need to say what these other forms are?

Background

Selsey Community Forum started in 2010 and registered as a charity in 2014. The aim is to help the residents of Selsey and surrounding Districts. The purpose of the Forum is to share information and news, discuss ideas and improve the range and variety of local services and community groups. The Forum brings together organisations to identify local needs and work in partnership to meet them. This is achieved by regular network meetings and the regular coming together of project groups based in Selsey and neighbouring parishes. A bimonthly meeting brings together 20 local charities, parish town and county councils, the secondary schools, the library, churches, the medical centre and a range of commercial organisations. Supporting the local plan for Selsey, it provides governance and ensures financial sustainability of its groups to deliver the local plan. Many services are delivered through the Selsey Care Shop acting as a 'one stop' hub providing information and support services. The presence of the Selsey Care Shop located in Selsey High Street is now a recognised service provider in the community. Its credibility has developed through effective partnerships, the quality of services it delivers and the support it provides.

Vision

To develop and deliver outstanding services through our community partnerships which positively impact upon the lives of our service users and Selsey residents

Values

- We work to support all those who seek out our services
- We are inclusive, caring, compassionate and friendly to all those we support
- We work to understand the needs of our residents, service users and how best to support them
- We have a commitment to learn, improve and enhance our services
- We work to make our services relevant and sustainable

Strategic Priorities

1.	To the communities we serve outstanding services to the Selsey community	We will continue to improve and develop the wide range of services delivered to our most vulnerable residents
2.	Build and strengthen partnership(s) working through the Selsey Community Forum to enhance the services we deliver to Selsey residents	From a very strong base we will continue to develop relationships across the Selsey Community Forum partnership(s) and the local councils to provide new opportunities and strengthen existing services
3.	To have a funding strategy which enables the Selsey Community Forum to deliver sustainable services and innovate through planning and proactive management	We will work to maintain a track record of successful grant applications and fund raising, which supports existing and new services and will continue to be responsive in new and challenging environments
4.	A commitment to review the quality of services to make them the best they can be for the residents of Selsey	Continue with a programme of quality assurance arrangements which review services and engages with service users to celebrate areas of good practice and embrace areas for improvement

Commented [KN2]: Not sure this reads correctly?

Commented [KN3]: Should be partnerships?

Internal Analysis

Selsey Community Forum is in part delivered through the Selsey Care Shop which has in recent times gone from strength to strength. At the core of the Selsey Community Forum is its ability to work effectively in partnership with a range of organisations including local private businesses. These relationships facilitate the ability to be proactive and take action when needs arise.

A key strength is a positive track record of securing funding making possible the delivery of a range of services to the community by the Selsey Care Shop. This has been achieved through the development of relationships with funders, a track record of delivering services well and managing funds effectively. The commitment to ongoing fund raising has worked to achieve the sustainability of the Selsey Care Shop. Fund raising has been primarily vested in one person and this is an area to be addressed for the future to ensure that this knowledge base and existing relationships with funders can continue and new relationships forged as services develop and the scope of the Forum grows. The Selsey Community Forum is now at a key juncture to consider the future and how it plans for growth in a measured way which can maintain its sustainability while also taking account of an increasing range of needs within the Selsey Community.

The charity is overseen by a committed Trustee group who bring a range of knowledge and skills to support services which the Forum delivers. The group have an understanding of the local area of Selsey, its demographics and needs. There has been work in recent times to achieve a gender balance in the group and further steps are planned to achieve a wider representation of the Selsey Community and ensure succession arrangements are in place. The Trustee group have committed to a process of reflection and general 'health check'. This has identified a set of learning points, to be considered in next steps and development of the 3 Year Business Plan.

A strength of the Selsey Care Shop is the specialist knowledge of workers which creates confidence for service users and enhances the quality of services delivered. The credibility of services attracts a strong highly valued volunteer group providing support across a range of activities. The high numbers of volunteers is not a reason for complacency and a plan to maintain the security of this group of individuals is essential so the range of activities can be sustained.

The location of the Selsey Care Shop on the high street means it is visible and accessible, however the capacity to utilise the space flexibly is limited with constraints for specific areas of work. This has become increasingly challenging as safe distancing measures are met within the Selsey Care Shop.

There has been commitment to quality assurance activity looking at specific areas of delivery and responding to areas for improvement. There needs to be improved systems for data collection and reporting to support funding applications and inform decision making. A wider programme of quality assurance activity and data collection will be necessary as the scope of work grows and provide an evidence base for funders to understand the impact of services and a willingness to improve. This is increasingly important in an environment where needs are increasing.

The organisation structure has areas of vulnerability marked by a dependency on individuals undertaking a number of roles which without their input would impact upon the stability of the organisation. As the demands on the Forum grow and the range of services in the Selsey Care Shop increase the team structure needs to be reviewed to determine the resources and the capacity required to deliver an expanding programme.

Successes

- Established new Selsey Care Shop in 2018

- A highly regarded organisation that attracts volunteers to support all programmes of delivery
- A vibrant befriending service supported by 80 volunteers
- 400 befriending visits to isolated residents per month
- In partnership with Churches delivered bimonthly Respite Teas for 50 people
- 50 'Good Morning Selsey' calls per day to isolated and vulnerable people
- 250 weekly telephone engagements with service users
- Setting up of Selsey Mutual Aid Covid 19 project in three days
- Recruitment of 170 volunteers to support Covid 19 Project
- Provision of food through partnership with Bunn Leisure and UK Harvest to those families in need throughout the Covid 19 pandemic
- Delivery of 5400 buddy card drops to all Selsey Residents
- Delivery of 50 meals three times per week to those in need
- Dementia Support to 220 individuals and 550 voluntary Carers
- Successful fund raising through a range of grant givers, personal donations and support from local businesses maintaining solvency
- Information and advice to service users enabling access to benefits and other services
- Delivery of Age Fusion an initiative between young people and residential care homes in Selsey sponsored by Clarion Housing
- The development of age intergeneration initiatives between the young and older population in Selsey e.g. Hidden Garden
- Set up of money support scheme in partnership with Frontline
- Delivery of Senior Selsey News to over 1000 elderly and isolated residents across the Manhood Peninsula
- In partnership with Selsey Town Council, Chichester District Council and other local partners progressed the Greenway Project Cycle route supported by successful fund raising
- The delivery to service users of 21 different events per month
- Organisation and delivery of a Christmas Day lunch to isolated and housebound residents
- Robins Service created- An end of life befriending service offering support to individuals and families according to need, always working in partnerships with other agencies

- Creation of new community hubs in September 2024: Birdham, St. Wilfrid's Hospice Bosham, Bracklesham, two at Chichester, Hunston, Lavant, Sidlesham, Witterings and two further hubs within Selsey itself.

1. Business Planning and Review

Business Planning & Review	Activities	Outputs	Implement / Review Date	Lead	Outcome
Implement a Business Plan which reflects ongoing services, provision for growth and processes for review	<ul style="list-style-type: none"> ▪ Devise and implement Selsey Community Forum Business Plan 2025-2027 ▪ Review ongoing services to ensure that the quality of delivery and resources are appropriate and sustainable ▪ Monitor local and national context to inform planning and review of services and funding arrangements ▪ In partnership with local service providers work to understand changing needs and agree feasibility tests 	<ul style="list-style-type: none"> ▪ Selsey Community Forum with Trustees agree Business Plan ▪ Framework for review of services and resources in place informed by local and national context ▪ Criteria for feasibility tests for new services agreed and in place ▪ Working groups identified for specific areas of delivery 	September 2026 April 2026 Ongoing	MN	A Business Plan agreed and implemented which reflects the work of the Selsey Community Forum

	<p>when new service requirements present</p> <ul style="list-style-type: none"> ▪ Establish working groups with partners where appropriate 				
<p>Selsey Community Forum Trustees to review annually 3 Year Business Plan priorities and key deliverables</p>	<ul style="list-style-type: none"> ▪ Trustees to review Business Plan annually and monitor progress ▪ Annual date set for review 	<ul style="list-style-type: none"> ▪ Date set for annual Business Plan Review 	<p>March 2026</p>	<p>GW</p>	

Leadership and Governance	Activities	Outputs	Implement / Review Date	Lead	Outcome
Selsey Community Forum Trustees will represent the community it serves and deliver robust leadership arrangements	<ul style="list-style-type: none"> ▪ SCF Trustees will review Trustee Membership to achieve community representation, sustainable governance, and leadership arrangements ▪ An annual schedule of Trustee Meetings are in place ▪ The Trustee group will monitor finances and annual accounts to ensure the delivery of best value for all services ▪ Trustees will agree quarterly reporting arrangements for all operational activity ▪ The Trustee Group as part of a process of ongoing review will ensure the 	<ul style="list-style-type: none"> ▪ Schedule and format of meetings in place ▪ Quarterly review of accounts, grants and donations ▪ Nominated leads work with partners and identify areas for growth ▪ Annual review of Trustee arrangements in place ▪ Annual Impact assessment in place ▪ Review management arrangements to determine capacity and best fit for the future ▪ A suite of quarterly reports agreed and in place for all operational activity ▪ New agreed projects supported by a plan with costings 	January March, June, September, December Ongoing January December 26 January 2026 October 2026 Ongoing	ST	An effective Trustee Board that evidences a positive impact upon the Selsey community

	<p>management structure of the Selsey Care Shop is effective and sustainable</p> <ul style="list-style-type: none"> ▪ Trustees will work with community partners to monitor delivery of a wide range of services and understand areas for growth ▪ Project initiation principles will underpin areas for development and inform Trustee decision making ▪ Trustees will monitor grant applications and strategy for funding raising ▪ Equality Impact Assessment (EIA) to be completed where new areas of delivery are planned 	<ul style="list-style-type: none"> ▪ EIA framework agreed and completed for all new areas of service delivery 	Ongoing		
--	--	--	---------	--	--

--	--	--	--	--	--

Funding	Activities	Outputs	Implement / Review Date	Lead	Outcome
The development of a funding strategy to support delivery of the Selsey Community Forum Business Plan and ensure sustainability	<ul style="list-style-type: none"> ▪ Develop Selsey Community Forum Funding strategy aligned with Business Plan ▪ Identify key priorities of service delivery ▪ Review all funding against priorities ▪ Identify areas for development and costs ▪ Evaluate key relationships and opportunities for new funding partners and areas for growth ▪ Implement system for tracking grant applications and timelines for grant reviews ▪ Align with communication plan to build funding capacity through community interface and online 	<ul style="list-style-type: none"> ▪ Complete Funding Strategy and implement ▪ Funding Strategy review dates and process in place ▪ Existing and new relationships identified which enhance funding opportunities ▪ Six monthly grant and donation review process implemented ▪ Electronic Directory compiled of all potential funders ▪ Grant application writing and other funding arrangements assigned to team leads ▪ Communication plan in place 	October 2026 October 2026 March 2026 January, June, December March 2026 June 2026 March 2026	KG	A funding strategy which supports current delivery and makes provision for the future

	<div>opportunities for fund raising though donations</div> <ul style="list-style-type: none">▪ Assign leads for grant applications and fund raising				
--	---	--	--	--	--

Risk Management	Activities	Outputs	Implement/ Review Date	Lead	Outcome
Conduct risk assessments and review policies and procedures to ensure compliance of operational services, maintain safe spaces and staff safety	<ul style="list-style-type: none"> ▪ Risk Assessments in place for all activities and operational spaces with schedule of annual review ▪ Review, amend and develop operating policies and procedures which evidence compliance 	<ul style="list-style-type: none"> ▪ Risk Assessment Framework agreed and utilised with schedule for review ▪ Operating Policies and Procedures are up to date, communicated and understood by all relevant personnel 	<p>Ongoing</p> <p>Ongoing</p>	KP	Risk Assessment Framework in place which maintains safe operating policies and procedures

Quality Assurance and Performance Reporting	Activities	Outputs	Implement/ Review Date	Lead	Outcome
Deliver an annual programme of monitoring and review of services and operating procedures to demonstrate strengths and areas for improvement	<ul style="list-style-type: none"> ▪ Develop and implement a quality assurance programme ▪ Review quality assurance reports six monthly by Trustees ▪ Annual review of all policies and procedures ▪ As appropriate develop new policies and procedures in response to significant events with provision for review ▪ Review all recording systems to ensure GDPR compliance ▪ Review and implement data reporting systems to inform performance 	<ul style="list-style-type: none"> ▪ Devise quality assurance framework to incorporating user feedback and implement ▪ Schedule in place for quality assurance activity and review of policies and procedures ▪ Reporting arrangements agreed and in place as evidence base for grant applications and Trustee monitoring 	Dec 26 Dec 26 Dec 26	KP	Formal processes in place which evidence compliance, service impact and areas for improvement

	reports and support Trustee monitoring <ul style="list-style-type: none"> ▪ Implement arrangements for user engagement and feedback ▪ Process for review of wellbeing programmes 				
--	---	--	--	--	--

2. Service Delivery

Selsey Befrienders	Activities	Outputs	Implement/ Review Date	Lead	Outcomes
--------------------	------------	---------	---------------------------	------	----------

<p>To maintain and develop the befriending service in line with current and emerging need</p>	<p><u>Good Morning Calls-</u> offer a friendly, daily phone call to those living in the Manhood Peninsula who are vulnerable or housebound.</p> <p><u>Selsey Befriending Activities –</u> Seeks to draw isolated and lonely people more closely into our community, consisting of</p> <ul style="list-style-type: none"> • Resbite Teas • Morning Live • Shop Talk • Movies for memories • Game Time • Mindful movement • Friendship Group • Together Time • Garden Tea • Friday Tea & Talk • Christmas Day lunch- provided for those who may otherwise be on their own, or unable to prepare a meal on Christmas Day. Most join at the venue, but meals are also delivered at home to those unable to get out. 	<ul style="list-style-type: none"> ▪ Delivery of weekly, monthly and bimonthly events ▪ Schedule in place to show all events and communicate to service users ▪ Recruitment, training and allocation of volunteers to support all events ▪ Infrastructure in place to maintain welfare calls to isolated and housebound residents 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>AD</p> <p>RJ</p>	<p>A befriending programme which improves the lives of all attendees and informs future provision</p>
--	--	---	---	---------------------	--

	<p>Individual befrienders also organised as necessary for lonely and vulnerable users.</p> <p>Further groups include the Menopause Support group, VIP group for the visually impaired.</p> <p>Shared carers support with Alzheimer's- All of Yesterdays, Friends sessions, Friday Club (formerly SYHO)</p> <p><u>Selsey Dementia Action Alliance</u></p> <ul style="list-style-type: none"> • Dementia Friends sessions • Individual support • Appropriate activities • Community awareness • Partnership meetings <p><u>Carers Support Selsey-</u></p> <p>Supports unpaid carers with advice and the opportunity of social contact with:</p> <ul style="list-style-type: none"> • Emotional Support calls • Tuesday support group 			<p>KH KP</p> <p>SP</p> <p>SP</p>	
--	---	--	--	--------------------------------------	--

	<ul style="list-style-type: none"> • Friends group • Men's breakfast • Say Aphasia • Stroke Club • Warm Space for Carers • Parkinson's support group • New carer's drop in • Wellness Café- Guardian and parental support group • Cancer Support Group • Anxiety Support <p>Also under the 'carers' umbrella is the organisation of car boots to raise vital funds for the charity.</p> <p><u>Equipment Service-</u> donated goods such as wheelchairs, walkers, raised toilet seats etc are stored and delivered to those in need as necessary for periods of time.</p> <p><u>Buddy Support-</u> Volunteers throughout the community looking out for their neighbours with assistance, such as:</p>				
				KG	

	<ul style="list-style-type: none"> • Help with prescriptions • Shopping • Transport • Moving of furniture • Strategy group • Food hampers • Foodbank and pantry • Warm spaces • Sign Language Classes • English Classes – English as a Foreign Language classes • Computer Literacy support (CASPS- Computer and Smartphone Service) • My Future Care Handbook • Dispute resolution, Wellness Café (addressing 'Growing Old Well') • Robin's Service (befrienders for End of Life) • Health Inequalities Project. <p><u>Grow Selsey</u> An Intergeneration gardening and environmental project with the benefit of spending time outdoors. The Hidden Garden Community Project allows people of all ages in Selsey to be part of a</p>					
--	---	--	--	--	--	--

PS

	<p>community gardening project. This project has led to 'Grow Selsey' which encourages people to create more spaces for community gardening and to share plants, seeds and produce.</p> <p>Also encompasses:</p> <ul style="list-style-type: none"> • Young people • Volunteers • Food distribution • Arts project • Grow Selsey Tea Garden <p><u>Employment/ Housing –</u> Provides help and advice to local people seeking employment, either for the first time, or later in life.</p> <p>Housing support is also available liaising with the local Council when necessary and assisting with housing applications.</p> <ul style="list-style-type: none"> • Help with CVs • Job applications • Skills academy • HYDE 			SB	
--	--	--	--	----	--

	<ul style="list-style-type: none"> • Housing applications • Abuse • Welcome pack <p>Selsey Money Support-In partnership with Frontline, provides debt advice and ongoing support as well as Money Management courses. Help can be offered with:</p> <ul style="list-style-type: none"> • Debts • Benefits • Pensions • Energy • Appts made for Money Support at Selsey Methodist Church • LPA • Completion of paperwork, such as blue badge application, AA forms, PIP applications • Internet support- creation of CASPS (Computer and Smart Phone Service) to 			JS	
--	---	--	--	----	--

	<p>help users in their own homes.</p> <p><u>Buddy Assisted Transport-</u> transport arranged for medical and dental appts, discharges and sudden trips like cancer appts to Portsmouth, for users who otherwise may not have attended their appointments.</p> <p><u>Well-being</u> – Offering support in the following areas:</p> <ul style="list-style-type: none"> • Bereavement • Counselling • Mediation • Parenting support • Its ok not to be ok • Crisis plan • Cooking for men • Hope in the Dark • Anxiety Support Group • Parental and Guardian Support Group • Placements for Social Workers and physios <p>Detail of Activities for SCF: ‘See Appendix 1’</p>			MN/ SP	
--	---	--	--	-----------	--

and support activities	<p>include recording and reporting arrangements</p> <ul style="list-style-type: none"> ▪ Develop funding and replacement arrangements to update computer hardware, phones and furniture as required ▪ Review resources to determine capacity to deliver current programme and identified areas of planned growth ▪ Devise volunteer recruitment plan to ensure programme of events and other services are supported and sustainable 	<p>completed to ensure they support and evidence service delivery</p> <ul style="list-style-type: none"> ▪ Replacement plan agreed and in place ▪ Utilise review of Business Plan and project proposals to inform resources and capacity 	<p>June 2026</p> <p>Ongoing</p>		
Training	Activities	Outputs	Implement/ Review Date	Lead	Outcome
Training for all staff and volunteers to ensure compliance with Safeguarding, operational policies and	See Training Matrix under 'Appendix 2'	<ul style="list-style-type: none"> ▪ Induction programme in place and delivered to staff and volunteers ▪ Training Programme delivered and evaluation process in place 	Dec 26	KP	A training programme for staff and volunteers, in place, delivered and evaluated

procedures and the delivery of specialist roles		<ul style="list-style-type: none"> ▪ Recording and reporting systems in place for all training with update report ▪ Partnerships established for the delivery of joint and in house training 			
---	--	--	--	--	--

4. Communications

Communication Plan	Activities	Outputs	Implement / Review Dates	Lead	Outcomes
Develop communication plan and launch	<p>There are two target audiences for Selsey Community Forum communications:</p> <ul style="list-style-type: none"> • External: The local community, both in Selsey and the wider Manhood Peninsula, as well as statutory organisations, partners, potential partners and funders. • Internal: Selsey Community Forum Trustees, staff and 	<ul style="list-style-type: none"> ▪ Current communication arrangements consolidated into communication plan ▪ Communication Plan reviewed ▪ All channels of communication utilised by Selsey Community Forum are reviewed evidencing those 	Dec 26	KP	Communication Plan that speaks for all and conveys messages, information and validation of services

	<p>volunteers. Regular or occasional means of communications will normally be utilised:</p> <ul style="list-style-type: none"> • Website. • Newsletters. • Occasional articles and press releases for publication in local media. • Occasional interviews on local radio. • Social media. • YouTube. • Promotional leaflets for individual Selsey Community Forum services. • Publicity material displayed in the Selsey Care Shop. • Internal and external correspondence, both letters and emails. • Reports for Trustees. • Minutes or notes of meetings. • Events. <p>Responsibilities To ensure the coherence and quality of communications released by Selsey</p>	<p>which are most effective</p>			
--	---	---------------------------------	--	--	--

Commented [KN4]: Again, can this big section be taken out of the table or columns merged for ease of reading

	<p>Community Forum to its target audiences, all Trustees and staff and any volunteers producing communications for either internal or external audiences should be made aware of the communication policy. Where it exists, suitable material from reports, briefs and performance indicators that are produced as part of Selsey Community Forum's operations, should be used as source documents. To promote efficiency and reduce effort as far as reasonably possible, material should be suitable for using directly in as many channels as reasonably possible. Articles should be produced so that they can directly or, at least, with little amendment, be reproduced for different mediums. An individual will be appointed to be responsible for the content of the Selsey Community</p>				
--	---	--	--	--	--

	<p>Forum's website, social media pages and YouTube. When producing any form of communication, all Selsey Community Forum Trustees, staff and volunteers should be informed by the following guidance and meet the subsequent requirements, particularly those related to social media. Guidance To present a consistent image, communications with both external and internal audiences should be Selsey Community Forum Communications Policy 2 of equal standard over all mediums and there should be no contradiction between different mediums.</p> <p>All communications, including internal emails, reports and notes of meetings should:</p> <ul style="list-style-type: none"> • Use plain, simple English with short sentences and paragraphs. • Avoid the use of acronyms. 				
--	--	--	--	--	--

	<ul style="list-style-type: none"> • Be relevant, factually correct, sensitive and timely. • Enable meaningful engagement with partners and other external organisations. • Recognise the importance and value of engaging with Trustees, staff, volunteers and service users. • Ensure that Selsey Community Forum listens to service users, acts on information received when appropriate and provides feedback. • Reflect the principles of confidentiality, data protection and other relevant legislation. • Where practical, be accessible by those with disability, impairment or sensory loss. <p>Requirements -All communications intended for the external audience (including emails) should bear the Selsey Community</p>				
--	--	--	--	--	--

	<p>Forum logo and, where appropriate, utilise the 'corporate' colours of blue and green. Personnel producing articles and other material intended for external audiences should clear them with the Communications Team before publication.</p> <p>The Press and Other Media Selsey Community Forum welcomes enquiries from the press and media and recognises that a good relationship with the press helps effective communication within the community. Equally, Selsey Community Forum recognises that taking a proactive approach to communication ensures information is made available to the community in a timely manner and is accessible via as many media sources as possible, including social media platforms.</p> <ul style="list-style-type: none"> • Enquiries received from national media should be 				
--	--	--	--	--	--

Commented [KN5]: Should this be a header?

	<p>directed to the Trustees' Chair.</p> <ul style="list-style-type: none"> • Enquiries from local media can be dealt with by a Trustee or staff member who might, in turn, refer the matter to the Trustees' Chair. <p>Social Media Social media such as Facebook and WhatsApp can bring significant benefits to Selsey Community Forum, particularly for building relationships with the external audience and communicating with the internal audience. However, the use of social media requires safeguards; the following applies to Trustees, staff and volunteers:</p> <ul style="list-style-type: none"> • Personal social media accounts are not to be used by staff during working hours or using Selsey Community Forum's PCs or laptops. The Charity reserves the right to monitor how social networks are used and 				
--	---	--	--	--	--

	<p>accessed through IT and internet connections.</p> <ul style="list-style-type: none"> • The Trustees are to approve in advance any new Selsey Community Forum page on any social media platform or other forum. • Social Media posts that could bring the Charity into disrepute are to be avoided. • The Charity, its Trustees, staff and volunteers, service users or external partner organisations are not to be defamed. • Confidentiality, particularly in relation to Trustees, staff, volunteers and service users must be upheld. • Photographs or images of individuals are not to be posted without their express permission. • Social media accounts should be protected by strong passwords that are changed regularly and shared only with authorised users. 				
--	--	--	--	--	--

	<ul style="list-style-type: none"> • The Communications Team can remove any social media post from a Selsey Community Forum page on any forum that they consider to be inappropriate. <p>Emails All email communication by staff and related to the Charity's business is to be sent through a Selsey Community Forum email address; it is preferable for Trustees to do the same. An individual should be appointed to be responsible for issuing and administering Selsey Community Forum email addresses. Copyright Selsey Community Forum respects and operates within copyright laws.</p> <ul style="list-style-type: none"> • No copyrighted material owned by third parties is to be published in any Selsey Community Forum communication unless 				

Commented [KN6]: What is a Selsey 3 Email address?

	<p>permitted in writing by that third party.</p> <ul style="list-style-type: none"> • Where appropriate, credit for text and photos is to be given. • Material from websites can be used if the website has sharing buttons or functions. <p>Events Where reasonably possible, suitable banners and marketing materials should be made available for use at events and activities involving Selsey Community Forum.</p> <p>Other Matters All staff and volunteers are to be provided with appropriate induction training. This policy should be read in conjunction with Selsey Community Forum's Data Protection, Digital Safety and Equality, Diversity and Inclusion Opportunities Policies. This Policy is applicable to all the activities.</p>				
--	--	--	--	--	--

Future Possibilities

With regard to Selsey Community Forum we are under serious pressure at present because the of amount coming from the Hubs and of requests from staff at three wards in St Richard's Hospital to operate the Robins service more fully across the Peninsula. Doing so will complete our strategy alongside setting up the Care Shop in Wittering.

Business Plan for East Wittering Care Shop and Wittering Community Forum **December 2025**

1. Executive Summary

The Selsey Community Forum (SCF), in partnership with the Woodger Trust, proposes the establishment of a new Care Shop in East Wittering to extend vital community services beyond Selsey, as well as information, advice, and guidance services. Building on the proven success of the Selsey Care Shop, this project will deliver practical, emotional, and social support for residents. The Woodger Trust will refurbish and equip the East Wittering building, while SCF will coordinate delivery of services. The upstairs flat will be tenanted with income retained by the Woodger Trust. Funding has been received for service delivery, staffing, and operational costs over four years, with a plan for sustainability by 2030. The initiative will also lay the foundation for the creation of the Wittering Community Forum as a dedicated local organisation.

2. Introduction and Background

SCF is a well-established charity with a strong track record of delivering community support through the Selsey Care Shop. Its mission is to create a thriving, supportive community by reducing isolation, improving well-being, and connecting residents with services. The Woodger Trust is supporting the project by refurbishing and equipping the East Wittering building. This partnership enables SCF to focus resources on service delivery and staff development.

East Wittering and Bracklesham have a combined population of approximately 6,500 residents, with more than 28% of the population over the age of 65, compared to a national average of around 19%. The coastal location makes it attractive for retirement, but it also increases demand for social care, transportation, and healthcare services. Local surveys highlight high levels of loneliness and limited access to employment opportunities for younger residents, with youth unemployment above county averages. Housing affordability remains a challenge, with average house prices more than 11 times the average local income. The

area has limited public transport links to Chichester, further increasing the need for locally accessible services and volunteer-led initiatives. These factors underline the importance of establishing a dedicated Care Shop in East Wittering. The East Wittering Care Shop will serve as a local hub, creating stronger connections across the Wittering villages and facilitating partnerships with health, housing, employment, and voluntary organisations.

The Selsey Care Shop has demonstrated the value of a community hub, offering services that range from welfare support to practical help and companionship. Demand for these services extends into East Wittering and surrounding areas, where local need is increasing due to:

- An ageing population with complex health needs.
- Rising cost of living and housing pressures.
- Gaps in accessible local services.

Expanding to East Wittering provides an opportunity to replicate and tailor SCF's proven model, while establishing new networks and partnerships to ensure a sustainable local presence.

3. The Offer

The primary motivation behind SCF ambition is its wish to provide a well located, quality, thriving community space which will improve the quality of life for the whole local community by seeking to promote the aims of the trust and provide activities that promote: education and training, the Green agenda, personal development, healthy lifestyle, well-being, community engagement, empowerment and social inclusion. To achieve these aims, the SCF will operate the space as a multi-purpose resource.

A space for advice and guidance

The space will provide a welcoming environment where people can access advice, guidance, and support. It will deliver one-to-one or small group counselling sessions and information-sharing activities, such as debt advice, Lasting Power of Attorney (LPA) guidance, and other forms of practical support.

An information space

The space will act as a local information point, offering details about local groups, activities, and services. Noticeboards will display information and publicity for forthcoming events and meetings, helping residents stay connected and engaged with their community.

Weekly services delivered will include the following:

- Good Morning Call (£4,000 pa): Volunteer-led daily calls to check on residents, ensuring safety and reducing loneliness.
- Robins Service (£10,000 pa): Volunteer and administration costs for referrals from St Richard's and St Wilfrid's hospices, providing compassionate support for those at the end of life and their families.
- Comprehensive Community Services: Expanding services similar to Selsey Care Shop, including:
 - Employment and housing support.
 - Information, advice, and signposting.
 - Health and wellbeing peer support and advice.
 - Advice on training opportunities and volunteering placements.
 - Community partnerships with GPs, social prescribers, and local agencies.

4. Management and Governance

The staffing model is deliberately phased, beginning with a lean structure in 2026 and scaling up in 2027–2030 as services expand and the Wittering Community Forum is developed. Salaries reflect local sector benchmarks, ensuring that posts are both competitive and affordable. The Operations Manager will stabilise operations in the early stages, supported by 2 coordinators and volunteers. Additional staff capacity (£60,000) will be drawn from the existing Selsey team, enabling cross-site expertise and flexibility. By September 2026, the CEO will drive forward the governance and sustainability of the Wittering Community Forum, ensuring long-term independence, and this is described as follows:

From June 2026

- Operations Manager: To coordinate local services and volunteers.

From August 2026

- 2 East Wittering Coordinators: Dedicated staff for daily local delivery. Cross-training with Selsey colleagues.

From September 2026

- CEO for Wittering Community Forum: To lead the transition into a sustainable independent charity. To oversee project management, compliance, and operations.
- Expanded Services Staff: Drawn from the Selsey team on extended hours or new recruits to cover specialist services, including housing, welfare, and employment support.
- Volunteers: An estimated 40–50 volunteers engaged across services, providing essential delivery capacity and keeping costs down.

Additional On-Costs: In addition to salaries, costs will include:

- Employer National Insurance and pension contributions (approx. 15–20% of salaries).
- Training and professional development to support staff and volunteers.
- Recruitment expenses, including advertising and onboarding.
- IT, HR, and payroll support systems.
- Insurance, safeguarding checks, and compliance costs linked to staffing.

These on-costs will be factored into the operational budget, alongside utilities and building maintenance, to ensure a realistic picture of financial requirements.

Governance will be shared between SCF trustees and a new Western management group, which will be created to oversee operations in East Wittering. Over time, responsibility will transition to the Wittering Community Forum as an independent charity. A Service Level Agreement (SLA) will define responsibilities between SCF and the Woodger Trust. SCF Trustees will be divided into sub-groups during the transition, ensuring continuity of oversight. The full SCF board will reconvene once the Wittering Care Shop is established.

6. Financial Plan

In **June 2026**, the funding requirements remain modest as the Wittering Care Shop becomes established. Led by an Operations Manager, the **Good Morning Call** service will require **£4,000** to cover volunteer and delivery costs, while the **Robins Service** will need **£10,000** to support administration and volunteer coordination for hospice referrals. A split of utilities will be agreed directly with the Woodger Trust.

From **August 2026**, the financial plan reflects an expansion of services and staffing. The Robins Service continues at **£10,000 annually**, and staffing costs increase to incorporate **two Wittering Coordinators**. From **September 2026**, a **CEO** will join the organisation to lead the transition toward a sustainable, independent charity. Additional service delivery staff will be recruited over the following months to meet expected demand.

The long-term goal is for the **Wittering Community Forum** to become financially independent by **2030**, reducing dependence on external grants through a blended approach of social enterprise activity, local fundraising, and strategic partnerships.

7. Project Plan & Timeline

The Project Plan outlines the key stages for developing the Wittering Care Shop and the eventual transition to a fully independent Wittering Community Forum. It is designed to ensure that practical preparations such as building works, recruitment, and service setup are carefully phased, while also allowing time for community engagement and partnership building. This structured approach provides a clear pathway from initial inspection of the premises in 2025 through to the delivery of services, governance development, and sustainability by 2030. The timeline highlights not only operational milestones but also the strategic steps needed to secure local ownership and resilience:

- September 2025: Building inspection and financial offer.
- October 2025: Agreement with SCF trustees to proceed.
- November 2025: Establish steering group (including SCF trustees, Woodger Trust, Home Instead, local GPs, community leaders).
- Late 2025–Early 2026: Plan building changes, furnishings, and equipment. Secure SLA with Woodger Trust.
- May 2026: Recruit CEO, Manager, Coordinator, and volunteers. Continue delivery of Good Morning Call and Robins Service. Pilot expanded services.
- 2027: Form Wittering Community Forum steering committee. Draft constitution and governance structures.
- 2027–2029: Consolidate services, increase partnerships with health, housing, and employment agencies. Explore co-working opportunities in the building.
- Annual: Evaluate services, gather community feedback, and refine delivery.
- 2030: Transition to sustainability with Wittering Community Forum fully operational.

The following Gantt chart describes the project plan in detail:

Task	September to December 2025	Phase 1 - Planning January to March 2026			Phase 2 - Start up April to August 2026				Phase 3 - Launch September 2026			
Market Research												
Business Plan												
Project Plan												
Finance												
Draft Budget												
Cash flow												
Premises and spec												
Agree & Fixtures/Fittings												
IT and Equipment												
Health & Safety												

Telephone												
Legal Regulations												
Lease agreed and signed												
Name												
Governance												
Recruitment												
Volunteer coordinator												
Volunteer key holder												
Cleaner												
Service providers (H&S etc)												
Marketing												
Printed materials created												
Website pages created												
Advertising rolled out												
PR campaign launched												

Processes and Systems												
Booking systems created												
Hiring agreement created												
Staff/ volunteers training												
Risk assessment in place												
Milestones and Deliverables												
Community Space open												
Volunteers in post												
Services in post												
Hiring of the facility begins												
Evaluation of satisfaction												

8. SWOT & PESTLE Analysis

To better understand the opportunities and challenges facing the Wittering Care Shop, a SWOT analysis has been carried out. This considers the internal strengths and weaknesses of the project, as well as the external opportunities and threats that may influence its success. Alongside this, a PESTLE analysis is included to provide a broader view of the political, economic, social,

technological, legal, and environmental factors that shape the operating environment. Together, these tools highlight the project's strategic position and inform future planning and risk management as follows:

Strengths:

- Proven SCF model with a track record of success.
- Experienced staff and committed volunteer base.
- Partnership with Woodger Trust, reducing capital costs.
- Established links with hospices, health, and social care providers.

Weaknesses:

- Initial reliance on external funding.
- Limited office space within the building.
- Risk of staff workload pressures during transition.

Opportunities:

- Expansion of services into new areas.
- Building stronger partnerships with local authorities, the NHS, and the voluntary sector.
- Developing new income streams through training, co-working, and events.
- Positioning Wittering Community Forum as a recognised local hub.

Threats:

- Funding volatility and reduced grants.
- Competition from existing community spaces.
- Economic downturn limiting donations and volunteering.
- Risk of volunteer burnout if not supported effectively.

PESTLE:

The PESTLE framework allows us to examine the broader external environment that will affect the Care Shop, ensuring that political, economic, social, technological, legal, and environmental influences are considered when planning as follows:

- Political: NHS and social care under pressure, creating opportunities for community-led services.
- Economic: Cost-of-living crisis drives up demand but restricts fundraising capacity.
- Social: Ageing population and rising isolation in rural coastal areas.

- Technological: Growing need for digital inclusion and remote support tools.
- Legal: Safeguarding, GDPR, and charity law compliance.
- Environmental: Commitment to sustainable refurbishment, recycling, and energy efficiency.

9. Monitoring & Evaluation

To ensure accountability and continuous improvement, we employ a range of monitoring and evaluation activities, including:

- Service Delivery Reviews: Quarterly reviews of service uptake and delivery.
- Robins Service Evaluation: Annual joint review with St Richard's and St Wilfrid's hospices.
- Community Feedback: Surveys, focus groups, and stakeholder forums.
- Financial Monitoring: Biannual reporting linked to Woodger Trust payments.
- Impact Reporting: Annual report demonstrating social value and outcomes.

An evaluation will be conducted with all users of the space to determine their level of satisfaction with the space, the booking service, and the overall experience. Evaluation data can be collected through various methods, including questionnaires, one-on-one interviews, and focus groups. Questionnaires provide an easy way to distribute a standard set of questions, the response format lends itself to easy data collation and analysis and is cost-effective to administer.

Evaluation questions for users of the space:

- How would you rate the initial contact you had?
- How would you rate the facility lighting and heating?
- How would you rate the facilities, furniture, and equipment?
- How would you rate the kitchen facilities?
- How could the facility be improved?

10. Risk Analysis

The organisation faces several potential risks that could impact its operations and sustainability. Funding dependency is a key concern, addressed through a clear sustainability strategy, the development of new income streams, and strong partnership working. Staffing risks are mitigated through phased recruitment, a well-defined volunteer strategy, and ongoing staff development, which helps maintain capacity and expertise. Competition is managed by emphasising SCF's holistic community model and collaborative hospice partnerships, which differentiate its services. Economic uncertainty is countered through flexible service

delivery models and diversified funding sources. Governance risks are minimised via the phased establishment of the Wittering Community Forum, supported by robust trustee leadership to ensure adequate oversight and strategic direction. Risks and mitigation to these risks include:

- Funding dependency: Mitigated by a clear sustainability strategy, new income streams, and partnership working.
- Staffing risks: Mitigated by phased recruitment, clear volunteer strategy, and staff development.
- Competition: Differentiation through SCF's holistic community model and hospice partnerships.
- Economic uncertainty: Mitigated by flexible service models and diversified funding.
- Governance risks: Addressed through phased creation of Wittering Community Forum with strong trustee leadership.

11. Conclusion

This project will deliver life-enhancing community services to East Wittering, replicating the proven Care Shop model. With the support of the Woodger Trust and careful strategic planning for long-term sustainability, the creation of the Wittering Community Forum will be enabled. This central body will coordinate services, create local engagement, and ensure enduring benefits for residents. By 2030, the Wittering Care Shop will have evolved into a self-sustaining cornerstone of community life, providing essential services. The project will actively improve well-being, reduce social isolation, and strengthen connections across the Wittering villages, cultivating a more resilient, inclusive, and supportive community. Beyond immediate services, it will serve as a model for community-led initiatives in surrounding areas, demonstrating the transformative potential of locally driven, collaborative approaches to social care and engagement.

Appendix 1

Detail of Activities for SCF:

Sundays

ResBite Teas - 4 Sundays a month at each of the local **Churches** and, where there is a 5th Sunday in the month, it is held at **Caraway House Care Home**. An afternoon of entertainment such as quizzes, games, music and refreshments.

Mondays

Morning Live - every Monday morning at the **Selsey Venture Club** to enjoy refreshments and conversation with up to 20 of our service users and **Venture Club** members.

SHOP Talk - tea and cake at **The SHOP** every Monday afternoon. This is a small group run by volunteers, especially for those who prefer socialising in smaller numbers.

Movies For Memories - this takes place twice a month in the **Methodist Church Hall** and accommodates up to 30 guests. A classic film and a home-made 3 course lunch are provided.

Tuesdays

Game Time - twice a month at **The Rookery** where you can put your skills to the test and show your competitiveness.

Friends Group - a monthly coffee morning for former Carers at **Beacon Church**.

Veteran's/Serving Personnel Brunch - monthly on a Tuesday at **The Hopp Inn** and monthly on a Saturday at the **Selsey Club** with opportunities for veterans and serving military personnel to meet face to face in a relaxed and safe, social environment to enjoy breakfast, and banter helping to combat loneliness and enabling veterans to "return to their tribe".

Commented [KN7]: Is this relevant in this document?

Commented [KN8]: Could this list be taken out of the table or table columns merged to make for easier reading?

Man with a Pan - monthly at **Beacon Church** and aimed at men who may not be comfortable in the kitchen or find that cooking for one can be a lonely task. This project focuses on value for money, choice and the healthy eating plate.

Hello and Help - fortnightly drop-in hub at **Beacon Church** for anyone that needs help filling in forms, advice about benefits etc. There will also be some fresh fruit and vegetables there if you need anything. The alternate Tuesdays will be the **Selsey Community Food Hub**.

Selsey Community Food Hub - a fortnightly event at **Beacon Church** where **UKHarvest** help us fight food waste and you can fill your bag with surplus food for a small donation (suggested £5). Don't forget to bring a bag.

Carers Afternoon Tea - weekly tea and cake for Carers support at **The SHOP**.

Wellbeing Groups - provide counselling, mediation, parenting and bereavement support as well as low-level mental health support. Weekly sessions at **Selsey Care Shop** and **Star Office** can include Family Support, Bereavement Support, It's Ok Not To Be Ok.

Bereavement Group - informal support in a friendly environment weekly at **The SHOP**.

Menopause Group - a monthly group at **Chaplin's Coffee Shop** for those suffering peri-menopausal, menopausal or post-menopausal where you can find out more, share your experience and seek support.

Men's Breakfast Club - meet twice a month at **Beacon Church** and **Caraway House Care Home** for men getting together and supporting each other. They delight in many topics of discussion as well as activities such as quizzes whilst enjoying their bacon and sausage butties.

Group for Visually Impaired - twice monthly at **Selsey Venture Club** for those who are visually impaired where you can socialise, enjoy some refreshments and find support and information.

Welcome and Wellbeing Group - a monthly group at **Beacon Church** supporting people having problems with speech, particularly those who may have had a stroke, brain injury, Aphasia, Parkinsons or any learning difficulty and who would like to practice their communication skills and develop ways to improve their overall health and wellbeing. Carers are very welcome.

Vitale Stroke Group - our monthly session at **Beacon Church** offers support to stroke survivors, carers, family and friends. It's a safe and supportive space to learn more about stroke and self-care and to build your confidence as you rebuild your life after stroke. It is a place to chat; get support; share experiences and information; do some gentle exercise; do some cognitive and memory challenges; and the all-important tea and biscuits.

Selsey Dementia Action Alliance - a monthly meeting of all the local organisations involved in dementia support.

Wednesdays

Friendship Group - time for refreshment, quizzes and fun weekly **Methodist Church Hall**.

Hope in the Dark - monthly sessions dealing with mental health needs, offering a sympathetic environment where individuals can be directed to professional counselling or other appropriate support.

Parkinson's Group - twice a month at **The SHOP** for people who are living with Parkinsons can chat, share experiences and information and get support with a smile and a few laughs.

SDAA Ladies Group - a monthly afternoon tea at **The SHOP** for ladies who are caring for their partners living with Dementia.

Alzheimer's Group - support for carers monthly at the **Methodist Church Hall**.

Carers Drop In - on the 4th Wednesday at **The SHOP** sees a small group getting together, especially helpful for new carers

Thursdays

Together Time - weekly at the **Methodist Church Hall**. A day that can include tea and cake, singsongs, crafts, games, raffles, Mobility Mindfulness and a hot lunch provided by our local pubs and cafes.

Indoor Tea Garden - takes place weekly in the winter months at **Caraway House Care Home**. In the summer months **Grow Selsey Tea Garden** will see guests enjoying refreshments at **The Hidden Garden**, often leaving with some fresh produce and plants (when available for a small donation).

Dispute Resolution Café - monthly by appointment only to resolve conflict. We have teamed up with **The Dispute Resolution Agency**, and these are free sessions to help you navigate through conflict and work out your resolution options. All types of conflict such as in the workplace, between neighbours, between businesses, landlord and tenant issues, money and debt, wills and probate, family matters, consumer issues are covered.

Wellness Café - weekly at **The SHOP** with each week covering different support: anxiety; guardian and parental; individual bereavement and cancer. These sessions are to support people in growing old and living well.

All Our Yesterdays - a twice monthly group at **Beacon Church** for those living with dementia, their carers and friends who wish to attend. The aim is to have fun whilst going on nostalgia journeys, playing games, listening to music and eating cake.

New Carers Group - monthly at **The SHOP** for company, a place to share with other like-minded carers and receive support for what can be such a challenging but rewarding role. All the while, your loved one will be cared for at the Methodist **Church Hall** where they will have company, tea, cake, help and activities.

Fridays

Foodbank - weekly at **Methodist Church Hall**. Vouchers are available from **Selsey Care Shop** and **Selsey Town Council**.

Money Support - weekly at **Methodist Church Hall** provides debt advice, benefits advice and ongoing support as well as money management courses.

Counselling Support - weekly at **Methodist Church Hall**.

Friday Tea and Talk - refreshment and chat weekly at **The Venture Club**.

Wellspring - a weekly support group for men at **The SHOP**.

Ladies Breakfast - a new monthly group at **Carraway House Care Home** (invite only).

Saturdays

Veteran's/Serving Personnel Brunch - monthly on a Tuesday at **The Hopp Inn** and monthly on a Saturday at the **Selsey Club** with opportunities for veterans and serving military personnel to meet face to face in a relaxed and safe, social environment to enjoy breakfast, and banter helping to combat loneliness and enabling veterans to "return to their tribe"

APPENDIX 2 TRAINING MATRIX																
Name of staff member/volunteer	Service	Full Induction	Fire	First Aid- update booked ***	Health and Safety update CB	GDPR/Privacy/Confidentiality	Domestic Violence	Energy Advice/Carbon Monoxide Training	Dementia Friend	Defibrillator (First Responders)	Communication	Robins/EOL	Induction Money Support	Team Training Day		
Sarah Palmer	Strategic Lead/Clinical Psychotherapist	1st April 2022		Jul-25		18.4.2023										
Karen Halford	Community/Bereavement Support			Jul-25	13th Feb 2024	18.4.23	17th March	4th March 2025	May-25		13th Feb 2025					
Katy Gowns	Selsey Care Shop	11th April 2024		Jul-25	13th Feb 2024	18.4.2023	17th March	4th March 2025								
		SW 2024 Practice Supervisor Course														
Karen Pirks	Operations Lead		2020	8th May 2024	13th Feb 2024	18.4.2023		4th March 2025	May-25	23rd Oct 2024	13th Feb 2025	Jan-24				
Ronelle Juleff	Befriending Manager	2nd April 2016	2022	Jul-25	13th Feb 2024	18.4.2023										
Jo Hughes	HR/Shop	2020		Jul-25	13th Feb 2024	18.4.2023		4th March 2025			13th Feb 2025			1st Oct 2024		
Amanda Daniels	GMS Manager	9th Nov 2020	2022	Jul-25		18.4.2023					13th Feb 2025			1st Oct 2024		
Paul Sadler	Community Garden	1st April 2021		Jul-25		18.4.2023				23rd Oct 2024				1st Oct 2024		
	BATS/MONEY															
Janet Sorrell	SUPPORT	28th Feb 2023		NA		18.4.2023							May-23	1st Oct 2024		
Susie Parsons	Carers Support	27th May 2024		4th September 2024		18.4.2023		Annual Leave			13th Feb 2025		May-23	1st Oct 2024		
Alison Goodrham	Hub Manager	Oct-24											Jan-24	1st Oct 2024		
	Employment Service Lead															
Sue Boucher		12th July 2021		N/A				4th March 2025						1st Oct 2024		
Carol Washington	VOLUNTEER	Jan-24											Jan-24			
Caroline Rowsell	VOLUNTEER	Jan-24											Jan-24			
Jan Barsby	VOLUNTEER	Jan-24											Jan-24			
Graham Perks	VOLUNTEER	Jan-24											Jan-24			
Pamela Loverseed	VOLUNTEER	2.12.22											Jan-24			
Olaf Fogwill	VOLUNTEER	Jan-24											Jan-24			
Sandy Keen	VOLUNTEER	Jan-24											Jan-24			
Suzanne Sneath	VOLUNTEER	6th May 2025										Jan-24				
Sharon Aldridge	VOLUNTEER	2nd May 2025														
Sue Trude	VOLUNTEER	Sep-22			13th Feb 2024						13th Feb 2025					
Carol Purnell	VOLUNTEER	Sep-22									13th Feb 2025					
Bridgett Russell	VOLUNTEER															
Jo Muller																
Richard Miller	VOLUNTEER	30th August 2021			13th Feb 2024				21st May 2025							
Paul Everett	UOC Student SW	14.1.2025									13th Feb 2025		Dec-24			
Linda Edwards	UOC Student Physio	13.1.2025									13th Feb 2025		Dec-24			
Colin West	UOC Student SW	16th Jan 2025														
Tia Baldwin	UOC Student Physio	11th Jan 2025														
Diogo da Silva Lopes Tav	UOC Student Physio	26th Feb 2025														
Kirsty Hammond	UOC Student Physio	10th June 2024														
Charlotte Fish	UOC Student Physio	10th June 2024														
Liv Veenstra	UOC Student Physio	25th Feb 2024														
Jan Allen	HG Volunteer									23rd Oct 2024						
Roy Shury	HG Volunteer									23rd Oct 2024						
Claire Shury	HG Volunteer									23rd Oct 2024						
Pat Eatwell	HG Volunteer									23rd Oct 2024						
Susan Abbs	HG Volunteer									23rd Oct 2024						
Pam Porter	HG Volunteer									23rd Oct 2024						
Sue Watson	HG Volunteer									23rd Oct 2024						
Ann Harrington	HG Volunteer									23rd Oct 2024						
Kristina Mazuka	HG Volunteer															
	Dementia															
Mike Beal	Ambassador															
Michelle Green	HG Volunteer															
Rosemary Beal	VOLUNTEER															
Tania Ramsdale Honey	VOLUNTEER															