**St Augustines future planning – moving to phased reopening.**

16.6.2020

This document incorporates views from the staff, board and external information from partners. It’s a work in progress.

**Assessing the needs of our Centre Users in the coming months:**

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|  | **Potential Scenarios** | **STA’s response** |
| **Debt, benefits and employment** | Job search might begin again – v difficult to do this support by phone as computers needed.  | Talk to HOTS, CAB, Noah’s Ark ZR to assess what capacity they have for our clients. Would prefer thy took bulk of this work. Formalise referral pathways.Alternatively, consider a benefits, debt and employment specialist caseworker. Would need strict appointment process using IT suite re-arranged to be socially distanced.Lobby for better use of Language Line and help get funding for it if needed. Try to change GIFFGAFF / phone provider so we can better access interpreters and 3 ways calls. |
| Applications for Universal Credit may suddenly rise when furloughing starts to diminish from August onwards and more jobs are lost.  |
| As the recession bites further, more people will have more debt. Debt support is complex as it often covers multiple issues. V hard to do this by phone. |
| **Food** | Food parcels still needed as recession hits. HOTs looking to stop or merge this service (with Ebenezers) in the coming months – they don’t see it as long term provision.  | SR to talk to HOTS to get clarity on continuing provision. Consider expanding to 3-4 days a week Welcome Café takeway provision and train additional cooks in Hygiene cert. Consider safe places to consume food outside and inside in small groups. Longer lunch times in blocks.More vols / staff needs to supervise social distancing queues esp. in Summer months – need training.  |
|  | Hot food demand will rise. We’re already seeing a small rise in the numbers coming for Takeaway Food (approx. 60-70 now, was 40-50 for a while) and this may continue as people feel more able to go out and as recession hits further. |
| Likely summer holiday food issues for families tho Govt have done a Uturn so Tescos vouchers should remain.  |
| **Housing** | Private tenants might be evicted due to not being able to pay rent (due to loss of work etc). | Get the resources / staff capacity to specialise in housing related developments (through NACCOM Fund), inclu:* kick-starting a quality HOSTING Scheme (risk assessments, training, CV-19 implications).
* keeping the Gathering Place house on for destitute Asylum Seekers.
* exploring strategic options with Council, Gathering Place, Happy Days, Ryburne House and others inclu for people with NRPF.

Meet with MEARS to:* Formalise referral pathways for new arrivals.
* Help them understand their duty of care through training and support.
* continue the good work they’ve been doing during lockdown (regular check-ups with all tenants).

Effectively communicate with the Local Authority / ZA about their statutory duty coming out of lockdown and instigate strong referral pathways with them and other agencies. Consider greater use of Language Line for partners. Get Support from NACCOM with all of the above. |
| Relationships breaking up due to strain of lockdown. More housing needed. |
| People offering temporary spaces to bed down (cellar in barners shop, sofa surfing, hosting etc) during lockdown will be asked to leave.  |
| People freer to move around, will return from other areas.  |
| Significantly more people homeless and destitute, as all those currently being housed by the Council in hostels, hotels etc. likely to be asked to leave as funding stopped and hotels move to reopening as hotels.  |
| Immigration changes: People gaining Refugee status will need to find accommodation quickly at a point when there is less available. More immigration decisions that have been on hold will be made. Asylum seekers getting negative decisions become destitute. NRPF issues (housing, money, mental health) may spiral = more reliance on STA. |
| **Health & Wellbeing**  | Long term issues that haven’t been dealt with as people don’t want to overload or afraid to present to NHS etc get worse. i.e. Teeth; cancer; heart attacks, strokes etc. | Get the resources / staff capacity to specialise in health-related developments (through Health Inequalities Fund).Support GPs to be clear about how best they can support our clients esp. new registrations and use of Language Line. Roll out Asylum friendly GP toolkit. Utilise Valley of Sanctuary Health Stream p’ship.Ditto with pharmacy regards collection of prescriptions.Help provide good communication to Centre Users about CV-19 safety and messaging, and their rights and services available.Help communicate re testing and tracing service and consider transport options.Recruit activities worker to help with capacity of online and offline activities. (Money in place from Henry Smith) Make more phone based mental health provision available through Solace. And appointment based face to face. More doorstep chats.More and different activity packs. More face to face, socially distanced social and physical activities or all ages. If WIFI forthcoming, more online social gatherings.More, streamlined ESOL provision online and small groups in person (more staff support as MP overseeing currently which isn’t sustainable – awaiting news of ESOL bid). Connection with LEA who have a duty to provide educational resources.Longer term WIFI provision – in partnership with strategic orgs. |
| Calderdale low numbers of cases. Could see spike in coming months as lockdown eased, with BAME people 4 x more likely to suffer chronically with it.  |
| As lockdown loosens, more people will want medical attention generally, and will need support doing so. Combined with this a fear of health charges resuming again. |
| Continued need for collection of medication esp. for those isolating.  |
| More people needing support with GP registrations as new people coming into the area after being temporarily housed. |
| 4+ months of lockdown taking its toll on people physically and mentally. Anxiety, confusion, fear, boredom, isolation. Lack of remote and in person mental health provision that caters for people who speak little English. |
| Digital poverty is a huge issue in terms of accessing school and studying, information, distractions. This includes WIFI and lack of devices. Needs will rise beyond our temporary stop-gap (Oct onwards). |
| Some Asylum seekers with NRPF conditions will be excluded from healthcare, emergency accommodation and practical support, and for women this increases their exposure to violence. |
| Testing and tracing service roll out (if it ever comes) and perhaps even antibody testing. People need support with transport. Also issues with people having the T&T app, esp if undocumented. |
| Continued confusion and fear about CV-19 and how to keep safe as messaging is increasingly muddled. Esp. for people not speaking English. |
| People putting on weight, having had a lot less exercise including kids. |
| **Immigration** | Confusion as CV-19 legislation changes, Immigration Bill passed and Brexit kicks in. | Greater Immigration capacity needed at STA. Potential to augment capacity from Aug/Sept, if money from Lottery and Radical Justice and Refugee Action successful. Move to face to face appointments. V tricky doing it all over the phone.Clarify our role in EU settlement. Do we have expertise and resources to specialise in this work for the area or should we refer? |
| Biometric and Visa application centres are reopening. Likely spike in number of people needing support, including with travel.  |
| EU settlement issues rising (deadline June/July ‘21) |
| Destitution payments may increase as more people with NRPF | Currently have enough in budget but if sudden spike, may need to fundraise for more destitution money. |
| **Families**  | Our nursery families fear of catching it means most don’t want to return before September, but a handful are desperate for support with escalating behavioural issues.  | Nursery to continue to provide phone support as required, deliver activity packs etc. Nursery to re-open for one session a day from 22nd June. Separate route in and use of outdoor space carefully considered. Nursery and SR to link in with STA School.Find out LEA’s support for children over the summer and beyond as school’s reopening in Sept will look different.See above for WIFI and activity suggestions. |
| Disruption to education. School places minimal and only for certain age-groups. |
| Families really feeling the stress of being at home for so long, esp those trying to study and parent simultaneously. |
| Schools in September likely to retain some home based study, so need for WIFI and support. Govt talking about summer school work too. |
| Children bored, unstimulated. Feel there is nothing to do. See digital poverty above. Some kids trying to do homework on phones, no tablet or laptop or quiet place to study. |
| **Changes to support services** | Support services like CAB, Council Hub support, doctors etc likely to remain online with minimal face to face appointments. Issues accessing support esp. with language barriers. | Find out from partners what their plans are, specifically Womens Centre; CAB; Council, others. Agree who will do what – specialise in specific areas and up referrals.Talk to VAC about language line solution / funding. |

**Organisation needs in the coming months:**

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|  | **Potential Scenarios** | **Our response** |
| **Staff burnout**  | Culture for some, of working long hours, compounded due to changes in service delivery.  | Reintroduce supervision for everyone and continue to encourage atmosphere where concerns / stresses can be shared. Undertake JDs / contract and pay review. Do staff survey to identify support required.Take lunches together where possible.Staff online social needed. Stress zoom sessions being offered. Support or wellbeing / counselling offered.Encouragement to take holidays. Build capacity of team so everyone can work within their paid hours.Ensure everyone can feed into ideas, changes, development and their voices heard.  |
| Change (both pandemic and new Centre Leader), alongside uncertainty, can affect people adversely.  |
| Desire amongst team to have some time to get to know one another. Currently no lunch breaks taken and no easy / offline ability to socialise.  |
| No pay rise provided since April 1st.  |
| Not everyone has clear contract or JD that describes what they do.  |
| **Volunteer burnout**  | Welfare call system and ESOL heavily reliant on volunteers. | BH, PH, JZ, LL, NC and SR to consider what the current service might evolve into. Ramp up support for (all) Volunteers. Ensure they are well looked after and have the information needed to do what they do.Recruit Volunteer Manager (money in place). Recruit ESOL worker if money forthcoming (as above). |
| Some current volunteers may not want to commit long term and some will return to work so numbers may reduce. |
| **Change in our services** | More digital / IT skills needed as we move information online. | Talk to partners about strategically sharing provision (as above) and formalise referral routes.Board and staff to consider what we do and don’t do. Better to do some things brilliantly. More volunteers willing to do face to face needed, to be recruited and supported. Volunteer Manager needed.Volunteers (or staff) needed to manage triage on a rota system.Staff to give some time to managing queues etc. More capacity and training needed – its not for everyone.Digital solutions support needed.  |
| Clarity about we do and DON’T do – more partnership working. |
| Capacity needed to help with likely rise in demand as well as manage queues, adhering to hygiene rules, triage, appointments etc. |
| **Safety of staff and visitors** | Revamped, phased service provision will have multiple safety implications (see below) | Better induction and support of staff and volunteers around safety / hygiene needed. Ensure anyone high risk doesn’t come into the centre. Negotiate with those at moderate risk. More masks, gloves, visors, sanitizer , cleaning products needed.Risk Assessment required.Will need to keep working in contained, separate offices for now, two metres apart. May need more cleaning capacity as we re-open. More hours for Paula or staff do more hygiene related cleaning in between appointments. Need to revisit hygiene policy and update. Cycling to work is better than public transport.Working from home policy needed to clarify expectations all round.Rota capacity which allows for working from home and staff absences. |
| Strict staff and vol adherence to hygiene policy |
| 50% working from home likely to continue for now as it helps not spread virus. |
| Potential greater absences / working remotely due to illness, spread of CV-19 or quarantine measures (i.e. staff member goes abroad for two weeks then needs to quarantine for 2 weeks) |
| Staff, volunteers and centre users who are at **high risk** and need to shield should not come into the centre at all for the foreseeable future. This includes people:* with serious heart conditions
* on steroids or immune depressants
* with severe lung conditions
* who have had bone marrow or stem cell transplants, or have bone marrow or blood cancer (leukaemia, lymphoma)
* having cancer treatments
* who have had an organ transplant

Staff, volunteers and centre users who are at **moderate risk** need to consider on a case by case basis if they can come into the centre. This includes people who:* are 70 or older
* have a lung condition that's not severe (such as asthma, COPD, emphysema or bronchitis)
* have heart disease (such as heart failure)
* have diabetes
* have chronic kidney disease
* have liver disease (such as hepatitis)
* have a condition affecting the brain or nerves (such as Parkinson's disease, motor neurone disease, multiple sclerosis or cerebral palsy)
* have a condition that means they have a high risk of getting infections
* are taking medicine that can affect the immune system (such as low doses of steroids)
* are very obese (a BMI of 40 or above)
* are pregnant
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| **Funding next year**  | Funding for this year is relatively stable. Next year it is not. Esp. given the staff team will have expanded.  | Have 2021 budget related Board meeting at regular intervals asap.SR and NJO to start fundraising for 2021 ASAP. If needed, bring in additional capacity to support the larger bids. SR and NJO to create fundraising / income generation plan, ideally with a little outside expertise. Look esp. at how to raise donations. |
| Several funders not currently open for future funding – Lottery a key one.  |
| Funding likely to diminish in recession alongside huge rise in demand for funding.  |

**Safety guidance**

Latest safety guidance from Calderdale’s Director of Public Health (paraphrased by SR) is:

1. Reiterate the key messages: Regular handwashing with soap; don’t tough face; use sanitiser; wipe surfaces often; ‘catch kill bin’. Keep windows and doors open.
2. The more we interact the more it will spread. Working from home where possible helps. When not at home observe the 2 metre rule at all times.
3. Get outside – it helps you stay healthy. Other than those you live with, you can meet up with others (socially distanced) but continue to limit who they are and don’t spend long periods of time with them. Walking together is good. When outside, on public transport or enclosed public spaces where social distancing is difficult, wear face coverings.
4. Recognise the symptoms: loss of smell & taste; temperature; cough. Get a test and stay home. Use the GPS app – essential for test and trace. Antibody test will be rolled out eventually. Calderdale will have local management plan in place end of June.
5. Encourage people to visit the NHS for any health related issue. Esp those in Park Ward.

**Suggestions for phased re-opening**

We know there is a strong desire from centre users to connect in person with us and one another. Once word gets out that we are ‘reopening’, we expect to see a lot of people and this needs carefully messaging and managing. The need to balance that with keeping everyone safe seems even more vital as shops and broader services reopen, and the risk of the virus spreading in Calderdale remains possible, particularly amongst BAME communities. We have a strong duty of care.

 Any soft reopening of services will be done when we can answer yes to these questions:

***Do the benefits of doing this service or activity face to face, outweigh the risks to all involved?***

***Will doing this service or activity in person, offer improvements in mental health, physical health, or access to support in a way virtual support can’t?***

We will continue to offer phone or online support across many of our services, and instigate a more formalised phone-based triage model which all centre users will need to utilise before accessing any further support. Strong reception duties will be required which can be done by a mix of volunteers and staff as rota-ed. We need to decide where the reception is best placed.

All current inside spaces need measuring to assess the maximum number of people safely allowed in. We will likely need to reorganise use of rooms in both buildings.

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| **Service area** | **Approach**  | **Need** |
| **SUPPORT SERVICES** |
| **Drop In general support sessions** | *These cover issues around health, new arrivals, housing, debt, school places,* *Previously 3 x a week in person. Significant demand.* *Currently done over the phone (though increasingly people are coming to the centre and being dealt with at the door). Jihen and Laurence currently working beyond their clients, esp helpful with language.* Move to a mix of phone and face to face appointments using robust triage system. Input from BH needed here.  | Talk to partners about what referrals routes are on offer – increase referrals. Use of large enough rooms for one to ones. Need to work out number that can be accommodated. Which staff involved.Who to man triage system? |
| **Support and Integration and VPRS work** | *Previously, casework with 30+ families, some living outside HX1 and some here on resettlement scheme.* *Currently continuing via regular supportive phone-calls, follow up casework and linking in with new services (activity and food deliveries, art projects etc)* Move to mix of phone and face to face appointments using triage system for casework.Link in with socially distanced activities taking place at STA and elsewhere.  | Need safe spaces at STA for face to face appointments. Needs staff team to keep abreast of safe, online and offline activities for cultural and integration purposes – for all ages. Formalise doorstep visits for esp. isolated clients. |
| **Employment / benefit sessions** | *These were primarily about helping people do job search with some Universal Credit applications, and occasional job interview prep, and driving licence prep.* *Previously 2 x sessions a week in person using the IT suite.*If govt require people to undertake job search again, we have a real issue. People need to use computers themselves, which makes over the phone support impossible. Numbers using this service pre lockdown were high and are likely to increase. CAB & others are funded to do this work – focus on referrals?Hard to do this in a socially distanced way because of using the computer together. IT suite likely to only hold 2 advisors and 2 CUs at any one time as a max.Could move some of the computers into training room in support building IT suite and training room can support 2 CUs on computers at any one time.This needs reviewing by BH and team once we are clearer. Could offer phone support and potentially offer 2 x employment support sessions by appointment per week with vols / staff.Over 2 x 3 hour periods, using 4 computer ‘booths’ (2 in each room) = 24 hours of support @ ave 45 min appointment = likely to support 30 people a week max. | Talk to partners about what provision is available. Use of HOTS premises / IT for example? Can they pick up some of this work?Use of visors / plastic partitioning? Use of portacabin esp. set up in safe booths for face to face work?More vols needed to support job search.  |
| **Housing and destitution** | *Previously destitution payments in cash. No housing provided. Occasional support with hosting and housing / homelessness referrals.* *Currently managing a house with 3 destitute house guests. Also moving to pre-paid card destitution payments.* Aim to keep house on, at least for temporary period whilst longer term solutions agreed with partners with focus on NRPF. Reinvigorate hosting scheme. | Get the resources / staff capacity to specialise in housing related developments including: * partnership with MEARS
* Kick-start hosting scheme.
* Keep Gathering Place house
* explore strategic options with Council, Gathering Place, Happy Days, Ryburne House and others inclu. for people with NRPF.
 |
| **Welfare and mental health provision** | *Previously, referrals to Solace. Not sure on numbers.**Currently still making referrals to Solace. A few people who are really struggling are coming in for supportive chats with BH.*Would be good to know we can refer more people to Solace. The current regular calls from our volunteer team are helping support people in many ways. Doorstep visits for people struggling. Might be nice to make the chapel space somewhere for one to one extra supportive chats in socially distanced way. Could be done by mix of vols and staff or specialist partners.  | Option to use the chapel space soon for one to one support in person as required by staff and volunteers. Just reconfigure how its set out a little. Who to manage this?For anything more formal we’d need help from partners. Could be by appointment with experienced counsellor. Solace?Formalise doorstep visits by staff and volunteers – make it something we offer where needed. |
| **CULTURAL SERVICES** |
| **ESOL** | *Previously 9 classes a week in the centre.**Currently 30+ people are being supported via texts, WhatsApp, phonecalls or zoom. Waiting list**Weekly podcasts still being created.*Continue existing virtual provision but with more WIFI and laptops in place, more zoom group calls. Potentially more WhatsApp peer support groups? Workbooks could be provided? Continue to publicise podcasts.Pilot a small number of small face to face groups outside with room inside when cold/raining. Potential to increase number of sessions once a safe way of working is established, if willing ESOL tutors and space are available.  | Paid part-time worker required to oversee ESOL, help provide learning resources and support tutors.Use of outdoor space (nursery wooden structure? / gazebo on grass?) needed.Use of main rooms in Community Centre needed. Continued WIFI and laptop provision needed. More online ESOL expertise / ideas needed. |
| **Welcome Cafe** | *Previously 4 sit down lunches a week.* *Currently 50 people come twice a week for takeaway lunches.* Consider moving to 3 x a week takeaway, and perhaps back to 4 x a week, later. Create socially distanced spaces for people to consume the food outside on nice days. Alongside takeaway option, consider piloting meals inside as we move towards Autumn. Could be done over longer period in staggered sittings, with people sitting in family/friend groups or single ‘pods’ in main community building room. No more than 8 pod spaces at any one time.  | Need more chefs willing to cook on other days.Need to ensure they all have hygiene cert. completed.Put in place outside sitting regime. Large Gazebo installed? Use nursery wooden area? Seats needed.Put in place formalised queuing support. Will need more vols/staff mix.Pilot indoor eating idea – measure up for safety. |
| **Valley of Sanctuary**  | *Previously monthly face to face meetings. Just getting restarted with health and arts streams.**Now fortnightly meetings on zoom. 8-17 attendees. Focus on Refugee week projects resulted in some nice partnership working esp. with Artworks, Northern Broadsides, Piece Hall, VAC. VAC now sharing comms role. PH done excellent work updating website and reinvigorating social media.*Away day in July to look at strategic plan for VOS over next two years. Resources in place till end February when Laurence’s contract ends.  | Keep growing the network virtually with LL, BH, PH and VAC’s support.As well as the longer term, consider in away day how this network can help offer more socially distanced activities in the coming months. And how it can help Befriending scheme.Resources needed to keep VOS going beyond March next year. |
| **Activity and art bags**  | New CV-19 service which has worked well. Keep offering it. Repeat packs ok. With extra capacity of an activities worker, could offer new ideas for delivery. Need to build on momentum from I Am Here artwork too. Keep creative activities going online and offline. | Keep existing provision through summer. Need storage space as taking up a whole room currently which will be required for staff and CUs. Need Activity worker to keep art project work going.  |
| **Gardening Group** | *Previously 3-7 vols every Tuesday morning.* *Currently 3-5 vols every Tuesday morning.* Desire to expand this work as outdoors, healthy and summer time. Need to develop a Friends of St Augs Garden group to keep it respected and free from vandalism. Need to develop wooden areas (now falling apart). N currently volunteering to help develop this work with SB and current vols. Some CUs (D and A) been doing woodwork recently and desire to do more.Develop existing Tuesday group to involve more Centre Users through the summer and make it a safe social space too. Could link in with cooking. | More gardening vols needed – esp. important to encourage Centre Users to get involved. Garden plan and budget needed. N and SR working on this. Will need support from Activities worker. |
| **Walking & fitness Group/s** |  *Previously one a month led by C family.**Currently on hold.**We have been sharing fitness session links on social media with CUs and putting leaflets from Active Calderdale about exercises into activity packs*Could find someone to takeover C family walks temporarily?Start ‘safe morning walks with St Augustines’ 2 x a week, around the local area esp to green spaces. Occasional longer walks out to very green areas for people willing to walk further. Take a packed lunch.Also there has been talk of a bike scheme which is excellent once we have staff capacity to help make it happen.(Funding agreed via Northern Broadside to buy 12 quality bikes and set up bike rack)Also a couple of Centre Users have offered to do gentle fitness sessions outside, once or twice a week. Perhaps a family one / women one / everyone one?Might be interest in a yoga or gentle stretch group? | Needs people to lead walks and fitness session – from volunteer pool / partners?Encourage Centre Users to talk part.Will need support from Activities worker / staff.Support from Active Calderdale?For fitness session on grass might need equipment / gazebo / music. |
| **Football Group** |  *Previously once a week led by JJ (volunteer). Involved 6-12 people**Currently on hold. Football court at HOTS not open.*Talk to JJ about non-contact training sessions once space available. | TBC – JJ.Space at HOTS?Support from Active Calderdale? |
| **Hind and…** | *Previously, regular band rehearsals and performances involving 7 CUs and vols.**Currently on zoom.* Up to the band!TS interested in doing more informal music sessions in the centre at some point. Could talk to him about what might be possible in socially distanced way.  | Conversation with TS.Space needed. Might need to be one to one only. |
| **Social and cultural gatherings!** | *Previously, trips, events, fetes at the centre and elsewhere.* *Currently all stopped.*Huge desire from some staff, vols and centre users to bring people together safely to connect in a fun way. Is there a creative way to do this? A small programme of gatherings of max safe number of people to meet outside with music and food. Clothes Hangar stock available? Toys give away one day? Maybe to launch summer workshops and provision? Say hello. Check in with people. Also, it’d be good to build a safe programme of cultural activity beyond the summer. For example, looking ahead to 3-4 October, we could take part in the Fun Palaces scheme and their ‘tiny revolutions of activity’. <https://funpalaces.co.uk> Lots of schemes of other creative schemes to take inspiration from (choirs for isolated older people etc) We could also look at starting socials on zoom for identified groups / individuals who need it most. | Mark out how many people it’s safe to have outside the centre in grass and concrete areas.Work out how to manage numbers in a safe way.Zoom socials need thinking through. Need Activities person in post or vols to oversee this work in the summer and beyond. We have the resources.  |
| **Welfare and mental health provision** | *Previously, referrals to Solace. Not sure on numbers.**Currently still making referrals to Solace. A few people who are really struggling are coming in for supportive chats with BH.*Would be good to know we can refer more people to Solace. The regular calls from our volunteer team are helping support people in many ways. Need to consider how this might develop in the near future. Does it need to continue? How might it best evolve? Would like to reinvigorate the Befrienders scheme. Could build on current welfare volunteer callers’ team.Doorstep visits for people struggling. Might be nice to make the chapel space somewhere for one to one extra supportive chats in socially distanced way. Could be done by mix of vols and staff or specialist partners.  | Can use the space soon for one to one support in person as required by staff and volunteers. Just reconfigure how its set out a little.For anything more formal we’d need help from partners. Could be by appointment with experienced counsellor. Solace?Formalise doorstep visits by staff and volunteers – make it something we offer where needed.Need Volunteer and Befrienders Manager in post.  |
| **WIFI & devices provision**  | New CV-19 service about to go live. No money beyond October. But need will continue. Can learn from this pilot scheme. Need strategic solution with partners. Statutory obligation esp where kids are concerned? Option to build a support programme around WIFI.Robin Tuddenham (CEO, Council) asked for costings on Monday – keen to look at an answer.  | SR to talk to partners about long term solution, not reliant on STA ideally? Costings for Robin.Can we make our WIFI more available to people coming near to the centre, in a more formalised way? NH to think of linked support programme – is there a need for it? |
| **NURSERY** |
| **Nursery** | *Previously 22 children across 2 daily sessions 5 days a wk.**Currently on face to face provision. Regular support calls and activity bags given.* Moving to morning session from 22nd June from 9.15am – 12.15pm. 4 children will attend. Nursery have done a separate plan and risk register.  | Entrances and exit plans agreed.Needs daily cleaning again.  |

**Conclusions**

**Safety equipment and processes**

* KR in change of buying hygiene related equipment. We already have quite a bit. VAC have sourced in bulk at cheaper prices. Option to commission homemade washable masks.
* Update and double down on following hygiene processes and policy. Ensure induction with all new staff / vols.
* Staff to clean their spaces and equipment / door handles regularly, as well as PM.

**Immediate move to gentle face to face in two areas**

* Encourage staff and vols to put in place doorstep visits where needed. Support team to explore how they might best work.
* Outdoor sitting areas for Welcome Café can start immediately. Chairs? Rota of who to set out and manage queueing.
* Nursery reopening from 22nd in the mornings for small group. PM needed for cleaning 5 days a week again.

**Use of spaces**

* Staff member (may need extra capacity) to **measure up** all indoor and outdoor spaces for safe, social distancing.
* Working group of identified staff and board agree **how best to utilise spaces**. NB Less one to one small rooms as being used by staff for offices.
	+ *Is a portacabin needed?*
	+ *Can we continue to use the wooden shelter for lunches & other activities now that nursery is opening – does it need fabric sides to stop rain?*
	+ *Do we need a gazebo for grass area?*
	+ *How get round issue of communal spaces in support building? Thin corridors etc?*
	+ *Where do we store activity pack stuff?*
	+ *Assume all of upstairs in support centre* ***cannot*** *be used for Centre Users – keep it for staff offices.*
	+ *New staff = more office space needed esp. in Community Centre (upstairs office?)*
	+ *Check with Diocese.*
* Working group to work out how **reception system** will work – who will man it and how often is it needed? Where should it be based?
* Working group to work out **phone based triage system** – how is it best manned?
* Nursery reopening part time will help us understand potential **clash of use of spaces** / entrance and exits / timings so we can plan Sept onwards.

**Staff and volunteer capacity**

* Be aware that governmental Ut-turns and announcements can affect plans with little warning. Need to be clear what we will and won’t do around capacity.
* If ESOL funding successful, recruit p/t ESOL co-ordinator to start ASAP. Temporary post.
* Recruit Volunteer and Befriender Co-ordinator from August. Ongoing post.
* Recruit Cultural Activities worker from September. Ongoing post.
* Discuss capacity to deal with any new activities we do over the summer, such as fitness sessions, walks, socials, zoom socials, at home art projects, gardening etc. What’s actually feasible?! Can we do this amongst existing team or not?
* Recruit ongoing Support team caseworker/s from September. BH and SR to agree best model. Currently can afford 1 x 4 day a week caseworker. If additional funding forthcoming we will have extra capacity to focus on a) housing, b) health. Need to decide what to do about employability/job search.
* Currently fundraising to expand immigration support. If successful, more immigration hours.
* Who will man reception desk and phone triage? What is best mix of vols/CUs/staff?
* Recruit more cooks ready for Welcome Café expansion and ensure they are trained in Level 2 hygiene. Agree when to phase back in other days of hot meals.
* We need people and additional capacity to oversee queueing and ensuring hygiene policy is adhered to. Mix of vols and staff. Needs managing carefully on a clear rota system. Need training in it so we are all clear what’s expected. Need to recruit vols asap who are willing to do this work, starting with Welcome Café existing provision.
* What might the volunteer welfare call service evolve into?
* Board and SR to look at budget for next year.
* SR and NJO to start fundraising for next year as soon as funds available. Agree fundraising strategy (potentially with outside help to draw it up).

**Staff and volunteer wellbeing**

* Put supervision in place and opportunities for informal gatherings – encourage lunch breaks!
* Reviews JDs and pay.
* Undertake staff survey to assess need.
* Agree working from home policy.

**Partnerships**

* Conversations with several partners need to share and map future provision, specialise and agree referral pathways. HOTS; Gathering Place; Women’s Centre; Mears; CAB, Solace; Active Calderdale; Council; Ryburne House and others.
* Help instigate longer term WIFI solution with VAC, HOTS, Council, others.

**Messaging**

* Continue and build on clear messaging about safety and services with CU’s via text local, social media. Redevelop the website so it is easy to adapt quickly in house, and provides resources for Centre Users.
* Regularly put laminated posters up around the site with clear info about safety and services in English and at least one other language. Do we need better outdoor notice boards? Colour A3 Printer? Larger laminator?

**Next steps**

1. Board have read and discussed on 16th June meeting. They made comments and want team to agree next steps.
2. Staff team discuss on Friday staff meeting (19th June).
3. SR, incorporates staff comments, to present Board with **services and staffing plan/budget** for next 6 months on 29th June, for agreement to progress. Board asked that service plan maps out referrals.
4. Board away day on 6th July to look at our priorities as an organisation which will help focus our work to some extent.
5. **Premises plan** created by team working group by mid-late July. With budget implications. Doesn’t stop some rooms used to pilot appointments in the meantime – IF needed.
6. SR with support from team create a **risk assessment** (we have useful templates)
7. Actions and changes commence. **Baby steps.** Phased.