



**FEBRUARY
2024**

STATE OF THE SABHA REPORT

Prepared by the Sabha in collaboration with an External Consultant

EXECUTIVE SUMMARY

The Panthic Committee ("Committee") continues to take positive steps to address the issues noted within the Operational Audit report ("Audit"), published in December 2022. Since the September 2023 update (key highlights provided below), the Committee has implemented the following:

- A **project management software tool** to manage and oversee all key projects in line with the Committee's strategy.
- A **purchase order system** to ensure that all purchases are pre-approved and that invoices and receipts are digitally stored.
- **Langar and Technology sub-committees** which reports into the Executive Committee.
- An Affiliations, Anand Karaj, Stage, Marketing and Purchase Order **policies and procedures**.
- **Roles and responsibilities** across all paid staff have been reviewed and updated and an **employee appraisal form** has been implement.
- A **"Problem and Solution Hackathon"** event has been introduced in which the Sangat is invited to help proactively solve known issues across the Sabha.
- A **monthly Sangat forum** in which the Sangat can partake in an open discussion with the Committee to share their thoughts and ideas on how to improve the Gurdwara. This enables the Sangat to be heard, drives Panthic unity and encourages diversity in thoughts and ideas.

The Committee will continue to oversee the open audit issues and will ensure that they are addressed in timely manner. In addition, they will ensure that all completed actions (as highlighted within this report) are effectively embedded and operating as required.

Key highlights from the September 2023 follow up:

- Developing and implementing a Strategy that encompasses the Committee's objectives during its tenure.
- Implementing sub-committees that focus on key functional areas.
- Refining and implementing a new organisational chart that includes reporting lines for all paid staff.
- Recruiting an Operations Manager with further recruitment underway for positions such as a Safeguarding Officer.
- Successfully completing several development projects across all the Gurdwara sites - all aimed at using the Gurdwara facilities more effectively and efficiently for the Sangat.
- Commissioned an independent Safeguarding report which re-iterated a number of key issues that have already been highlighted within the "State of the Sabha" report i.e., implementing Safeguarding policies and procedures and overseeing Gurdwara affiliates.



1. Strategy

Detail:

There is no strategy in place to define how the Committee is planning to achieve its manifesto goals and constitutional objectives.

In the absence of a well-defined strategy, projects, programmes and initiatives are unstructured, unclear and implemented on an ad hoc basis. Furthermore, it is unclear how much time, resource (people and/ or technology) and finances are required to implement key projects, programmes and initiatives.

As a result, there is a risk that the Committee is unable to achieve their goals and objectives and a risk that the Sangat's money is being inappropriately managed and utilised.

Action Plan:

The Committee needs to create and implement a strategy which sets out how they are planning to achieve their manifesto goals and the Gurdwara's constitutional objectives.

The strategy needs to include (but not be limited to): a list of key projects, programmes and initiatives that the Committee want to implement, including timeframes, finances required, assigned owners and resources required (people and/ or technology).

Follow Up Assessment

September 2023 Update:

A Roles and Responsibilities chart, for each function within the Committee, has been created, the chart includes projects assigned to each function as well as the five main strategic goals that the Committee aims to achieve during its tenure. These are an extension of the Committees original manifesto goals.

Conclusion: Complete

February 2024 Update:

The Committee has implemented a project management software tool, "Monday.com" to manage all key projects, programmes and initiatives ("project(s)"), in line with the Committee's strategy. Project managers/ owners are responsible for providing regular updates within the tool and for ensuring that the projects are delivered in a timely, efficient and effective manner.

The Committee will continue to embed the tool and utilise all the key functionalities i.e., assign budgets to projects and send automated project status reports to all project managers and the General Secretaries to ensure that projects are being tracked to closure.

Conclusion: In Progress



September 2023 Update:

September 2023 Update:

As noted above, the Roles and Responsibilities chart includes projects assigned to each function. In addition to the chart, the Committee has also implemented a to-do list which lists out the key projects that the Committee are working on.

Furthermore, the Committee has allocated the Gurdwaras budget across "business as usual" activities and to key projects/ initiatives across the different functions. The budget allocation has also been reconciled back to the Committees manifesto to ensure that the Sangats money is being effectively and efficiently utilised. Any additional budget requests which are less than \$2k are reviewed and approved by the Treasurer. Due to the confidentiality of the budget, the allocation will not be attached within the Appendices.

Although the key projects, programmes and initiatives are documented, there are no details, timeframes, or resources assigned to all projects highlighted within the Roles and Responsibilities chart. For example, within the Building sub-committee function, one of the projects is to "Advise on the Park Avenue Development Project". Through discussions with the Committee members it is understood that the Development Project includes many sub-projects such as (but is not limited to), building a dedicated funeral room, implemented a one-way parking system etc.

Conclusion: In Progress

Conclusion: In Progress

The strategy needs to be reviewed and monitored at each Committee meeting, in order to track progress.

February 2024 Update:

As noted above, the Committee has implemented a project management software tool, "Monday.com" to manage all key projects, programmes and initiatives ("project(s)"), in line with the Committee's strategy.

The Committee will continue to embed the tool and utilise all the key functionalities i.e., assign budgets to projects and send automated project status reports to all project managers and the General Secretaries to ensure that projects are being tracked to closure.

Conclusion: In Progress

September 2023 Update:

The Committee confirmed that the Roles and Responsibilities chart was shared with the Committee members on 15 April 2023.

The Executive Committee meeting agendas include dedicated timeslots for each sub-committee/ function to provide an update.

However, it was noted that there is no dedicated agenda item to discuss the Social & Culture, Sports and Dharmic sub-committees. Furthermore, in the absence of timeframes being assigned to key projects, programmes and initiatives, Committee members cannot be held accountable to delivering their functional requirements.

Conclusion: In Progress



2. Governance Structure

Background

Significant enhancements are required to the governance structure, specifically:

- The monthly committee meeting does not include updates from all key operational functions as defined by the Committee structure (i.e. facilities, sports, etc).
- There is no issues, incidents and complaints log which appropriately assigns, tracks and monitors the issues, incidents and complaints to closure.
- The Sri Guru Singh Sabha Southall Constitution has not been updated since March 2010.
- The committee meetings have not been shared on the Gurdwara website since March 2022.
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As a result, there is a lack of accountability amongst the Committee and a risk of key operational functions not being appropriately governed and managed.

Committee Action Plan

Sub-committees need to be set up for each of the key operational functions with a requirement of the sub-committees to provide monthly updates to the main committee highlighting key updates, issues and/ or approval requests.

Follow Up Assessment

February 2024 Update:

Langar and Technology sub-committees have been set up, albeit Terms of References of the sub-committees are yet to be drafted and meetings are not formally minuted.

In addition, as noted in the September 2023 update, there are still no dedicated timeslots for the Social & Culture, Sports and Dharmic sub-committees/ functions.

Conclusion: In Progress

September 2023 Update:

he sub-committee structure has been highlighted within the Roles and Responsibilities chart. Furthermore, the roles and responsibilities for the HR, Finance, Safeguarding, Sports and Building Sub-Committee has been documented within the Executive Committee Terms of Reference. However, the roles and responsibilities for the Langar, Technology and Dharmic sub committees have not been documented.

Furthermore, each sub-committee will either share their minutes with the Executive Committee or the relevant Committee member, sitting on the sub-committee, will provide a verbal update. As noted in the Executive Committee agendas, each sub-committee/ function is given a dedicated timeslot to provide their updates. However, it was noted that there is no dedicated timeslots for the Social & Culture, Sports and Dharmic sub-committees/ functions.

Conclusion: In Progress



The Committee meeting minutes should be uploaded to the Gurdwara website in a timely manner or made available (upon request) to ensure that the Sangat have full transparency.

September 2023 Update:

The Committee has shared all Executive Committee meeting minutes on the SGSSS website. .

Conclusion: Complete

An issue, incident and complaints log needs to be created and actions need to be assigned to Committee members/committed volunteers. The log needs to be presented at each Committee meeting and needs to be monitored to closure.

September 2023 Update:

An incidents log has been implemented by the Committee and is maintained by the General Secretaries and discussed at each Committee meeting as a standing agenda item.

A Complaints policy and procedure has also been implemented by the Committee and is available to view on the SGSSS website. The policy and procedure explains how a concern or complaint can be raised and how the complaint will be managed.

Conclusion: Complete

Where appropriate, actions or tasks should be delegated to members of the Sangat who have the time, resources and skills to complete the required actions.

February 2024 Update:

The Committee has introduced a "Problem and Solution Hackathon" event in members of the Sangat have been invited to help solve issues across the Sabha. This event enables members of the Sangat to take on initiatives and drive projects which will benefit the Sabha.

As noted in issue 1, a project management software tool has been implemented to manage all key projects. Where appropriate the Committee has assigned projects to members of the Sangat who have the time, resources and skill to manage specific projects.

Conclusion: Complete

September 2023 Update:

There have been instances of projects which have been successfully delegated and delivered by dedicated volunteers. These include the Norwood Hall Gardening project and the Summer Camp.

However, where appropriate the Committee needs to identify projects, programmes and initiatives which can be delegated to dedicated volunteers. This will enable the Committee to ensure that all projects, programmes and initiatives are delivered as promised.

Conclusion: In Progress



3. Policies and Procedures

Background

There are a lack of defined policies and procedures in place, and where policies and procedures do exist (e.g., NatWest HR policies), there has been no implementation or embeddedness to ensure that the policies and procedures are understood (through regular training) and adhered to.

Policies and procedures are required in order for the Gurdwara to set standards of behaviour and conduct. Examples of policies and procedures that do not exist include (but are not limited to):

- Safeguarding
- Approvals Process
- Use of Social Media
- Organising Events/ Socials on Gurdwara Premises
- Vendors Vetting and Onboarding
- Reserve and Investment Policy

This has resulted in a lack of consistency and accountability, all of which exposes the Gurdwara to unintended reputational, legal and financial risks.

Committee Action Plan

The Committee needs to document a list of policies and procedures across all key areas of the Gurdwara.

Follow Up Assessment

February 2024 Update:

Since the September 2023 update, the Committee has implemented the following policies and procedures: Affiliations, Anand Karaj, Stage, Marketing and Purchase Order.

The Committee are still in the process of implemented the following policies; organizing events/ socials on gurdwara premises and reserve and investment policy.

Conclusion: In Progress

September 2023 Update:

Some policies and procedures such as the Complaints, Tender, Safeguarding and Lettings policy have already been documented and implemented. Specifically:

- Complaints are discussed and reviewed in line with the policy and where applicable are discussed at the Executive Committee.
- The Committee has shown evidence of following the Tender policy when engaging with third parties on development projects. For example, a supplier tender bid form was completed by the Committee for the development of the Childrens library and appropriate due diligence was performed by the building sub-committee i.e., obtaining multiple quotes, for the development of the Park Avenue outbuildings.



- A Safeguarding report has been performed by external experts. The review has noted a number of key issues that have already been highlighted within this Audit i.e., implementing Safeguarding policies and procedures and overseeing Gurdwara affiliates (as noted in issue 6 of this report).

The majority of the Policies and Procedures are currently still being drafted. Based on the initial review, it was noted that there are no policies and procedures (albeit in draft) for the following areas; use of social media, organizing events/ socials on gurdwara premises and reserve and investment policies and procedures.

Conclusion: In Progress

Policies and procedures need to be assigned to Committee members who will be responsible for the embedding of the policies and procedures and ensuring that they are kept up to date.

February 2024 Update:

The Complaints, Affiliations, Tender, Marketing and Safeguarding policies have been assigned to the General Secretaries. Once a Safeguarding officer has been employed, the Safeguarding policy will be re-assigned to the Safeguarding officer.

The Lettings and Purchase Order policies have been assigned to the Finance sub-committee.

The Anand Karaj policy has been assigned to both the Stage and IT & Social Media Committee members.

The policies will be updated to include details on who the respective owners are and when the policies were last reviewed.

Conclusion: In Progress

Policies and procedures need to be embedded through:

- Ongoing mandatory training days for employees and committed volunteers;
- Workshop days for the Sangat; and
- Sharing policies and procedures on the Gurdwara website

February 2024 Update:

Policies and procedures have been uploaded to the Sabha's website to ensure there is full transparency and accountability cross all key processes. These include (but are not limited to) the: Complaints, Anand Karaj, Affiliates, Purchase Order procedure, Stage, Lettings, Catering and Grants policies and procedures.

In addition, the Sabha's website has a dedicated section for Safeguarding whereby the Sangat can report any issues or concerns. The section also includes key contacts and support organisations who the Sangat can reach out to.

Conclusion: In Progress



4. Roles and Responsibilities

Background

There has been no gap analysis performed across key operational functions to highlight areas of the Gurdwara which require permanent staff (e.g., Facilities Manager), additional paid staff (e.g., Cleaners), committed volunteers and/ or external contractors. This has resulted in an over-reliance on the Sangat to perform key tasks which may lead to additional operational inefficiencies.

Specifically, examples of roles that require full time paid staff/ additional paid staff include (but are not limited to):

- **Facilities Manager:** Currently there is no one responsible for the maintenance of all Gurdwara Plant and Equipment (P&E) and the management of all service providers. The Gurdwara currently uses a “handyman” for quick fixes and repairs which has resulted in an overall lack of accountability whereby, the P&E is fixed only when it breaks/ requires urgent attention, changes to the P&E are made without updating the P&E blueprints, repairs are not in line with the current ascetics/ design of the Gurdwara and constant issues are occurring (e.g., the toilets constantly leaking).
- **Cleaners:** There are a limited number of cleaners across all Gurdwara sites resulting in a lack of regular cleaning, specifically the toilets, creating an over-reliance on the Sangat to perform these duties.
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Action Plan:

The Committee needs to document all key operational functions which require permanent staff and/ or committed volunteers. This needs to be a collaborative process alongside the current employed staff to understand areas which may require additional resourcing.

Follow Up Assessment

February 2024 Update:

The Committee has initiated this work.

Conclusion: In Progress

September 2023 Update:

A resource assessment has not yet been performed to highlight areas of the Gurdwara which require permanent staff, committed volunteers and/ or external contractors.

Nevertheless, the Committee has onboarded a General Manager, albeit in an interim role, who is responsible for; daily operations & maintaining services, managing staff & sevadars, event coordination and facilities. Furthermore, there are a number of open positions currently being advertised on the SGSSS website which include: Safeguarding Officer, General Manager (to replace the interim General Manager), Cleaner, Librarian and Caretaker.

Conclusion: In Progress



The Committee also needs to consider their own strategy (i.e., proposed projects, programmes and initiatives) in order to assess operational functions which may require permanent staff, additional staff and/or external contractors.

February 2024 Update:

A project management software tool has been implemented to manage all key projects. Where appropriate the Committee has assigned projects to members of the Committee and Sangat who have the time, resources and skill to manage specific projects.

Conclusion: Complete

September 2023 Update:

A resource assessment has not yet been performed to highlight areas of the Gurdwara which require permanent staff, committed volunteers and/ or external contractors.

Conclusion: Not Started

Roles and responsibilities need to be clearly defined for all permanent staff and reassessed following the gap analysis to ensure that roles and responsibilities are appropriately and effectively distributed.

February 2024 Update:

ਸਾਰੇ ਪੱਕੇ ਸਟਾਫ਼ ਲਈ ਭੂਮਿਕਾਵਾਂ ਅਤੇ ਜ਼ਿੰਮੇਵਾਰੀਆਂ ਨੂੰ ਪਰਿਭਾਸ਼ਿਤ ਕੀਤਾ ਗਿਆ ਹੈ। ਹਾਲਾਂਕਿ, ਕਮੇਟੀ ਨੇ ਅਜੇ ਤੱਕ ਸਾਰੇ ਪੱਕੇ ਸਟਾਫ਼ ਨੂੰ ਸੋਧੀਆਂ ਭੂਮਿਕਾਵਾਂ ਅਤੇ ਜ਼ਿੰਮੇਵਾਰੀਆਂ ਬਾਰੇ ਦੱਸਣਾ ਹੈ।

Conclusion: In Progress

September 2023 Update:

ਸਾਰੇ ਕਮੇਟੀ ਮੈਂਬਰਾਂ ਦੀਆਂ ਡਿਊਟੀਆਂ ਅਤੇ ਜ਼ਿੰਮੇਵਾਰੀਆਂ ਤੈਅ ਕਰ ਦਿੱਤੀਆਂ ਗਈਆਂ ਹਨ। ਇਸ ਸਬੰਧੀ ਜਾਰੀ ਕੀਤੇ ਗਏ ਚਾਰਟ ਵਿੱਚ ਸਾਰੀ ਜਾਣਕਾਰੀ ਮੌਜੂਦ ਹੈ ਜੀ।

ਪਰ ਹਾਲ ਦੀ ਘੜੀ ਕਮੇਟੀ ਨੇ ਸਟਾਫ਼ ਦੀਆਂ ਜ਼ਿੰਮੇਵਾਰੀਆਂ ਤੈਅ ਕਰਨ ਲਈ ਰਿਵਿਊ ਨਹੀਂ ਕੀਤਾ, ਜੋ ਕਿ ਆਉਂਦੇ ਸਮੇਂ ਵਿੱਚ ਹੋ ਜਾਵੇਗਾ।

Conclusion: Not Started



5. Employee Oversight

Background

There are no defined reporting lines in place to ensure that paid staff members and committed volunteers are being adequately monitored and reviewed, through regular performance reviews. This lack of accountability has resulted in instances of paid staff not fulfilling their responsibilities, not working their agreed hours and generally underperforming.

Furthermore, there are no Disclosure and Barring Service (DBS) checks performed on paid staff and committed volunteers, specifically those working with children and vulnerable individuals. As a result, the Gurdwara is at risk of legal, financial and reputational damage should a member(s) of Sangat be victim to any harm or misconduct.

Action Plan:

The Gurdwara's organizational structure needs to be redesigned in line with the intended Strategy and Governance Structure (as noted in Issues 1 and 2).

Reporting lines need to be implemented across all paid staff members and committed volunteers.

Follow Up Assessment

September 2023 Update:

The Roles and Responsibilities chart, highlights all the sub committees, including the members, which report into the Executive Committee.

Furthermore, an updated organisational chart has been implemented as of July 2023 which highlights the key operational areas and staff that the Head of Operations oversees.

Conclusion: Complete

February 2024 Update:

Through conversations with the Committee it was concluded that it was not feasible or practical to compile a list of "committed volunteers" due to the dynamic nature of Seva (selfless service) i.e., you don't necessarily have the same individuals performing the same Seva.

Instead, the Committee will display the Sabha's organisational chart across the Gurdwara sites so that volunteers are aware of who they need to contact/ report to.

Conclusion: In Progress

September 2023 Update:

As noted above, reporting lines have been implemented for all paid staff members, however, reporting lines have not yet been implemented for committed volunteers.

A Safeguarding Officer role is currently being advertised by the Gurdwara and it will be the responsibility of the Safeguarding Officer to oversee all committed volunteers.

Conclusion: In Progress



The Committee needs to compile a list of committed volunteers to ensure they are also overseen on a regular basis and are appropriately vetted.

February 2024 Update:

As noted above, it was concluded that it was not feasible to or practical to compile a list of “committed volunteers”. Instead, the Committee will display the Sabha’s organisational chart across the Gurdwara sites so that volunteers are aware of who they need to contact/ report to.

Conclusion: In Progress

September 2023 Update:

The Committee has compiled a list of committed volunteers who are responsible for Langar related duties. The volunteers have all undertaken first aid and food safety training. In addition, DBS checks have been performed on the volunteers and they have all been issued with ID badges. Due to confidentiality, the evidence has not been attached to the Appendices.

The Committee has highlighted that they will continue to compile lists of committed volunteers across all operational functions.

Conclusion: In Progress

DBS checks need to be performed on all paid staff and committed volunteers. The checks need to be updated on a regular basis.

February 2024 Update:

As noted above, it was concluded that it was not feasible to or practical to compile a list of “committed volunteers”. Instead, the Committee will display the Sabha’s organisational chart across the Gurdwara sites so that volunteers are aware of who they need to contact/ report to.

As noted in the September 2023 update, DBS checks have been performed for all paid staff. In addition, the Committee has set up a project within the newly implemented project management tool to reperform the DBS checks every 18 months.

Conclusion: Complete

September 2023 Update:

The Committee has performed DBS checks across all paid staff. In addition, as noted above, the committed Langar volunteers have also been DBS checked.

The Committee will continue to perform DBS checks for all committed volunteers once the respective list has been compiled across all operational functions.

Conclusion: In Progress



An assessment needs to be performed across all paid staff members and committed volunteers to determine whether or not they are capable or qualified for their role. Where appropriate, personal development training should be offered.

Performance assessments need to be performed for all staff members and committed volunteers on a frequent basis to ensure that assigned responsibilities are being appropriately and adequately performed and fulfilled. Any issues and/ or concerns need to be escalated to the respective Committee (sub-committee or main Committee) to determine the appropriate actions that need to be taken i.e., further training, formal warnings, etc.

February 2024 Update:

The Committee has implemented an employee appraisal form which the General Secretaries will use to evaluate the performance of all paid staff. Once the initial evaluations have been performed, the Committee will determine whether the current paid staff are capable and qualified for their roles.

Conclusion: In Progress



6. Oversight of Gurdwara Affiliations

Detail:

There is no onboarding process or ongoing oversight performed over individuals/ groups who are affiliated with the Gurdwara, for example; sports clubs, social clubs, educational groups, charities and workshops.

In the absence of a robust onboarding process and regular oversight, there is a risk that the Gurdwara may be affiliated with individuals/ groups who may not adhere to the Gurdwara's policies, procedures and standards (e.g., DBS checks, health and safety standards, non-Sikh activities, etc). Furthermore, this may expose the Gurdwara to unintended reputational, financial and legal risks.

Action Plan:

Compile a list of all clubs, educational groups and workshops that are using the Gurdwara to facilitate their work.

Implement contracts/ agreements in place to ensure that the affiliates operate in line with the Gurdwara's requirements and expectations.

Assign Committee members/ committed volunteers to retrospectively perform a due diligence checks to ensure that the affiliates are aligned to the Gurdwara's standards and requirements.

Oversee the affiliates on a regular basis to ensure that they are operating in line with expectations, as per the contract/ agreement.

Follow Up Assessment

February 2024 Update:

The Committee has implemented an Affiliations policy and an annual attestation form which each affiliate will be required to sign. The Committee are in the process of receiving signed attestations from each affiliate. In addition, the Committee has designed an affiliations matrix to capture all key affiliations data. The matrix will also be leveraged to ensure that annual attestations are signed by all affiliates.

Conclusion: In Progress

September 2023 Update:

The Committee has onboarded an intern to compile a list of all clubs, educational groups and workshops that are using the Gurdwara to facilitate their work.

Conclusion: In Progress

Not Started



7. Finance & Cash Management

Detail:

There is no approved overall finance strategy that is periodically reviewed to assess appropriateness. As a result, is not possible to assess whether finances are spent in line with Gurdwara strategy and goals.

In addition, the management and handling of cash at the Gurdwara requires significant enhancements. Specifically:

- There is a lack of budgeting and forecasting to ensure that the Sangat's money is being appropriately utilised.
- The Treasurer(s) do not oversee the management and handling of all cash. As a result, there is a risk that the Gurdwara's finances are open to mishandling and/or inappropriate management or use.
- There is no accounting system in place to document and log cash payments which are non-Golak related (i.e., non-congregational cash offerings). Instead paper receipts are manually created for cash payments. As a result, there is a risk of cash being mishandled and for potential mis-conduct to occur.

Additional issues were noted during the audit, however due to security concerns the issues were not explicitly documented, instead they were verbally shared and discussed with the Committee.

Action Plan:

The Treasurer(s) need to develop, obtain formal approval of, and implement a periodically reviewed financial plan in line with overall Gurdwara strategy and goals.

Develop and implement a secure way to transport cash from the sites to the bank that includes appropriate oversight processes.

Follow Up Assessment

September 2023 Update:

As noted in issue 1, the Committee has allocated the Gurdwaras budget across "business as usual" activities and to key projects/initiatives across the different functions. The budget allocation has also been reconciled back to the Committees manifesto to ensure that the Sangats money is being effectively and efficiently utilised. Any additional budget requests which are less than \$2k are reviewed and approved by the Treasurer.

Conclusion: Complete

February 2024 Update:

Loomis have been onboarded to manage for all cash collections, this was agreed and approved by the Finance sub-committee.

Conclusion: Complete

September 2023 Update:

The Finance sub-committee meets every 6-7 weeks albeit the documentation to evidence the meeting minutes needs to be improved. Nevertheless, the Committee confirmed that they are currently in the process of setting up a cash collection service from G4S/ Loomis.

Conclusion: In progress



Where possible, the Committee need to implement cashless payments for all non-Golak related payments.

February 2024 Update:

The Committee has implemented contactless Golaks at both the Gurdwara sites and the admin/ reception staff are encouraging the Sangat to make online card payments (where appropriate).

In addition, the Committee plan to introduce till systems at the Gurdwara sites for all payments.

Conclusion: In Progress

All receipts need to be electronically logged and produced.

February 2024 Update:

A Finance Purchase Order system has been implemented following the approval from the Finance sub-committee. The system ensures that all purchases are pre-approved and that invoices and receipts are digitally stored.

Conclusion: Complete

September 2023 Update:

The Committee are in the process of implementing an online booking system.

Conclusion: In Progress



8. Use of Gurdwara Facilities

Detail:

The current use of the Gurdwara's facilities and space needs to be reconsidered and reviewed to ensure it is being utilised in the best interest of the Sangat and is fit for the 21st century. Specifically,

- There are currently no private breastfeeding facilities in place.
- There are no unisex baby-changing facilities. The current facilities are limited to the Women's toilets, which are not always clean.
- The Gurdwara premises is currently being used for personal businesses, gains and promotions, which is not in line with the Gurdwara's constitution.
- The Gurdwara stage has previously been used for personal political agendas e.g., Boris Johnson election visit, which is not in line with the Gurdwara's constitution.
- The library is currently out of use and the books have been moved to the second floor. There is currently no oversight, maintenance and management of the library.

The notice boards are not updated in a timely manner, do not always provide relevant information and in some cases are out of date and no longer relevant.

Action Plan:

The Committee needs to strategically evaluate the current facilities and space by setting up workshops with the Sangat to understand what is required to develop the Gurdwara.

Follow Up Assessment

February 2024 Update:

The Committee has introduced the following:

- A "Problem and Solution Hackathon" event in which the Committee has invited members of the Sangat to help solve known issues. This event enables members of the Sangat to take on initiatives and drive projects which will benefit the Sabha.
- A monthly Sangat Forum in which the Sangat can partake in an open discussion with the Committee to share their thoughts and ideas on how to improve the Gurdwara. This enables the Sangat to be heard, drives Panthic unity and encourages diversity in thoughts and ideas.

The Committee will continue to evaluate the current facilities and space in order to develop the Sabha.

Conclusion: Complete



September 2023 Update:

As noted in Issue 1, more details need to be provided for the projects listed within the Roles and Responsibilities chart.

Nevertheless it was noted that the following developments are currently underway:

Park Avenue Gurdwara developments:

- Funeral Room: one of the outbuildings at Park Avenue Gurdwara is being converted to a dedicated funeral room.
- Car park: the Park Avenue car park is currently being expanded, an ANPR system and a one way parking system will be implemented to tackle the current traffic issue.
- Educational facilities: the Park Avenue outbuildings are currently being utilized for educational classes such as the Gurbani Sangeet Academy.
- Reception: the Park Avenue Reception has been moved to the ground floor for better visibility, accessibility and safeguarding.

Guru Nanak Road Gurdwara developments:

- Domes: the Gurdwara domes are being renovated. The domes have not been cleaned and treated since the development of the Gurdwara resulting in water leakage issues which have not been treated or managed in a timely manner.
- Children Library: a custom-built children's library has been developed.

Norwood Hall – the projects have been successfully delivered by dedicated volunteers with minimal involvement from Committee members. The projects include:

- Gardening project: the space at Norwood Hall has been utilised as a community garden project.
- Summer Camp: the space at Norwood Hall was successfully utilised for a children's summer camp and sports week.

Conclusion: **In progress**



The Committee need to implement a plan in place which considers timeframes, finances requires and resources (people/ or technology) to ensure that the Sangat's money, time and resources are being effectively utilised.

February 2024 Update:

As noted in issue 1, the Committee has implemented a project management software tool, "Monday.com" to manage all key projects, programmes and initiatives ("project(s)"), in line with the Committee's strategy. Project managers/ owners are responsible for providing regular updates within the tool and for ensuring that the projects are delivered in a timely, efficient and effective manner.

The Committee will continue to embed the tool and utilise all the key functionalities i.e., assign budgets to projects and send automated project status reports to all project managers and the General Secretaries to ensure that projects are being tracked to closure.

Conclusion: In Progress

September 2023 Update:

Although budgets have been assigned to key projects, programmes and initiatives, there are no details, timeframes, or resources assigned to the respective projects, programmes and initiatives as highlighted within the Roles and Responsibilities chart.

Conclusion: In Progress

The Committee needs to ensure all decisions are made in line with the Gurdwara's constitution. Any deviations should be documented in the Committee meeting minutes.

February 2024 Update:

The Committee has:

- Enhanced the structure of the Executive Committee Meetings to ensure that updates are provided from each Committee member. Albeit there is still room for improvement i.e., no update from sports and dharmic sub-committees and not all sub-committee meetings are formally minuted.
- Implemented key policies and procedures and have uploaded them to the Sabha's website. This includes (but is not limited to), a Tender policy and procedure whereby any significant work requires a minimum of three quotes and needs to be reviewed and approved by the Committee before being executed.
- Implemented a Purchase Order system which ensures that all purchases are pre-approved and that invoices and receipts are digitally stored.
- Left physical notices across the Gurdwara reminding the Sangat that any unauthorised building works will constitute criminal damage and that all building works will be resolved at the Executive Meetings to ensure the safety of the sangat and compliance with health & safety regulations/ laws, and to protect the assets of the Sabha.

Conclusion: In Progress



9. Property and Asset Utilisation

Detail:

The Gurdwara's properties are not utilised effectively and not in-line with the Gurdwara's objectives i.e., to be used for education and social projects etc. Specifically:

- There is no strategy in place to effectively manage the Gurdwara's portfolio of properties.
- There are instances of properties being used for general storage and parking. This includes (but is not limited to) outbuilding, sheds and lodges.
- There are instances of building space being occupied by unknown sevadars (volunteers).

As a result, there is a risk of lost opportunity whereby the Gurdwara can be generating passive revenue which can subsequently be reinvested into projects to benefit the Sangat e.g., education and social projects etc. In addition, a lack of oversight over the Gurdwara properties may result in the buildings being inappropriately used leading to potential legal, financial and reputational damage.

Action Plan:

For the portfolio of homes owned by the Gurdwara, the Committee needs to implement a robust lettings strategy.

Follow Up Assessment

September 2023 Update:

A Letting Policy has been implemented, as noted in the September 2023 Executive Committee meeting minutes, the Committee has agreed to provide a minimum London Living Wage to all staff so that they can rent/ purchase their own homes and not be reliant on the Gurdwara's accommodation.

Conclusion: Complete

For all other buildings owned by the Gurdwara (e.g., outbuildings, sheds and lodges), the Committee needs to implement a strategy to ensure that the buildings are being appropriately utilised in line with the Gurdwara's objectives.

September 2023 Update:

Please refer to the update in Issue 8.

Conclusion: Complete

Where necessary, any unauthorised occupants of the Gurdwara's houses and/ or buildings need to be removed immediately.

September 2023 Update:

The Security team are responsible for performing daily checks on all Gurdwara properties to ensure that no unauthorised individuals are living in the Gurdwara properties.

Conclusion: Complete

