

10-Year Vision and Operational Plan for the Basingstoke Gurdwara Sahib (2025-2035)



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Facilitated and compiled by Gurdwara Aid
www.GurdwaraAid.org

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1. Executive Summary

This document contains the 10-Year Vision and Operational Plan for the Basingstoke Sikh Sabha Charity to support the Sikh community and when appropriate establish the Basingstoke Sikh Sabha Gurdwara, guided by the **Gurdwara Aid Gurdwara 10 Year Vision Framework** and core Sikh principles.

This strategic plan is the outcome of a full-day vision session facilitated by Gurdwara Aid. The process included preparatory work by the committee in the run-up to a full-day vision session, which included a talk on **Ideation** to encourage innovative thinking, and a case study on **Azadism** (Sikh principles of freedom and self-reliance) to set a principled, forward-looking tone. Three intensive breakout sessions captured the collective vision of the Committee on youth, technology, and financial sustainability.

The result is a cohesive **10-Year Vision** to establish the Gurdwara as a **"permanent hub for spiritual growth, ethical leadership, community care, and Sikh-led social impact."** This vision is anchored by five core **Mission Statements** and four **Strategic Pillars: Foundations, People, Community, and Future-facing.**

The plan emphasises **transparency, professionalisation, and youth empowerment**, categorised into 3 phases containing our operational priorities:

Short term 2025 – 2028 (Years 1–3, Building a solid foundation):

Key priorities include developing a cohesive Sikh community, establishing robust governance and financial systems (Including Charity registration, Gift Aid & financial controls), and increasing the programme frequency to build a vibrant, inclusive Sangat and eventually securing a property when appropriate,. This roadmap ensures the Gurdwara's growth is firmly rooted in the principles of Seva (selfless service), Sangat (community), and Bibek Budhi (discerning wisdom).

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Medium Term 2029 – 2031 (Years 4–6, Expansion & full independence)

This phase focuses on aiming to achieve full financial stability through independent auditing and scrutiny, maintaining budget control (<5% variance), and professionalising operations by hiring key full-time staff like a Granthi and Youth/Outreach Coordinator. Educational outreach expands with the launch of a digital learning portal and 'Gurbani & Life Skills' courses, while community engagement is boosted by establishing a senior support service ('Chai Pe Charcha') and upgrading facilities, including a feasibility study for Net-Zero operations.

Long term 2032 – 2035 (Years 7-10, Institutional maturity & lasting legacy):

The long-term vision is centred on establishing a lasting legacy, institutional strength, and modern infrastructure, with the ultimate goal of establishing a permanent Gurdwara becoming a fully self-sufficient and financially independent asset. This is supported by securing £100k+ in endowments, formalising a 10% income grant fund, and achieving an annual operating surplus (>5%) with a 3 month operating reserve fund, full institutionalisation through a rotating committee model with a healthy youth representation. The plan culminates in fully refitting or purpose-building the Freehold Gurdwara for Net-Zero operations and launching an accredited Sikh Heritage & Learning Centre

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2. BSS Charitable Objects and Strategic Alignment

The Gurdwara's Charitable Objects are set out within the Constitution provide the legal and spiritual mandate for BSS to develop a significant reputation in the Basingstoke area.

Charitable Objects:

To advance the Sikh faith in Basingstoke and the surrounding areas for the public benefit, in line with the statement of the Sikh faith, Sikh tenets and the Sikh Rehat Maryada Akal Takht Amritsar (code of conduct), in particular, but not exclusively by:

- providing a Gurdwara (a Sikh place of worship)
- celebrating Sikh festivals and religious events
- holding regular services, discourses and other events that increase cultural awareness across the community
- conducting weddings, funerals, birth naming and other Sikh ceremonies
- providing pastoral care to the congregation
- holding Punjabi language, singing and tabla classes
- carrying out practical expressions of the Sikh faith such as promoting the Sikh principles of seva (selfless service), Miri-Piri (the inseparable nature of the spiritual and temporal), Sarbat da Bhala (the welfare of all humanity), the Sikh teaching that the environment is our Guru, as expressed in the Gurbani 'Pavan Guru, Pani Pita, Mata Dharat Mahat' (Air is the Guru, Water is the Father, and Earth is the Great Mother), and providing Langar (free communal kitchen and food)

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3. Our 10-Year Vision

Vision Statement

To establish and sustain a vibrant Sikh community supported by an innovative, and professionally run Gurdwara that is a permanent hub for spiritual growth, ethical leadership, fostering of relevant skills, community care, and Sikh-led social impact, actively welcoming the entire community into the fold of the Guru's service whilst being accountable for the custodianship of the community's trust.

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4. Strategic Pillars and Long-Term Objectives (10-Year Horizon)

This table sets out a decade long endgame, ensuring BSS matures into a self-sustaining, digitally savvy, culturally rich, and globally respected Gurdwara institution by 2035.

Pillar	Description	The End Game (10-Year Horizon)
Foundation “Neev” (ਨੀਵ) Governance, Fundraising & Leadership	Building a best practice, ethical, professional, and financially resilient institution.	<ul style="list-style-type: none"> - Attain an independent audit and governance kite-mark (ISO 9001) by 2030 and ensure 100% of all leaders complete mandatory training. - Establish a training and development programme for Gurdwara officials that delivers the best leaders to ensure the success of BSS. - Cultivate £500k+ in legacy pledges and endowments by 2035 and allocate 10% of annual income to external Sikh-based grants (Gurdwara Philanthropy).
People “Sangat” (ਸੰਗਤ) Sangat Insight, Sikhi Passion, Youth & Seva	Understanding our Sangat, increasing our knowledge of Sikhi and tapping into our passion whilst developing our youth, and a volunteer team for Seva.	<ul style="list-style-type: none"> - Develop a deep understanding of who makes up our Sikh community, their needs and how best to support them going forward whilst operating within a broader ecosystem for our success. - Recruit and retain a team of qualified, full-time staff (Granthi, Manager, Youth/Outreach Coordinator) for professional operations and pastoral care. - Establish an Accredited Sikh Heritage & Learning Centre offering comprehensive, multi-lingual Gurmat courses - Establish a formal Youth-led Committee Wing, ensuring ≥30% of committee seats are held by under-40 Sikhs with decision-making roles. - Develop a structured, digital Volunteer Management System (VMS) for skills-based and meaningful Seva for Sikhs and non-Sikhs whilst establishing a health and wellbeing stream.
Community “Panthic Dhancha” (ਪੈਂਥਿਕ ਢਾਂਚਾ) Sikh Programmes, Outreach, Collaboration & Social Impact	Our Gurdwara is a beacon of Sarbat da Bhala (welfare of all) delivering Sikh programmes and a key partner in the wider Sikh and British ecosystem.	<ul style="list-style-type: none"> - Grow the active Sangat membership to ≥350 families, ensuring a welcoming, inclusive community for all, while running a series of programmes that inspire all Sikhs. - Invest in and actively collaborate with external Sikh organisations to create a strong collective infrastructure, moving toward establishing Sikh-led welfare 'Seva Institutions' (e.g., senior services, tutoring). - Be recognised as a key civic partner, maintaining a formal MoU with the Borough Council Faith Forum and collaborating with ≥3 local schools annually
Future-facing “Agge-vadhdhi soch” (ਅੱਗੇ ਵਧਦੀ ਸੋਚ) Infrastructure, Technology & Sustainability	Leveraging our assets, financial & facilities management, technology, and best practice sustainability to achieve resilience, accessibility, and pride in our Community.	<ul style="list-style-type: none"> - Leverage our assets to secure and fully refit or purpose-built Freehold Gurdwara property (Darbar Hall ≥300 capacity) with professional enterprise/training hubs. - Become a 'digitally confident' Gurdwara, utilising technology for engagement, transparency (dashboards), and accessible learning. - Achieve Net-Zero operations (solar, energy-efficiency) and develop an entrepreneurial mindset to generate predictable income covering a portion of operational costs.

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5. Operational Plans (2025–2035); See Appendix A for details

Over ten years, the plan weaves 3 initiatives for each strategic pillars giving 12 programmes with clear owners that will drive an integrated roadmap, forging transparency, engagement, service, impact, equity, enrichment and leadership.

Consisting of:

- Clear communication channels, from divans to digital platforms will fuel informed, inclusive participation.
- Community working groups will connect elders, women and youth in joint decision-making.
- Trust blossoms through Seva-driven initiatives that showcase service and spur volunteer growth.
- Real-time dashboards and updates reinforce accountability.
- Vibrant youth programs and spiritual teachings sustain cultural relevance.
- Sustainability threads link environmental stewardship with digital innovation.
- Finally, an inclusive leadership model knits these elements into a cohesive momentum built for resilience.

Our 4 pillars with 12 initiatives

Foundation	People	Community	Future Facing
Building a best-practice ethical, professional, and financially resilient institution	Understanding our Sangat, increasing our knowledge of Sikhi and tapping into our passion whilst developing our youth, and volunteer team for Seva.	Our Gurdwara is a beacon of Sarbat da Bhala (welfare of all), delivering programmes and a key partner in the wider Sikh and British ecosystem	Leveraging our assets, financial & facilities mgmt, technology, and best practice sustainability to achieve resilience, accessibility, and pride
Legal Framework	Sangat Needs	Sangat Programmes	Finance & Facilities
Fundraising	Sangat Learning	Community Seva	Technology
Lead with Excellence	Future Leaders	Community Outreach	Sustainability

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Timing of Basingstoke Sikh Sabha Gurdwara

Before we invest in a Gurdwara building, we must be confident in our ability to sustain our operation. The following criteria should be met:

- **Financial readiness:**
 - Before starting the search; Have a minimum balance of £100k in account + fully agreed feasibility study
 - Before purchase / lease of the building; £250k raised from UK wide sources with a fully agreed funding plan
- **Sangat readiness:**
 - Baseline of 140 attendance to one programme a month in 2025
 - Increasing to two programmes a month with baseline attendance of 170 in 2026
 - Increasing to 200 attendance to a programme every weekend in 2027
 - Community mandate: at least 50% of members approval on a ballot
- **The following criteria is a guide:**
 - Site suitability: capacity for 250+, adequate parking, full accessibility and positive planning-permission feasibility;
 - Risk preparedness: comprehensive risk register reviewed and contingency reserves earmarked;
 - Partnership frameworks: formal MoUs with local authorities and other Sikh organisations.

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6. Risk and Challenge Register

See Appendix B for details

Over the next ten years, the Basingstoke Sikh community's ambitious vision must navigate a complex landscape of risks and challenges across the four strategic pillars.

At its core, the Foundations pillar faces high-impact threats from insufficient fundraising and leadership gaps: economic uncertainty could stall endowment growth and political interference may erode trust. To counter this, the committee will diversify revenue streams, launch targeted legacy campaigns, enforce mandatory governance training, rotate leadership, and commission annual audits.

Under People, youth disengagement looms large; if young voices feel alienated by rigid practices, growth will stagnate, while volunteer burnout risks operational inconsistency. Youth-led programs, entrepreneurship skill workshops, and a structured volunteer system with regular recognition aim to keep energy high.

Community Infrastructure must contend with low Sangat buy-in, fragile external partnerships, social-support overload, property acquisition delays, and sustainability shortfalls. Transparent forums, formal MoUs, mental-health training, a dedicated property sub-team, and green-upgrade feasibility studies will safeguard progress. Looking ahead, digital adoption barriers and entrepreneurial risks threaten innovation; targeted training, user-friendly platforms, pre-acquisition risk assessments, and expert consultations will build resilience.

Finally, overarching economic shifts and crisis disruptions could derail timelines, so the plan calls for endowment buffers, scenario planning, hybrid outreach options, and emergency funds.

This register, with annual committee reviews, seeks to proactively mitigate key challenges, keeping the ten-year vision on course.

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7. Strategies for Buy-In from Sangat

This section emphasises transparent communication through storytelling, alongside co-designing initiatives through representative working groups and two-way feedback mechanisms. Promoting equality and inclusivity ensures every voice shapes the plan. The leadership model remains transparent, approachable, and responsive, reinforcing meaningful collective commitment.

By embedding these strategies, the sangat will see the **10-Year Vision** not as a committee's plan but as a **collective journey** - owned, shaped, and delivered by the whole community.

Area	Activity
Transparent Communication	<ul style="list-style-type: none">Share the 10-year vision clearly and regularly.Provide updates on milestones, finances, and progress.Use multiple channels - divans, notice boards, WhatsApp, newsletters, and social media.Create videos and storytelling content to explain the vision in simple terms.
Involve the Sangat in Decision-Making	<ul style="list-style-type: none">Co-design key initiatives of the 10-year vision with sangat input.Form representative working groups (youth, women, elders, professionals).Gather feedback via surveys, forums, and suggestion boxes.Report back on how sangat input is shaping the vision.
Build Trust Through Seva	<ul style="list-style-type: none">Link the vision to seva projects (e.g., education, health, environment, youth).Highlight how each initiative benefits the sangat directly.Encourage diverse forms of seva - time, skills, knowledge, and financial support.

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Area	Activity
Engage the Youth	<ul style="list-style-type: none">Provide leadership opportunities for youth to drive elements of the vision.Use digital platforms (Instagram, YouTube, podcasts) to communicate the vision.Involve young Sikhs in innovation, technology, and community projects.
Show Real Impact & Accountability	<ul style="list-style-type: none">Share progress reports and visual dashboards linked to the vision.Clearly show how funds and resources are being used.Celebrate milestones with sangat involvement - recognise contributions openly.
Foster Equality & Belonging	<ul style="list-style-type: none">Ensure the 10-year vision reflects everyone's needs and voices.Promote inclusivity by involving women, youth, and newcomers in decision-making.Make the Gurdwara a true community hub for spiritual, cultural, and social life.
Spiritual Enrichment	<ul style="list-style-type: none">Connect the vision to Gurmat values and everyday Sikh living.Offer divans, kirtan, and educational programs that align with long-term goals.Show how the vision enhances both personal spirituality and collective progress.
Leadership Approach	<ul style="list-style-type: none">Committee and leadership to remain transparent, approachable, and accountable.Avoid rigid or fundamentalist approaches - focus on inclusive growth.Clearly define roles and responsibilities to deliver on the 10-year vision.

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Appendices

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Appendix A - Operational Plans (2025–2035) *Please see attached Excel spreadsheet*

Pillar	Our Aim	Time Frame	Short-Term (Years 1–3) 2025–2028	Mid-Term (Years 4–6) 2029–2031	Long-Term Years (7 - 10) 2032–2035						
			Initiative 1: Legal Framework	Governance & Finance: Annual Governance Healthcheck / Review	Governance & Finance: Commission an independent audit and aim for a kite-mark ISO9001 Quality of Mgt. Achieve and sustain an annual operating surplus (£30k/yr).						
Finance Neev (ਨੈਵ) Governance, Fundraising & Leadership	Building a best-practice ethical, professional, and financially resilient institution Owner: Non-portfolio Trustee - Kuldip (short term) & Chairman (mid & long term)	Initiative 1: Legal Framework Complete Charity Registration and set up Gift-Aid system. Draft and ratify a new Constitution. Outcome Community gains trust from transparent governance, and boosts donor confidence, unlocking grants that strengthen our programmes. What needs to be done Gain consensus and establish governance framework. Rent from Committee to lead + funding agreed for Gurdwara Aid Arrange AGM to gain support for Governance & 10-Year Plan Share updates using social media and newsletter Feature timeline on website Success is (with timescales) Full Charity Commission registration & Gift-Aid number. Constitution ratified. Registration with Charity Commission October 2025 Set up bank account by BSS October 2025 Set up for GiftAid by November 2025 Constitution established and policies ratified by Committee /Sangat - April 2026 ≥50% of donations Gift-Aided by 2027 Unlocking grant eligibility 100% compliance with Charity Commission requirements. Publish governance charter on website and email to membership	 Initiative 2: Fundraising Establish Fundraising Team and achieve the initial £250k cash-in-bank target. Implement digital accounting systems. Outcome An empowered donor base ensures sustained community services and affordable facilities. What needs to be done Establish team and drive activity Resources to underpin activities Achieve monthly fundraising targets Document and acknowledge all donations within 7 days Submit 2 Grant Applications per year Achieve 100% response rate every quarter with ≥30% response rate Recruit volunteers using social media and email Share financial reports via email Share fundraising updates on social media and newsletter Success is (with timescales) Ongoing: 100% transparency via quarterly financial reports to Sangat. April 2027: £95k raised and funding plan for Gurdwara purchase agreed, search activated April 2028: £150k raised (UK investors) plan for Gurdwara purchase agreed April 2029: £250k search concluded and premises purchased when criteria met ≥50 regular donors from local community by Y3 Financial Security: Establish Fundraising Team and achieve an initial £100k cash-in-bank target Years 1-2: Rising to a more aggressive target of £250k Years 2-3. Create donation page on website and share on channels 100% of fundraising milestones met with +25% extra revenue on 80% of donations	 Initiative 3: Lead with Excellence Committee & Trustee Training: Establish a training and development programme for Gurdwara officials Outcome Well-trained leaders guarantee clear guidance, Clear roles, fewer compliance issues, stronger decision-making, creating a safer, more responsive community hub Learn from best practice across charity sector by attending external events and networking etc. What needs to be done Drive best practice by evaluating and refreshing leadership curriculum every 2 years Allocation of budget to ensure this programme takes place Achieve 100% course-completion rate among Committee Members & Trustees Share updates on social media and in newsletter Success is (with timescales) 100% of Committee members & Trustees undergo basic + mandatory training identified to fulfill role. 90% of Committee members & Trustees undergo accreditation in their chosen speciality training. Each official to attend and shadow at least one other gurdwara per annum Attendance by every Gurdwara official to at least one networking event per annum At least 5 Sewadars complete Level 1 safeguarding training.	 Initiative 1: Legal Framework Governance & Finance: Annual Governance Healthcheck / Review Outcome Heightened transparency, elevated public profile Independent governance audit completed. What needs to be done Run annual governance-awareness seminar Keep policy manual updated every year Share updates using social media and newsletter Success is (with timescales) Governance audit passed Zero compliance infractions in annual audits	 Initiative 2: Fundraising Continue to raise finance to pay down bank/sangat loans received to purchase gurdwara. Conduct feasibility study into having an Endowment Fund established with potential returns. Conduct Feasibility study into legacy pledges/endowments Outcome An empowered donor base ensures sustained community services and affordable facilities. What needs to be done Maintain donor database with <5% duplicate records Coordinate 25 active fundraising ambassadors across community Streamline fund raising plus gift-processing, reducing errors to <5% Host 4 fundraising open-house events by Y6 Success is (with timescales) Manage and maintain all loans requirements/payments for the purchase of a gurdwara Manage and maintain repayments for any loans received (Sangat/Bank) Endowment Fund review complete and outcomes implemented where applicable Establish a grant programme contributing ≥£50 K each by Y4 Achieve 20% year-on-year growth in online giving Legacy Pledges review complete and outcomes implemented where applicable £10k Endowment Fund established £100k+ in pledges Philanthropy programme established with 1 grant per annum	 Initiative 3: Lead with Excellence Committee & Trustee Leadership Training Outcome Establish a training and development programme for Gurdwara officials Maintain an online knowledge-hub with 100% training materials Learn from best practice across charity sector by attending external events and networking etc. What needs to be done Drive best practice by evaluating and refreshing leadership curriculum every 2 years Allocation of budget to ensure this programme takes place Success is (with timescales) 100% of Committee members & Trustees to become accredited in the selected training Each official to attend and shadow at least one other gurdwara per annum Attendance by every Gurdwara official to at least one networking event per annum 25 Sewadars complete Level 1 Safeguarding training.	 Initiative 1: Legal Framework Governance & Finance: Commission an independent audit and aim for a kite-mark ISO9001 Quality of Mgt. Achieve and sustain an annual operating surplus (£30k/yr). Outcome Unquestioned governance integrity, seamless succession, funder / donator confidence. Independent audit report completed. What needs to be done Run annual governance-awareness seminar Keep policy manual updated every year Share updates using social media and newsletter Success is (with timescales) 100% adherence to constitutional guidelines, policies and procedures. Operating surplus maintained. Maintain 100% on-time renewals of all statutory filings Achieve ≥80% community satisfaction in governance through survey	 Initiative 2: Fundraising £100k in the Endowment Fund. Legacy: Secure £500k+ in legacy pledges/endowments Philanthropy: Formalise and articulate the 10% income grant fund structure to others Outcome An empowered donor base ensures sustained community services and affordable facilities. What needs to be done Maintain donor database with zero duplicate records Coordinate 50 active fundraising ambassadors across community Streamline fund raising plus gift-processing, reducing errors to <1% Success is (with timescales) £100k Endowment Fund established £500k+ in pledges Philanthropy programme 2-3 grants awarded annually. Grow social media donor engagement by 50% ≥90% Sangat rating of transparency/accountability in annual survey. Endowment Fund is financially protected and generating passive income.	 Initiative 3: Lead with Excellence Committee & Trustee Training Outcome Establish a training and development programme for Gurdwara officials Maintain an online knowledge-hub with 100% training materials Learn from best practice across charity sector by attending external events and networking etc. What needs to be done Drive best practice by evaluating and refreshing leadership curriculum every 2 years Allocation of budget to ensure this programme takes place Sustain an active alumni network of trained leaders (current & ex)	 Initiative 1: Legal Framework Committee & Trustee Training Outcome 100% of Committee members & Trustees to become accredited in their selected training Each official to attend and shadow at least one other gurdwara per annum Attendance by every Gurdwara official to at least one networking event per annum 50 Sewadars complete Level 1 Safeguarding training.

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Pillar	Our Aim	Time Frame	Short-Term (Years 1-3) 2025-2028	Mid-Term (Years 4-6) 2029-2031	Long-Term Years (7 - 10) 2032-2035
People Sangat (ਪ੍ਰਾਤ)	Understanding our Sangat, increasing our knowledge of Sikhism and tapping into our passion whilst developing our youth, and a volunteer team for Seva.		<p>Initiative 4: Sangat Needs</p> <p>Identify who makes up our Sangat Build a comprehensive members / family view and database with a clear focus on meeting their current and future needs.</p> <p>Outcome</p> <p>A detailed Sikh membership database lets us tailor activities that boost engagement and belonging</p> <p>What needs to be done</p> <p>Acquire Census information Reach 50% completeness of member data in central registry Collect and input 80% of member data Introduce data-governance policy; maintain 100% compliance Send 3 targeted surveys with >40% response rate every year Conduct 2 focus-groups with >20 participants on each Develop a pocket size business card with our details and contact information so we have a professional invite that can be handed out Monthly newsletters with 7% open rate Assist with gathering responses by sharing surveys on social media and email</p> <p>Success is (with timescales)</p> <p>>20% increase in Sangat families registered. Build a skills database of 75% of Sangat members Build a skills database of 2000 Sangat / >120 Families. Conduct a Sangat census (>90% coverage) with annual needs survey that has 70% response rate Data driven initiatives with better informed Sangat & stronger ownership Better turnout at programmes Comms; Monthly newsletters with 7% open rate Over 50's Exercise Classes / Football / Sports Teams by 2027</p>	<p>Initiative 4: Sangat Needs</p> <p>Identify new Sikh families who are moving into the area Build a comprehensive members / family view and database Develop a clear programme to identify their current and future needs.</p> <p>Outcome</p> <p>A detailed Sikh membership database lets us tailor activities that boost engagement and belonging</p> <p>What needs to be done</p> <p>Acquire Census information Budget required surveys, roundtables & townhall events Review data-governance policy annually; maintain 100% compliance Send 3 targeted surveys with >40% response rate every year Conduct 2 focus-groups with >20 participants on each Respond to 90% of member support requests within 72 hours</p> <p>Success is (with timescales)</p> <p>Validated Sikh directory of >500 Sangat / >250 Families. Families that are moving into area are aware of our presence Families conducting programmes at the Gurdwara >30% increase in Sangat families registered. 100% of trustees/initial team leads complete mandatory governance training. Conduct a Sangat census (>90% coverage). 1 Family run programme every fortnight Develop a Sangat friendly booking system for programmes</p>	<p>Initiative 4: Sangat Needs</p> <p>Identify new Sikh families who are moving into the area Build a comprehensive members / family view and database Develop a clear programme to identify their current and future needs.</p> <p>Outcome</p> <p>A detailed Sikh membership database lets us tailor activities that boost engagement and belonging</p> <p>What needs to be done</p> <p>Acquire Census information Budget required surveys, roundtables & townhall events Review data-governance policy annually; maintain 100% compliance Send 3 targeted surveys with >40% response rate every year Conduct 2 focus-groups with >20 participants on each Secure funding for CRM implementation Respond to 100% of member support requests within 48 hours</p> <p>Success is (with timescales)</p> <p>Validated Sikh directory of >1000 Sangat / >500 Families. Families move into area because of our presence Families conducting programmes at the Gurdwara >30% increase in Sangat families registered. 100% of trustees/initial team leads complete mandatory governance training. Conduct a Sangat census (>90% coverage). 1 Family run programme every week</p>
People Sangat (ਪ੍ਰਾਤ)	Understanding our Sangat, increasing our knowledge of Sikhism and tapping into our passion whilst developing our youth, and a volunteer team for Seva.		<p>Initiative 5: Sangat Learning</p> <p>Have an purpose built education programme that supports the Sangat that covers Punjabi, culture & Sikhism</p> <p>Outcome</p> <p>Accessible cultural and language courses enrich lives and build confident, informed community advocates</p> <p>What needs to be done</p> <p>Run regular classes that have minimum number of agreed attendees Training budget required for education programme Facilitate 10 hours per week Sevadars and do a rota for 3 months ahead of programme, this will allow us to run 24/7s club in a month Recruit 10 volunteer tutors by Y2 Reading Sikh book club and discussion Saturday children club learn more about sikhism Facilitate 40+ hours of free learning about Seva in Y2-3 Assess number of people interested by gathering info via social media and through email Assess number of people interested by gathering info via social media and through email Share information about classes through all channels Create sign-up link on website to share?</p> <p>Success is (with timescales)</p> <p>>20 young Sikhs complete the courses run Different age groups are 60% positive feedback in surveys 1 Sikh Rep on Standing Advisory Councils on Religious Education (SACREs) 5 School visits per year</p>	<p>Initiative 5: Sangat Learning</p> <p>Education: Launch 'Gurbani, Punjabi, Cultural & Life Skills' online/WhatsApp course. Develop and launch an interactive digital learning portal or pods.</p> <p>Outcome</p> <p>Accessible cultural and language courses enrich lives and build confident, informed community advocates</p> <p>What needs to be done</p> <p>Digital course launched (>5 modules). Interactive digital platform launched. Education & training Build up to 200 hours of community-led tuition by Y6 Recruit 10 volunteer tutors by Y5 Training budget required for education programme Buy in from Local Authority</p> <p>Success is (with timescales)</p> <p>>50 young Sikhs complete the Life Skills course. Different age groups are 75% positive feedback in surveys 1 Sikh Rep on SACRE 20 School visits per year</p>	<p>Initiative 5: Sangat Learning</p> <p>Gain accreditation for all courses run plus the digital learning portal. Supporting a higher education programme that furthers the thinking of Sikh philosophy</p> <p>Outcome</p> <p>Accessible cultural and language courses enrich lives and build confident, informed community advocates</p> <p>What needs to be done</p> <p>Training budget required for education programme Sustain 200 hours/year of pro bono classes (Y7-10) Buy in from Local Authority Passionate Sikhs who are educated and can evangelise our messages within the community Fund a Sikh Faith related PhD for a Sangat member Forge national-level partnerships (charities, universities, faith networks) Deliver annual cultural festival with >500 participants (Y8-10)</p> <p>Success is (with timescales)</p> <p>>100 young Sikhs complete the Life Skills course. Different age groups are 90% positive feedback in surveys 1 Sikh Rep on SACRE 50 School visits per year >300 regular users on the digital learning portal. CPD accreditation / kitemark</p>
People Sangat (ਪ੍ਰਾਤ)	Understanding our Sangat, increasing our knowledge of Sikhism and tapping into our passion whilst developing our youth, and a volunteer team for Seva.		<p>Initiative 6: Future Leaders</p> <p>Identify initial Sevadars for foundation-level leadership training.</p> <p>Outcome</p> <p>A talent pipeline of youth leaders fuels fresh ideas, deeper participation, and long-term community resilience</p> <p>What needs to be done</p> <p>Identify 10 emerging Sangat leaders/year to establish talent pipeline Launch membership scheme pairing 1 youth with Committee member mentor by Y2 Greater youth participation, fresh content, new volunteers. Run regular classes that have minimum number of agreed attendees Training budget allocated for education programme by Y3 Organise one residential leadership camp with >20 youths by Y3 Engage 10 young volunteers in community Seva projects by Y3</p> <p>Success is (with timescales)</p> <p>>20 young Sikhs complete the courses run Different age groups are 60% positive feedback in surveys 1 Sikh Rep on SACRE 5 School visits per year Share training opportunities through channels to recruit talent pipeline Share updates</p>	<p>Initiative 6: Future Leaders</p> <p>Identify initial Sevadars for foundation-level leadership training.</p> <p>Outcome</p> <p>A talent pipeline of youth leaders fuels fresh ideas, deeper participation, and long-term community resilience</p> <p>What needs to be done</p> <p>Training budget required for education programme Buy in from Local Authority Digital course launched (>5 modules). Interactive digital platform launched. Buy in from Local Authority Facilitate 4 annual youth forums with >60 attendees by Y6 Scale camps to 2 per year serving >50 youth by Y5 Facilitate 200 youth Seva hours/year (Y4-6)</p> <p>Success is (with timescales)</p> <p>>50 young Sikhs complete the Life Skills course. Different age groups are 75% positive feedback in surveys 1 Sikh Rep on SACRE 20 School visits per year</p>	<p>Initiative 6: Future Leaders</p> <p>Gain accreditation for all courses run plus the digital learning portal. Supporting a higher education programme that furthers the thinking of Sikh philosophy</p> <p>Outcome</p> <p>A talent pipeline of youth leaders fuels fresh ideas, deeper participation, and long-term community resilience Passionate Sikhs who are educated and can evangelise our messages within the community</p> <p>What needs to be done</p> <p>Training budget required for education programme Sustain >20% youth portal monthly activity by Y10 Buy in from Local Authority Establish international exchange programme participation (>10 youths) Deliver annual youth-led Seva initiative impacting >500 beneficiaries in local area</p> <p>Success is (with timescales)</p> <p>>100 young Sikhs complete the Life Skills course. Different age groups are 90% positive feedback in surveys 1 Sikh Rep on SACRE 50 School visits per year >300 regular users on the digital learning portal. CPD accreditation / kitemark Run a camp for different demographics Fund a Sikh Faith related PhD for a Sangat member</p>

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Pillar	Our Aim	Time Frame	Short-Term (Years 1-3)	Mid-Term (Years 4-6)	Long-Term Years (7 - 10)
			2025-2028	2029-2031	2032-2035
Community Panthic Chancha (ਪੰਥਿਕ ਚਾਂਚਾ) Sikh Programmes, Outreach, Collaboration & Social Impact	Our Gurdwara is a beacon of Sarbat da Bhala (welfare of all), delivering programmes and a key partner in the wider Sikh and British ecosystem	Initiative 7: Program Launch: Ensure our community have access to Sikhi programmes; Double Divan frequency (fortnightly). Launch weekly Punjabi/Gurbani classes and a 'Basics of Programmes Sikhi' club. Host quarterly 'Serve Basingstoke' days.	Outcome Regular worship and learning events strengthen social bonds and provide holistic support for all ages.	Social Impact: Launch a regular, structured senior support service ('Chai Pe Charcha'). Regular worship and learning events strengthen social bonds and provide holistic support for all ages.	Ecosystem: Formalise financial/practical support for ≥2 external Sikh organisations. Seva Institutions: Commence planning or launch of a Sikh-led 'Seva Institution' (e.g., senior tutoring/nursery).
	Owner: Events Lead	What needs to be done Allocation of funds to book facilities Calendar of all programs established. Comms to support awareness & engagement Active participation in fortnightly programmes Establish a means of recording attendees Share calendar on website and newsletter Send out reminders before programmes via social media Contact press to share updates once we have clubs and 'Serve Basingstoke' days running	Success is (with timescales) 2x increase in total programmes offered with Guru Granth Sahib is present at each programme Families / Groups (BHS) sponsoring programmes 90% of occasions ≥20% YOY increase in regular Sangat attendance / Baseline 140 regular Sangat Health Education; Womens, Mens, Mental wellbeing, Diet	Allocation of funds to book facilities Comms to support awareness & engagement Active participation in fortnightly programmes Record attendees Share calendar on website and newsletter Send out reminders before programmes via social media 2x increase in total services/classes offered. ≥20% YOY increase in regular Sangat attendance. Achieve 75% repeat attendance rate by Y6	Regular worship and learning events strengthen social bonds and provide holistic support for all ages. Ensure ≥90% capacity utilization across all events (Y7-10) Keep searchable archive of 100% past event materials (Y7-10) Maintain ≥80% net promoter score across programmes (Y7-10) Institution serving ≥50 people/families annually. Gurdwara is positively 'talked about, accepted and respected' nationally.
Community Panthic Chancha (ਪੰਥਿਕ ਚਾਂਚਾ) Sikh Programmes, Outreach, Collaboration & Social Impact	Our Gurdwara is a beacon of Sarbat da Bhala (welfare of all), delivering programmes and a key partner in the wider Sikh and British ecosystem	Initiative 8: Community Seva Program Launch: Outreach into community & support those in need	Outcome Inclusive Seva projects extend our care beyond the Gurdwara, enhancing wellbeing across Basingstoke	Establish Seva Academy Social Impact: Open to all Demographics. For eg we can have our elderly members knit hats/scarves for childrens ward at a local hospital. We could have our ladies make	Ecosystem: Formalise financial/practical support for ≥2 external Sikh organisations. Seva Institutions: Commence planning or launch of a Sikh-led 'Seva Institution' (e.g., senior tutoring/nursery).
	Owner: Langar Lead & Community Lead	What needs to be done Allocation of funds to book facilities Calendar of activity, Formal MoU with Borough Council Faith Forum. Active participation in fortnightly programmes Maintain a core volunteer cohort of ≥10 active Seva members by Y2 Encourage youth and families to take seva roles (sound, shoes, langar prep, stage setup). Reach out to sangat 2 weeks before each programme asking if they would like to sign up for seva duties this way sangat will feel involved Record 300+ Seva hours in Y2-3 Comms to support awareness & engagement Publish 2 Seva impact stories in community PR	Success is (with timescales) 2x increase in total programmes offered. ≥20% YOY increase in regular Sangat attendance / Baseline 140 regular Sangat Help other groups e.g. old age people home Foodbank initiative	Inclusive Seva projects extend our care beyond the Gurdwara, enhancing wellbeing across Basingstoke Senior support service established with regular programming Publish 4 Seva impact stories in community newsletter each year Maintain a core volunteer cohort of ≥25 active Seva members Log 800 Seva hours/year (Y4-6)	Inclusive Seva projects extend our care beyond the Gurdwara, enhancing wellbeing across Basingstoke Formal MOUs with 2 external Sikh organisations. Initial Seva Institution launched. Sustain annual Seva storytelling campaign reaching ≥5 K people locally Maintain a core volunteer cohort of ≥50 active Seva members Deliver a flagship annual Seva festival with ≥500 participants Sustain ≥1 200 volunteer hours annually (Y7-10)
Community Panthic Chancha (ਪੰਥਿਕ ਚਾਂਚਾ) Sikh Programmes, Outreach, Collaboration & Social Impact	Our Gurdwara is a beacon of Sarbat da Bhala (welfare of all), delivering programmes and a key partner in the wider Sikh and British ecosystem	Initiative 9: Community Outreach Establish structured volunteering (Seva) opportunities and youth-led community outreach to support those in need.	Outcome Structured volunteer partnerships deepen ties with local organisations and charities, multiplying our positive impact with deeper community bonds + greater outreach to vulnerable	Form volunteering partnerships with and outreach to local youth charities/ schools/ hospitals/ hospices/ colleges and upscale the programme	Establish a Seva Institution (e.g., care home, youth centre) led by the Gurdwara. Offer free yoga classes, health awareness talks/forums on relevant topics
	Owner: Deputy Communications Lead & Non-portfolio Trustee - Madhu	What needs to be done Seva Coordinator/Team to establish partnerships with local food banks/shelters. Need dedicated Seva budget and insurance Structured and documented framework for volunteering and community support is implemented. Develop an outreach programme to educate on Sikh faith to build relationships with school PTAs and local youth services. Need formal partnership agreements. National/Local Seva campaign achieving 5 K impressions by Y3 Recruit volunteers through social media and newsletter Share updates on all channels Establish an 'Our Seva' page on website to share update and encourage volunteers Design leaflets and other marketing materials needed Share updates with press	Success is (with timescales) KPI: 4 community support actions/year e.g. -supporting local food banks -breast cancer awareness walk or similar -support local homeless services -visits to elderly for spiritual care in Punjab, or providing financial support for marriages of Daughters of the needy/underprivileged in India Design leaflets, booklets, flyers, equip local teachers with information to support them Punjabi music instruments awareness / teaching 10 active sevadars on weekly/monthly rota basis to lead initiatives	Structured volunteer partnerships deepen ties with local organisations and charities, multiplying our positive impact with deeper community bonds + greater outreach to vulnerable Develop an outreach programme to educate on Sikh faith to build relationships with school PTAs and local youth services. Need legal review of partnership agreements. Formal MOUs and partnerships with 3 local community/youth organisations established. Sikh representation on local Standing Advisory Council for Religious Education (SACRE) religious education programme Formalise 5 strategic partnerships by Y6 Double campaign reach (≥10K) by Y6	Structured volunteer partnerships deepen ties with local organisations and charities, multiplying our positive impact with deeper community bonds + greater outreach to vulnerable Open community outreach initiatives to all demographics but with more focus on the young so as to keep them interested and also give them responsibilities to take these initiatives forward in the future. Gurdwara-led Seva Institution (e.g., care, education, shelter) is established and operational. Committee to secure land/property and initial £1m capital for the institution. Need full-time manager and charitable status for institution. Sustain collaborative campaigns with ≥20 K annual reach (Y7-10) Deliver a major outreach expo with ≥500 attendees (Y7-10)
				KPI: 3 official partnerships in place. KPI: 1 joint community project delivered annually. Conduct surveys to check awareness / understanding Link up with other groups e.g. Scouts litter picking Conduct outreach events with ≥8 school outreach events completed annually.	KPI: 50 active Sevadars (volunteers) registered. KPI: Institution serving 50 people/families annually. KPI: 90% positive community impact rating in local surveys.

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Pillar	Our Aim	Time Frame	Short-Term (Years 1-3)	Mid-Term (Years 4-6)	Long-Term Years (7 - 10)
			2025-2028	2029-2031	2032-2035
Future-facing Agge-vadhi soch (अगे वाधी सेच) Infrastructure, Digital & Sustainability	Leveraging our assets, financial & facilities management, technology, and best practice sustainability to achieve resilience, accessibility, and pride in our Gurdwara. Owner: Treasurer & Deputy Chairman	<p>Initiative 10: Feasibility study to compare Freehold Vs Lease-with-Option Finance & Feasibility study for the acquisition and renovation of a Gurdwara Facilities Property Acquisition: Leveraging assets to secure a property</p> <p>Outcome: Securing and upgrading a permanent home creates an accessible hub where everyone can gather and grow.</p> <p>What needs to be done: Open dedicated bank account & move funds from old account Building relationships with Agents and identifying potential sites which will be used as part of our feasibility study Implement digital gotak + accounting systems. Undertake viewings, complete assessments (financials, costs, security, parking, etc) on each of the sites reviewed Providing financial breakdowns for potential sites and all feasibility studies Financial controls to be assessed by Committee</p> <p>Success is (with timescales): Quarterly financial reports for Committee and Sangat summary Document financials showing what costs would be involved in purchasing and renovating a Gurdwara & Scenario sites Property secured (fit for purpose with accessible facilities) Treasurer to complete feasibility study Financial controls to be assessed by Committee Share updates through newsletter and social media when the timing is right</p> <p>Initiative 11: Technology enabled; A professional live-streaming service for Kirtan/Katha is established and Technology managed. Launch an interactive digital learning portal (Phase 1).</p> <p>Outcome: High-quality digital presence keep our entire community connected, informed, and engaged</p> <p>What needs to be done: Digital/Media Team to purchase and install reliable equipment. Need a dedicated server/hosting budget and training for media Sewadars. Document and review digital-security policies by Y2 Setup live recordings and digital booking system</p> <p>Success is (with timescales): High-quality livestreams and a mobile app established and maintained. Online content available 24/7. Digital learning portal launched. Online booking system for programmes, Paanth's KPI: 2,000 unique online views per month. KPI: 60% rating on stream quality. KPI: 10 learning resources on the digital portal. Partnering with creators to make their material accessible to our Sangat.</p>	<p>Renovate/upgrade facilities (kitchen, restrooms). Conduct a feasibility study for solar panels/net-zero.</p> <p>Securing and upgrading a permanent home creates an accessible hub where everyone can gather and grow.</p> <p>Keep annual budget variance <5% Maintain construction budget variance <5% (Y4-6) Document facility-management SOPs and train staff by Y6 Produce monthly site-progress updates with >70% open-rate Generate 3 facility-tour videos reaching >2 K views by Y6 Deliver 4 site-launch celebrations by Y6 Record 300 volunteer-build hours/year (Y4-6)</p> <p>A permanent spiritual home, year-round community hub Facilities upgrade completed, Operating surplus maintained in subsequent years. >2,000 unique online views per month. Grow our own vegetables Medications area Outdoor area, Children area with activities, Yoga, Fitness, All Ages.</p>	<p>Infrastructure: Fully refit or purpose-build the Freehold Gurdwara with modern, Net-Zero operations. Education: Launch the Accredited Sikh Heritage & Learning Centre.</p> <p>Securing and upgrading a permanent home creates an accessible hub where everyone can gather and grow.</p>	<p>Build reserve fund equal to 3 months' operating costs by Y7 Achieve mortgage pay-down of 80% by Y10 Keep 100% up-to-date maintenance logs (annual audits) Sustain virtual tour platform usage >500 sessions/year (Y7-10) Maintain community-hub utilisation rate >75% (annual) Sustain 500+ Seva hours/year for facility upkeep (Y7-10)</p> <p>Achieve and sustain an annual operating surplus (>5%/yr) & maintained every year. £5m capex goal achieved; Net-Zero Gurdwara operational. Accredited Learning Centre established. Gurdwara is a fully self-sufficient and financially independent asset (Entrepreneurship goal achieved).</p>
Future-facing Agge-vadhi soch (अगे वाधी सेच) Infrastructure, Digital & Sustainability	Leveraging our assets, financial & facilities management, technology, and best practice sustainable practices to achieve resilience, accessibility, and pride in our Gurdwara. Owner: Technology Lead	<p>Initiative 12: Apples once Gurdwara site is secured Driving sustainability; Feasibility study completed for Net-Zero options; initial high-impact facility upgrades completed (e.g., efficient lighting).</p> <p>Outcome: Energy-efficient operations lower costs and position us as environmental leaders serving all.</p> <p>What needs to be done: Facilities Team to commission energy audit and secure quotes for solar/insulation. Need Capital Budget for immediate high-impact works. Detailed energy audit and sustainability roadmap approved. Share updates on all channels Create a 'sustainability' page on website</p> <p>Success is (with timescales): KPI: 15% building utility bill reduction achieved by end of Year 3. KPI: 100% use of energy-efficient lighting. Update Sangat and wider community on the achievements on sustainability via Social Media for BSS & wider community in Basingstoke, eco groups, dedicated web site page, reduced use of plastic, food waste, car pooling or use of minibuses to reduce carbon footprint etc. Lower utilities, leadership in environmental stewardship. Initial 15% reduction in energy consumption achieved.</p>	<p>Implement mid-level facility upgrades (insulation, low-flow plumbing, energy efficient heating). Install Solar Panels (Phase 1).</p> <p>Energy-efficient operations lower costs and position us as environmental leaders serving all.</p> <p>Facilities Team/Project Manager to oversee installation. Need 100% Capital for installations. Secure green-grant funding by Y5 Maintain annual carbon-footprint report with <2% error by Y6 Host 1 community tree-planting day engaging >50 people by Y6</p> <p>Phase 1 Solar installation completed and generating power. Water consumption reduced Building utility bill reduction by >15%. KPI: 50% energy use offset by solar/renewables. KPI: 20% reduction in water usage. Quarterly Press Release</p>	<p>Achieve Net-Zero operations for the entire Gurdwara (new or refit property). Establish a Rainwater Harvesting/Greywater system.</p> <p>Gurdwara is a fully self-sufficient, Net-Zero facility and a leader in the UK.</p> <p>Executive Committee to secure necessary final capital and monitor compliance. Need long-term maintenance contract. Reinvest 20% of energy savings into community programmes Keep public sustainability report published annually (Y7-10) Roll out "Green Gurdwara" campaign reaching 2 K impressions by Y10</p>	<p>KPI: Net-Zero certification achieved. KPI: 95% sustainability rating in annual audit.</p>

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Appendix B - Risk and Challenge Register

This register identifies key risks and challenges associated with implementing the 10-year vision, based on session inputs, breakout group discussions (e.g., concerns about governance, youth disengagement, financial sustainability, and external factors like extremism or economic pressures), and alignment with Sikh values. Risks are categorised by pillar for clarity, with descriptions, potential impacts (rated Low/Medium/High), and proposed mitigation strategies. The register assumes moderate resources and will be reviewed annually by the committee to adapt as needed.

Pillar	Risk/Challenge	Description	Potential Impact	Mitigation Strategies
Foundations	Insufficient Fundraising and Endowment Growth	Difficulty in securing £500k+ legacies/endowments due to economic uncertainty, low donor engagement, or competing priorities.	High: Delays in financial resilience; inability to allocate 10% income to grants or cushion shocks.	Diversify revenue (e.g., monthly donors, grants); launch targeted legacy campaigns with testimonials; track progress quarterly via dashboards; partner with Sikh funds for support.
Foundations	Governance and Leadership Gaps	Political interests infiltrating the committee; lack of training leading to disputes or non-compliance with Rehat Maryada.	High: Erosion of trust; legal issues or internal conflicts derailing vision.	Mandatory training for all leaders; implement a rotating committee with diverse representation; prioritise the safeguarding officer; conduct annual independent audits.

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Pillar	Risk/Challenge	Description	Potential Impact	Mitigation Strategies
Foundations	Spiritual Dilution or Extremism	Risk of orthodox/fundamentalist views alienating youth or straying from inclusive Gurmat; exposure to external extremist movements.	Medium: Reduced youth attendance; reputational damage.	Explain values with love/humility; avoid extremist views in teachings; partner with vetted orgs like Basics of Sikhi; run awareness sessions on "Five Devils" and the right path.
People	Youth Disengagement	Failure to attract/retain youth due to perceived orthodoxy, lack of modern relevance, or competing social media influences.	High: No next-generation leaders; stagnation in 20% annual growth target.	Gentle discipline explanations; youth-led programs (e.g., sports, digital content); integrate skills like entrepreneurship; measure via surveys (target 80% youth listening to Kirtan).
	Volunteer and Staff Burnout	Over-reliance on volunteers; challenges in recruiting/retaining full-time staff amid modest budget.	Medium: Inconsistent operations; delayed professionalisation.	Structured volunteer system with skill-matching; offer recognition/rotations; budget for part-time roles early; monitor via feedback (aim for 50% Seva participation).

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Pillar	Risk/Challenge	Description	Potential Impact	Mitigation Strategies
Community Infrastructure	Low Sangat Buy-in or Inclusion	Resistance from elders/newcomers; failure to involve diverse groups, leading to cliques or low participation.	High: Stalled growth to 350+ members; vision seen as committee-driven only.	Transparent forums/surveys; celebrate wins; inclusive Seva roles; anonymous feedback; aim for 70% survey participation.
	External Partnerships Failing	Interfaith or council collaborations breaking down due to misunderstandings, political changes, or visibility to "hidden" Sikhs.	Medium: Missed outreach opportunities; isolation from the ecosystem.	Formal MoUs; diverse representation in partnerships; quarterly "Serve Basingstoke" events; track contacts (20+ per event).
	Social Issues Overwhelm	Increased demand for support (e.g., mental health, abuse) straining resources; hazards like drugs/alcohol affecting Sangat.	Medium: Resource drain; reputational risk if unaddressed.	Train mental health aiders; subscribe to helplines; create safe clinics; awareness campaigns on social media; partner with orgs like Age Concern.

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Pillar	Risk/Challenge	Description	Potential Impact	Mitigation Strategies
Community Infrastructure	Property Acquisition Delays	Challenges in finding/securing suitable premises (e.g., parking, cost, regulations); renovation overruns.	High: Prolonged use of hired halls; delayed move to freehold.	Dedicated property sub-team; lease-with-option as interim; health/safety audits early; fundraising milestones tied to capex (£100k Year 2, £3m Year 10).
	Sustainability Shortfalls	Failure to achieve net-zero (e.g., solar costs high); environmental stewardship not integrated.	Medium: Higher utilities; misalignment with "Pavan Guru" teaching.	Feasibility studies for green upgrades; use biodegradable materials; seek grants for solar; track utility reductions (15% by Year 6).
Future-facing Vision	Digital Adoption Barriers	Low tech literacy among elders; cybersecurity risks; failure to engage via social media.	Medium: Missed 50% online growth; reduced accessibility.	Training sessions; user-friendly tools (apps, QR codes); partner with youth for content; annual digital audits; min score threshold for engagement tools.
	Entrepreneurial Risks	Asset acquisitions (property/business) underperforming; legal/financial pitfalls in diversification.	High: Financial losses; distraction from core spiritual focus.	Risk assessments pre-acquisition; start small (e.g., digital assets); aim for £30k surplus by Year 5; consult experts via Sikh ecosystem.

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Pillar	Risk/Challenge	Description	Potential Impact	Mitigation Strategies
Overall	External Economic/Regulatory Changes	Inflation, recessions, or charity law shifts impacting budgets; global events delaying timelines.	High: Broad delays across pillars; funding shortfalls.	Build £100k endowment buffer by Year 5; annual reviews; diversify funding (grants, bonds); scenario planning in AGMs.
	Pandemic or Crisis Disruption	Health crises or disasters halting gatherings/outreach.	Medium: Temporary attendance drops; program delays.	Hybrid digital options (livestreams); emergency funds; health protocols; leverage Seva for disaster relief.

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Appendix C - Gurdwara Aid Gurdwara 10 year Vision Framework

The **Gurdwara Aid Gurdwara 10 Year Vision Framework** was adopted as the structural blueprint because it effectively bridges the **Spiritual (Miri)** and **Temporal (Piri)** responsibilities of a modern Gurdwara.

The framework is explicitly built around five key Sikh concepts (**Panch Padas**) that align all strategic objectives with core Sikhi values:

- **Wand ke Chakna (Sharing & Serving):** Focuses on community service and practical support for the disadvantaged.
- **Naam Japna (Meditation on the Name):** Focuses on spiritual deepening and Gurmat education.
- **Kirit Kamai (Honest Earning):** Focuses on building a self-sufficient, thriving Sikh ecosystem and financial sustainability.
- **Bibek Budhi & Khoj (Discerning Wisdom & Exploration):** Focuses on professional governance, ethical leadership, and continuous improvement.
- **Raj Karega Khalsa (Khalsa Shall Rule):** Focuses on a future-facing vision, leveraging innovation and technology for maximal impact and accessibility.

This framework provides the detailed actions BSS will take to transition from a modest, volunteer-run body to a professionally managed, “**Saput**” (extraordinary, forward thinking and righteous ‘children’ of the Guru) and impactful institution.

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The Charitable Objects from the Constitution are fully integrated into the strategic pillars as follows:

Charitable Object	Gurdwara Aid Framework Alignment
Advance Sikh faith (Worship, ceremonies, festivals, language classes).	Deepen the Sikh Connection (Naam Japna); Religious activities (Foundations)
Holding regular services/events that increase cultural awareness .	Gurmat Education, Outreach & Partnerships (Community Infrastructure)
Providing pastoral care and Langar .	Serve the Community (Wand ke Chakna) with full-time Staff (People)
Promoting Seva, Miri-Piri, Sarbat da Bhala , and environmental stewardship ('Pavan Guru, Pani Pita, Mata Dharat Mahat').	Serve the Community (Wand ke Chakna); Strengthening Sikh Ecosystem (Community); Sustainability (Future-facing)

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Vision Statement

"To establish and sustain a vibrant Sikh community supported by an innovative, and professionally run Gurdwara that is a permanent hub for spiritual growth, ethical leadership, fostering of relevant skills, community care, and Sikh-led social impact, actively welcoming the entire community into the fold of the Guru's service whilst being accountable for the custodianship of the community's trust."

Mission Statements (Panch Padas)

The five mission statements, framed by core Sikh terminology, serve as the primary strategic objectives:

- 1. Serve the Community ("Wand ke Chakna"):** Provide the means to support the disadvantaged through practical initiatives, seva institutions, and volunteer-led programmes.
- 2. Deepen Sikh Connection ("Naam Japna"):** Nurture Gurmat knowledge, practice, and spiritual engagement for all generations of the Sangat.
- 3. Strengthen the Sikh Ecosystem ("Kirit Kamai"):** Support and collaborate with Sikh organisations, youth, and volunteers to build a self-sufficient, thriving community infrastructure.
- 4. Lead with Excellence ("Bibek Budhi" & "Khoj"):** Develop skilled leadership, professional staffing, and robust governance to ensure the Gurdwara operates efficiently, transparently, and sustainably for Sikhs and non-Sikhs within the Basingstoke community.
- 5. Embrace the Future ("Raj Karega Khalsa"):** Leverage digital tools, modern facilities, and innovative, sustainable initiatives to extend impact, inclusion, and accessibility.

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Strategic Pillars

Foundations

1. **Gurmat Education** – Deepen Gurmat knowledge, practice, and community connection to Sikhi.
2. **Leadership Training** – Ensure all trustees, sewadars, and team leads complete Gurdwara Management & Sikh Leadership training.
3. **Sikh Fund** – Build a UK-wide Gurdwara-linked Sikh Fund to support community infrastructure and needs.
4. **Gurdwara philanthropy** - put aside 10% of income for providing grants for Sikh based projects.
5. **Legacy & Endowments** – Cultivate £500k+ in legacy pledges and endowments by 2035.

People

5. **Full-time Staffing** – Develop a team of qualified, full-time staff across administration, outreach, youth, and care.
6. **Youth Engagement** – Establish youth-led programming, representation in decision-making bodies, and programmes to develop entrepreneurial skills, financial literacy and other skills among young Sikhs, providing them with a collective vision/purpose.

Community & Infrastructure

7. **Outreach, Volunteering & Partnerships** – Be a beacon of interfaith collaboration, local community inclusion, and meaningful volunteer opportunities for both Sikhs and non-Sikhs.
8. **Strengthening Sikh Ecosystem** – Support, collaborate with, and invest in Sikh organisations (educational, cultural, advocacy, social care) to build a strong collective infrastructure.

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9. **Facilities & Infrastructure** – Upgrade and modernise Gurdwara facilities to meet evolving needs.
10. **Seva Institutions** – Develop community-serving institutions under Guru Nanak's name (e.g., hospices, care homes, shelters, nurseries).

Future-facing Vision

11. **Digital & Data** – Become a digitally confident Gurdwara that uses technology for engagement, transparency, and impact.
12. **Entrepreneurship** - develop an entrepreneurial mindset to build long term value and income through acquiring land, property, business, digital and other assets.

Pillar	Focus Area	Key Initiatives	Intended Impact
Foundations	Gurmat Education	Deliver Gurmat classes, Gurbani vichaar, Sikh history, camps, and online learning	Deepened spiritual connection and strong Sikh identity across all ages
	Leadership Training	Mandatory trustee & sewadar training in Gurdwara Management, Sikh Leadership, and governance	Skilled, values-driven, and professional leadership
	Sikh Fund	Establish a UK-wide, Gurdwara-linked pooled fund to finance infrastructure, social care, and innovation	Financial resilience and collective capacity to invest in community growth

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Pillar	Focus Area	Key Initiatives	Intended Impact
	Legacy & Endowments	Secure £500k+ in legacy pledges, cultivate long-term endowments, and build an asset portfolio	Intergenerational wealth ensuring sustainability and stability
People	Full-time Staffing	Recruit skilled staff across administration, finance, outreach, youth, and care	Professional operations with higher consistency and accountability
	Youth Engagement	Youth-led programming, decision-making roles, entrepreneurial training, financial literacy, and civic engagement	Next-gen Sikhs empowered with skills, vision, and collective purpose
Community Infrastructure	Outreach, Volunteering & Partnerships	Expand interfaith collaboration, civic partnerships, and structured volunteering opportunities	Gurdwara as a visible and trusted partner in wider society
	Strengthening Sikh Ecosystem	Invest in and collaborate with Sikh orgs in education, advocacy, social care, and culture	Cohesive, self-sufficient, and thriving Sikh ecosystem

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Pillar	Focus Area	Key Initiatives	Intended Impact
Spiritual & Social Impact	Facilities & Infrastructure	Modernise Gurdwara facilities, add enterprise hubs, training centres, and social spaces	Gurdwara as both a spiritual sanctuary and community hub
	Seva Institutions	Create Sikh-led hospices, nurseries, shelters, and care homes under Guru Nanak's name	Visible Sikh-led welfare institutions embedded in UK social care
Future-facing Vision	Digital & Data	Use digital tools for transparency, dashboards, engagement platforms, and online seva	Digitally confident Gurdwara with high accessibility and trust
	Entrepreneurship	Develop an entrepreneurial mindset; acquire land, property, businesses, and digital assets to generate income & value	Financial independence, long-term asset growth, and embedded UK presence