

1: Executive Summary

This strategic plan has been prepared to support the development of the Nidderdale Plus Partnership over the next two years. There has been an incredible amount of turbulence and increases to the services we offer at Nidd Plus over the last three years, reflecting principally: the effects of the pandemic (where we expanded our core services and became an NYCC Community Support Organisation); the acquisition of the lease at the charity shop on Pateley High Street; and expansion of the CT service owing to the acquisition of a new minibus. Though the desire would be to make this a 5-year plan, this is impossible currently owing to a great weight of uncertainty owing to local government reorganisation (LGR) from which we derive a significant amount of income. This document will be reviewed when there is greater certainty around the impact of LGR on Nidd Plus finances.

2: Organisation Details

The Nidderdale Plus Partnership	Station Square, King Street, Pateley Bridge HG3 5AT
Tel 01423 714953	Email admin@nidderdaleplus.org.uk
www.nidderdaleplus.org.uk	Registered charity: 1163998 Company limited by guarantee no: 5331403

3: What the organisation does

Our Vision:	Championing the Nidderdale area, working with others to ensure that Nidderdale is a great place to live, work and visit, we are an independent, non-political community charity--mainly manned by volunteers--that supports the local community, including local voluntary sector, through providing help, support and advice to those in need, and through the advancement of education in its broadest sense.
Our Values:	That all who live, visit and work in Nidderdale have a stake in its future; by working together, local people and organisations can shape the future of their area and their communities; positive involvement and community action creates cohesive, capable and successful communities.
Our Aims:	Having consulted and surveyed local people, to maintain, improve and develop local services and improve access to existing and new community services, activities and events; to increase social inclusion through volunteering; to ensure sustainability through the success of Nidderdale Limited services and activities; to maintain and improve the wellbeing of local residents by focussing on services which aid prevention. As a community hub, to be visible, and act as the “glue” which keeps Nidderdale connected and operating in a networked way and—as much as is possible-- to act as a “safety net” to ensure no-one in significant need is left behind.
Strategic context:	Priorities identified by effective local networking, surveying and consulting; NYC, NHS and NY Police strategic priorities and corporate objectives; indices of social deprivation; 2021 Census information.

4: Background and Achievements to Date:

Nidderdale Plus has developed a high reputation at local and County level for its responsiveness to local needs, ability to add services and change the way services are offered, professional quality of services, and high-quality volunteering offer. We are now well established as a key organisation in the delivery of services and projects in the area, together with an outstanding track record for the facilitation of groups and partnerships to further the needs of the local community. We are often used as an exemplar at County for how community hubs can develop and operate to serve their communities.

Brief History: From planning and development in 2001, to company status in 2005 (company limited by guarantee), Nidderdale Plus gained charitable status in 2015. The development of a community hub in 2015 brought together County and Borough councils and NY Police as a 'one stop shop' for residents and visitors (through the provision of a Tourist Information Point). This project was led by Nidderdale Plus, adapting new premises, recruiting volunteers from the local community and managing the continuing delivery of services locally. Nidderdale Plus was also pivotal in the development of the Nidderdale Strategic Partnership (NSP) and provides the secretariat for the NSP. The NSP brings together stakeholders, parishes, statutory partners, and all who have an interest in furthering the best interests of Nidderdale and its residents and visitors.

The arrival of the pandemic in 2020 saw a further step change in the development of Nidderdale Plus, as we became an NYCC Community Support Organisation (CSO), to ensure that residents could cope with the effects of the various lockdowns. This brought about an expansion of our services, full details of which can be found at pages 2-6 of our 2021/22 annual report at <https://www.nidderdaleplus.org.uk/wp-content/uploads/2022/01/THEN32-210331-Full-accounts.pdf>.

Current Situation and Looking Ahead: Since the pandemic, Nidderdale Plus has continued to grow and develop, the main additions being: a Digital Champion service, a charity shop and a new minibus service since November 2021. The charity shop will bring into existence in 2023 the Nidderdale Plus Local Fund which will potentially be managed by Two Ridings Community Foundation. This will give local groups, charities and organisations the opportunity of bidding for funds to further their own priorities, and in this way, contributing to the wellbeing agenda across the local area.

The NHS prevention and wellbeing agenda, as detailed in the national NHS forward plan, will see greater working with the VCSE sector. Nidderdale Plus has already been demonstrating—through the pandemic and beyond-- its ability to help vulnerable adults where necessary and refer on to Social Services or other statutory partners, and has identified a gap in local provision around early help for people who are beginning to become vulnerable. It is hoped that the prevention contract at NYC, due to be renewed in March 2023, may be a more sustainable way of Nidderdale Plus providing this service. In addition, there is the potential for Nidd Plus to provide more to the local NHS on the social prescribing agenda, through providing and signposting on to appropriate activities and services. These areas will continue to be prioritised for development, and contracts sought, throughout 2022-2024.

5: Our Goals:

1	To be the home of community assistance <ul style="list-style-type: none">- Keeping up to date with community needs- Reviewing and identifying current and future organisational needs- Implementing, or facilitating (via the Nidderdale Plus Local Fund), initiatives and projects which meet identified needs and promote wellbeing- Working in partnership and cooperating with other organisations- To be the centre of high-quality volunteering opportunities in Nidderdale
2	To be financially sustainable <ul style="list-style-type: none">- Identifying income requirements for existing services and sustaining contractual relationships with existing funders where possible (NYC and NY Police), and seeking contractual opportunities with additional statutory partners, especially the NHS and Social Services- Identifying income sources for additional projects and bidding for appropriate funds as and when they are needed- Ensuring effective operation of wholly owned trading company which exists to support the charity and contribute to the charity's operational sustainability
3	To be operationally efficient <ul style="list-style-type: none">- To continue to digitise in house systems wherever appropriate- With effective people management, ensuring appropriate skills and experience- To conduct a training needs analysis to achieve the future development of staff and to offer appropriate training to volunteers- With effective performance management both relevant to Service Level Agreements (SLAs) and for our own organisational and planning needs, establishing a bespoke data management system and an outcomes measurement system in 2022- With effective volunteer involvement and management- With effective safeguarding policies and procedures that are reviewed annually
4	To be effective communicators <ul style="list-style-type: none">- Externally with customers, press, commissioners, funders and local people- Internally with staff, volunteers, members and partners
5	To maintain and further develop current community services <ul style="list-style-type: none">- Community library, including our own jigsaw library- Community transport, now including drivers using their own cars, and a prescription delivery service- Information, advice and support, and access to council services, including a Tourist Information Point- Police front desk- Meals on Wheels service and Digital Champion service- Minibus service, including the Befriending through Transport Project, and Group Hire- Charity Shop which will also provide the source of the "Nidderdale Plus Local Fund" to which local groups and charities can apply- Working in partnership we will continue to offer access to Citizens Advice and MIND mental health support

6: The Public Need - Our Core Purpose:

To advance citizenship and community development for public benefit in Nidderdale (this is about supporting the community at large, groups and organisations)

To advance the education of the public of North Yorkshire, with a focus on Nidderdale, through the provision of a community library and associated services (this is about supporting the community at large, groups and organisations)

The relief of those in need, by reason of youth, age, ill health, disability, financial hardship or other disadvantage (this is about supporting vulnerable individuals)

People who benefit from our activities:

- The local communities in the wider Nidderdale area
- Residents
- Local charities
- Community and Voluntary Groups
- Young people and children
- Elderly and older people
- Carers
- People who experience rural isolation and loneliness
- People looking for work
- People with disabilities
- General public

We will make a difference by:

- Keeping services local by providing the services listed at point 5 above and responding to local needs by initiating and acquiring the funding for new projects (contracts or grants) where a need has been identified
- Operating and developing a Community Transport scheme which incorporates a community car, community minibuses and volunteers driving their own cars
- Providing
 - A website, newsletter and social media updates for local people, partners and stakeholders
 - Information Services (including Tourist Information) and internet access
 - Local office services, such as photocopying and printing, meeting room hire

- A focal point for community activity
- A charity shop
- Minibus group hire
- Secretariat to the Nidderdale Strategic Partnership, and other local initiatives where appropriate
- Further developing local services to ensure they meet local need, promote wellbeing, and are in line with our charitable objectives
- Promoting social inclusion and wellbeing through our volunteering scheme

We will achieve this by:

- Operating a community library (Including our own jigsaw library) to maintain a library service in the area and involving the local community in its further development to meet local needs
- Providing a community hub as a focal point for local services where people can obtain information (including a Tourist Information Point), advice, support and access to a Police front desk. Also as a source of early help for vulnerable adults and a referral point to Social Services
- Operating and maintaining community transport, using volunteer drivers, for residents who are not able to access public or private transport, and using the minibus service to counter social isolation and loneliness
- Providing a Meals on Wheels service and Digital Champion service
- Working in partnership to offer a Citizens Advice service and MIND mental health services
- Providing a website and regular social media newsfeed and newsletter to keep local people informed and involved
- Developing, coordinating and managing local volunteers to operate and develop improved local services by stimulating involvement in local action
- Sharing resources and engender a culture of cooperative working in partnership with local charities, voluntary groups and statutory bodies (Parishes, NYC, NYP, NHS, etc)

7: Performance Monitoring

Nidderdale Plus delivers current services under Service Level Agreements for a number of organisations, detailed below:

Organisation	Agreement priority	Measurement and reporting of KPIs	Contract dates
Harrogate Borough Council	Customer Access Point	Monthly data and annual review	May end in March 2023, or may roll over for one more year to March 2024
Harrogate Borough Council	Tourist Information Point (NB, this is Nidderdale Ltd)	Count of footfall--annual	May end in March 2023, or may roll over for one more year to March 2024
Harrogate Borough Council	Supporting the VCSE sector and promoting volunteering	Annual review	Secure til March 2024 when it will end
North Yorkshire County Council	Pateley Bridge community library and customer access point	Monthly data and annual review	Ends in March 2034

North Yorkshire County Council	Community Support Organisation	Monthly data	Secure til March 2023. Successor organisation under discussion. We are well placed.
North Yorkshire County Council	Community Transport, using volunteer drivers to serve the rural communities in and around Nidderdale. The community car is an NYCC leased vehicle that is given to us to use.	Monthly data and annual review	Ongoing under the dial-a-ride scheme
North Yorkshire Police	Enhancement of local access for members of the public to NYP and support to the work of the Safer Neighbourhood team	Annual report	Renewed on an annual basis
NYCC, HBC and NAONB	Nidderdale Greenway Secretariat	Nothing in place currently	Ends April 2023. May be renewed.

The Board of Trustees has set a number of key performance indicators (KPIs). – All to be reviewed under new data and impact measurement system that will be developed in 2022. These have been the main KPIs to date:

- Number of people using the services
- Customer Satisfaction levels
- Cost of provision of services

The Board is also considering ways to ensure service consistency and high quality across the range of our activities, and using feedback from people to ensure the services continue to meet local need.

8: Promotion and advertising:

Nidderdale Plus uses a range of media to promote and advertise its services across the local area. It links with partner organisations and local organisations which have their own communication channels wherever possible.

9: Managing Risks:

Nidderdale Plus uses good practice to:

- a. Identify risks
- b. Assess the impact of the risks
- c. Decide on and use cost-effective measures to control or mitigate risks, to ensure they are eliminated or reduced to an acceptable level.

- Key strategic risks are identified, evaluated and actions agreed. The results are documented in a risk register and communicated to trustees and staff.
- The Executive Director reviews the actions and updates the register periodically
- Trustees monitor and review the register twice per year.

10: Running the organisation

Board of Trustees:

Paula Newson Smith	Chair	Richard Bruce
Colin Ions	Vice Chair	Gordon Murdoch
Roger Wensley	Treasurer	Sue Jones
David Frady		Jenny Spruce
Jackie Kerr		

The Board has ultimate responsibility for the organisation and ensuring that it is well run, solvent on both a short term and long term basis, and delivers the charitable outcomes for the benefit of the people for whom it has been set up. The Board ensures that the organisation complies with relevant legislation and its governing documents and policies, as well as developing the strategy and agreeing and maintaining the vision, mission and values of the organisation. It also ensures accountability through regular monitoring of performance and feedback from stakeholders and partners. The majority of all workstreams are delegated to the Executive Director who is accountable for the performance of all Nidderdale Plus and Nidderdale Ltd services.

Staff, volunteers and contractors:

Executive Director: (p/t 25 hours)	Helen Flynn
Community Hub Coordinator: (f/t 37 hours)	Sandra Walker
Business Support Officer: (p/t 15 hours)	Tracey Dawson
Hub Administrator: (p/t 21 hours)	Angela Raw
Digital Champion Coordinator: (p/t 15 hours)	Jo Hayes
Governance Administrator: (p/t 2.5 hours)	Martyn Price
Hub Administrator: (zero hours)	Carole Cottrill
Zero hours contracts	Amber Hirst, Andy Cockroft (vaccination marshal coordinators, as needed)
Contractors	Rosie Moorman (Nidderdale Greenway Secretary)
Volunteers: 62 core volunteers (library, hub front desk, digital champions, drivers, charity shop; 75 vaccination marshals; 9 trustees	Supporting the office, library, charity shop, digital champion project and the community transport scheme, and any other projects that Nidderdale Plus commits to

Policies and Procedures:

Nidderdale Plus has developed a range of policies and procedures that are approved by the Board and reviewed to a pre-agreed timetable to ensure they are up to date and compliant. The Index of Policies is included as an appendix to this business plan.

Premises:

Nidderdale Plus is based in Station Square in Pateley Bridge and the Community Car and minibus are based here. The premises are fully accessible and house the library, advice and information points and a meeting room available for use by the community. The charity shop is based at 28 High Street, Pateley Bridge.

There are a number of factors to be taken into consideration when considering the future location of Nidderdale Plus. Our current location is excellent, and ensures that all our public-facing services are in an easily accessible and prominent location. However, we are in need of more office space, and we need to find out from our landlords if they are in a position to renew our lease when it ends in 2025. Premises and our various options need to be kept firmly under review by the Executive Director and the Board over the life of this Business Plan.

Appendices:

- **Key dates doc for 2022-25**
- **Policy Index**
- **Income and Expenditure Forecast 2022/23**
- **Key Risks**

This business plan was prepared by Helen Flynn (Executive Director) and approved by the Board on 10th August 2022

Acronym Index:

CSO: Community Support Organisation

CT: Community Transport

HBC: Harrogate Borough Council

KPI: Key Performance Indicator

LGR: Local Government Reorganisation

NAONB: Nidderdale Area of Outstanding Natural Beauty

NSP: Nidderdale Strategic Partnership

NYC: North Yorkshire Council

NYP: North Yorks Police

SLA: Service Level Agreement

VCSE: Voluntary, Community and Social Enterprise Sector