

# **Nidderdale Plus Strategic Plan**

## **2026–2029**

### **Executive Summary**

Nidderdale Plus continues to serve as a trusted community hub, delivering a diverse range of services that meet the evolving needs of our rural population. Building on the successes of the 2022–2024 business plan, we aim to: strengthen our partnerships and identify new partnerships; continue to seek and find opportunities to extend and enhance our work in supporting our community according to need; and ensure financial sustainability through innovative service delivery and traded income generation. This plan outlines our strategic direction for the next three years, focusing on operational excellence, measurable impact, and resilient governance.

### **Organisational Review**

Nidderdale Plus has evolved into a vital community hub serving Nidderdale and the Washburn Valley. Over the past three years, the organisation has expanded its service portfolio to address emerging needs in wellbeing, digital inclusion, social care, transport, and volunteering. The charity's strong local reputation and trusted presence have enabled it to maintain deep engagement with residents, local groups, external funders and statutory partners.

### **Key Achievements (2022–2024)**

- Delivered a wide range of services including community transport, meals on wheels, befriending, digital support, IAG and social wellbeing activities.
- Delivered pilot programmes working with NYC and the NHS, such as the Social Care pilot currently underway
- Strengthened partnerships with North Yorkshire Council, NHS, external funders, and local charities.
- Successfully secured funding for new initiatives, including the Nidderdale Plus Community Fund, NYC Community Anchor Organisation, digital inclusion projects, minibuses days out, health research, etc
- Published our first Impact Report, demonstrating measurable outcomes in community engagement, volunteer contributions, and service delivery.

### **Organisational Strengths**

- A committed team of trustees, staff, and volunteers with deep local knowledge.
- A diversified income model including traded services (eg charity shop), reducing reliance on statutory funding.

- A track record of successful project delivery and funding bids.

### **Areas for Development**

- Guaranteed, long-term funding streams remain limited, with some income streams under threat.
- Capacity constraints in staffing and volunteer availability.
- Digital infrastructure and capabilities require upgrading to support future service delivery and data management.
- Succession planning
- Premises are constrained and some form of expansion is needed

Nidderdale Plus enters the next strategic period with a clear understanding of its strengths and challenges. The organisation is well positioned to build on its achievements, adapt to changing community needs, and pursue sustainable growth through innovation and collaboration.

## **Strategic Context**

Nidderdale Plus operates within a dynamic and evolving landscape shaped by local and national social, economic, and policy changes. As a rural community hub, the organisation must respond to both local needs and broader systemic shifts that influence service delivery, funding, and community engagement.

### **External Environment**

- **Demographic pressures:** The relative percentage of people over 65 is increasing, and there are limited opportunities for young people, meaning there is a steady drain of young people from Nidderdale. Therefore, there will be a greater need for community-based services to address people's needs.
- **Post-COVID Recovery:** The pandemic has reshaped community priorities, increasing demand for localised support in health, wellbeing, and digital access.
- **Cost-of-Living Pressures:** Rising living costs have heightened the need for accessible services, financial advice, and community resilience initiatives.
- **Rural Challenges:** Geographic isolation, limited transport options, and digital exclusion continue to affect residents, particularly older adults and low-income households.
- **Policy and Funding Landscape:** Changes in local authority structures and national funding priorities present both risks and opportunities for community organisations.
- **Volunteering Opportunities:** The growing number of older people can also be seen as an asset, as there may be a larger pool of retired and semi-retired people who could become volunteers

### **Internal Considerations**

- **Organisational Capacity:** Staffing and volunteer availability remain constrained, impacting service delivery and the opportunity to innovate.

- **Digital Infrastructure:** The need for upgraded systems, including incorporating AI where appropriate in back office functions, is critical to improving productivity, data collection, impact measurement, and service coordination.
- **Financial Sustainability:** While traded services, particularly via the charity shop, have reduced reliance on statutory funding, core funding remains uncertain and short-term grants still feature too largely in the income mix.

## Strategic Opportunities

- **Partnership Development:** Strengthening ties with NHS, universities looking for research projects, and social care providers (NYC and local care companies) can unlock new service pathways and funding streams.
- **Increasing reach in service delivery:** There are opportunities to revert to some economic development activities (which Nidd Plus used to have), such as supporting the Nidderdale Business Association and being the main delivery arm of the emerging Nidderdale Investment Plan (through the formation of the Nidderdale Community Partnership)
- **Social Enterprise Growth:** Expanding income-generating activities offers a route to long-term sustainability, though it is important that these fall under our broad mission.
- **Volunteer Engagement:** The increase in people over retirement age (currently 66) presents a chance to grow and diversify the volunteer base.

Nidderdale Plus must navigate these strategic factors with agility and foresight, ensuring its services remain relevant, inclusive, and impactful. This context informs the vision and objectives outlined in the next section.

## Vision, Mission and Strategic Objectives

### Vision

To be a welcoming and resilient community hub which enables people in Nidderdale to thrive, feel connected, and access the support they need to live well.

### Mission

*We promote wellbeing, we foster independence, we cultivate a sense of belonging.*

This mission guides everything we do — from delivering essential services to building partnerships and empowering volunteers. It reflects our commitment to supporting people across Nidderdale, by listening, innovating, and always respecting each person's situation and needs.

## **Strategic Objectives (2026–2029)**

### **Promote Wellbeing**

- Expand health, social care and wellbeing services in collaboration with NYC, NHS and local partners.
- Expand economic development activities, working with the emerging Nidderdale Business Association and taking the lead on developing and supporting the Nidderdale Community Partnership and the emerging Nidderdale Investment Plan
- Provide accessible digital support and enable social activities to reduce isolation.

### **Foster Independence**

- Enhance transport and outreach services to enable independent living.
- Support individuals with information, advice, and practical assistance.
- Continue to develop and initiate services in line with emerging social care policy changes, working with NYC Adult Social Care

### **Cultivate Belonging**

- Grow and support a diverse volunteer base.
- Create inclusive spaces and programmes, through partnering with local village halls and local groups, that reflect the needs of all community members.

### **Ensure Financial Sustainability**

- Maintain/develop partnerships, specifically with NYC, universities and NHS, that can significantly contribute to funding streams, this may involve moving into some economic development activities
- Develop social enterprise models and diversify income streams where there is opportunity.
- Strengthen fundraising and reduce reliance on short-term grants.
- Continue to trade at the Charity Shop and ensure that volunteers and systems there are well supported

### **Invest in Organisational Capacity**

- Upgrade digital infrastructure and capacity so that AI is used appropriately by staff to improve productivity
- Refine and develop data collection and analysis, making sure it is intrinsic to the way that Nidd Plus operates and make decisions
- Embed succession planning and staff development.

### **Measure and Communicate Impact**

- Establish robust impact measurement frameworks.
- Establish a cycle of performance monitoring that can be regularly brought to Board meetings for consideration and scrutiny.

- Publish impact reports biannually to demonstrate value and accountability.

## **Operational Plan**

### **Service Delivery**

- Continue and expand health- and social care-related programmes, social activities, and mental wellbeing support in partnership with NYC, NHS and local providers.
- Provide one-to-one digital support, device loans, and training to reduce digital exclusion, especially among older adults.
- Maintain and enhance the community transport service (including minibuses) to support independence and access to essential services.
- Offer in-person and online guidance on benefits, housing, and local services through trained staff and volunteers.
- Where there is opportunity, become more formally involved in economic development activities, as long as these are funded.

### **Volunteer Engagement**

- Recruit and retain volunteers through targeted outreach, flexible roles, and recognition programmes.
- Provide training and support to ensure volunteers feel confident and valued.

### **Income Generation**

- Expand, where there is opportunity and alignment with our mission, traded services such as the charity shop and explore new social enterprise opportunities.
- Develop a fundraising strategy that includes grant applications, donor engagement, and community events.

### **Infrastructure and Systems**

- Upgrade digital infrastructure and embed use of AI in routine functions, possibly implementing a CRM system to improve service coordination, performance monitoring and impact tracking.
- Improve internal communications and data management to support decision-making and reporting.

### **Staffing and Capacity**

- Review staffing needs annually and seek funding to support key roles where needed
- Provide professional development opportunities to build internal capacity and resilience.

## Impact Measurement and Evaluation

Nidderdale Plus is committed to demonstrating its values and mission, and the social value and effectiveness of its services through robust impact measurement and continuous evaluation. This ensures accountability to funders, stakeholders, and the community, and informs strategic decision-making.

### Measurement Framework

- Develop and implement a joined-up system (which may be a CRM system) to track service usage, outcomes, and engagement.
- Define Key Performance Indicators (KPIs) aligned with strategic objectives, including:
  - Number of service users supported across wellbeing, social care, transport, and digital inclusion.
  - Volunteer recruitment, retention, and satisfaction.
  - Income generated through traded services and fundraising.
  - Community feedback and satisfaction levels.

### Data Collection and Analysis

- Collect both quantitative and qualitative data through surveys, service logs, and interviews.
- Use data to identify gaps, improve service delivery, and inform future planning.

### Reporting and Communication

- Produce a bi-annual Impact Report summarising achievements, challenges, and lessons learned.
- Share findings with stakeholders, funders, and the public through accessible formats and channels.
- Use impact data to support funding bids and partnership development.

### Continuous Improvement

- Regularly review KPIs and adapt measurement tools to reflect evolving priorities.
- Involve staff, volunteers, and service users in evaluation processes to ensure relevance and Inclusivity

## Governance and Risk Management

Nidderdale Plus is governed by a committed Board of Trustees who bring diverse skills, local knowledge, and strategic oversight to the organisation. The charity is committed to maintaining high standards of governance, transparency, and accountability.

The Board meets regularly to review strategy, monitor performance, and ensure compliance with

legal and regulatory requirements. Trustees are supported by a small staff team and a large volunteer base, with clear roles and responsibilities. Governance policies are reviewed annually, including safeguarding, finance, data protection, and equality and diversity.

### **Succession Planning**

A priority for this strategic period is to develop and implement a succession plan for trustees and key staff. This will include role documentation, mentoring, and recruitment strategies to ensure continuity and resilience.

### **Risk Management Framework**

A risk register is maintained and reviewed regularly by the Board.

#### **Key risks include:**

- Funding volatility due to uncertainty over sources of core funding.
- Volunteer recruitment challenges.
- Digital infrastructure vulnerabilities.
- Local and national policy changes which affect community service provision.
- Rising operational costs, including energy and insurance.

#### **Mitigation Strategies:**

To address these risks, Nidderdale Plus will:

- Diversify income streams wherever possible and strengthen fundraising capacity.
- Invest in volunteer support and recognition.
- Ensure cybersecurity protocols are in place.
- Engage proactively with local and national policy developments.
- Monitor financial performance and adjust budgets accordingly

# SWOT Analysis Matrix: Nidderdale Plus Community Hub

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Strong local reputation and trusted presence in the community</li> <li>• Wide range of services supporting wellbeing, digital inclusion, transport, and volunteering</li> <li>• Committed team of trustees, staff and volunteers with deep local knowledge</li> <li>• Established partnerships with local authority, local groups/charities, and service providers. Growing partnership with NHS.</li> <li>• Track record of successful funding bids and project delivery</li> <li>• Traded services, including charity shop, have lessened reliance on statutory funding, improving organisational sustainability</li> <li>• Well financially resources with a good level of reserves</li> <li>• Rural location in beautiful countryside and ready access to nature</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Uncertain and unpredictable statutory sources of regular and long-term funding, with timescales unclear on certain current income streams which are under threat, and some reliance on short-term grants</li> <li>• Capacity constraints in staffing and volunteer availability</li> <li>• Digital infrastructure may need upgrading to meet future needs</li> <li>• Marketing and outreach could be improved to reach underserved groups</li> <li>• Data collection and impact measurement not yet fully embedded though not having a joined-up data collection/CRM system</li> <li>• No effective succession planning in place</li> <li>• Services primarily aimed at the elderly</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Growing demand for community-based services post-COVID and amid cost-of-living pressures</li> <li>• Potential for new partnerships with health, universities/FE, and social care providers</li> <li>• Development of social enterprise models to continue to generate sustainable income</li> <li>• Increased interest in volunteering and civic engagement</li> <li>• Access to local authority, mayoral and national funding for rural development and community resilience</li> <li>• Investment in staff training to develop IT skills in general and AI.</li> <li>• Sharing learning/publicity of what we do to enhance reputation</li> <li>• Tapping into corporate CSR opportunities</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Economic uncertainty affecting funding and donations</li> <li>• Demographic shifts that may change community needs</li> <li>• Policy changes and political changes may reduce public sector support or shift priorities</li> <li>• Volunteer burnout or declining recruitment</li> <li>• Rising operational costs (e.g. energy, insurance, transport)</li> <li>• LA boundary changes</li> <li>• Cyber security threats</li> <li>• Statutory sector shifting services to VCSE sector, but without full funding</li> </ul>