

STRATEGIC PLAN 2022 - 2023

The purpose of this document is to communicate to our members, stakeholders and partners what Teesdale Day Clubs does, the impact we want to make on the lives of people who use our services, and our strategy over the next couple of years to maintain and develop our services.

This strategy has been developed following the COVID19 pandemic in 2020 and 2021 and reflects our recovery plans at this time. It also reflects our decision to change governance to become a Charitable Incorporated Organization. This process of change was begun in 2021 and may be completed by quarter 2, 2022.

Our Funding Strategy, in place since 2019, and our Communications Strategy are part of this plan and should be read in conjunction with this document to give a full picture of our strategy.

Teesdale Day Clubs is a medium-sized grass roots charity that was established in 1994 by volunteers.

Our core service is a weekly programme of lunch clubs based at community-led venues.

We offer food and hospitality to encourage people to take part in their community and to access our support.

At the end of 2021 we are supporting 177 people at 8 venues. Our usual capacity is around 220 people.

Our staff team are supported by a team of over 70 volunteers, most of whom are over the age of 60, and who usually volunteer at their own village club.

All our posts are part-time. We have two administration posts, two manager posts and sufficient club staff, Club Leaders and Chefs, to staff however many clubs we are running, based on two members of staff working 5 hours each for each club meeting.

During the pandemic, we were unable to run lunch clubs but managed an emergency response service throughout. A list of the support we offered is shown below. From April 2021 we ran small support groups for limited numbers, and in July 2021 we were able to re-open our usual lunch club service.

Our beneficiaries are any adult living in Teesdale who is isolated or lonely for any reason. This means that we mainly support older people but there is no age restriction for joining. The average age of our membership is around 82.

Around 65% of members live alone and 25% have known health or mobility issues. Many don't have family, or family close by.

Our Vision <i>is to enhance quality of life by offering supportive social opportunities to people facing social isolation in Teesdale</i>		
Our Mission <i>is to provide social networks in Teesdale that offer friendship and hospitality as well as help and support with day-to-day challenges.</i>		
AIMS (what we hope to achieve)	OBJECTIVES (what we do)	OUTCOMES (the difference made)
<p>Minimise the adverse impacts of social isolation and loneliness for adults in Teesdale.</p> <p>Impact positively on people's quality of life and health and wellbeing.</p>	<p>Social groups meet regularly in key towns/villages across Teesdale and connect people</p> <p>Support the provision of transport to ensure equal access to our services</p> <p>Provide nourishing freshly prepared food</p>	<p>People feel:</p> <ul style="list-style-type: none"> ✓ less isolated and less lonely, ✓ have increased feelings of happiness, and ✓ increased feelings of belonging and connection in their community ✓ People experience an enhanced quality of life and improved health and wellbeing.
Support people to lead independent lives in their own home and remain in their own community	<p>Provide a valuable village 'hub' where anyone can access information and help</p> <p>Offer a free one-to-one personalised 'at home' and remote community support service</p>	<ul style="list-style-type: none"> ✓ People are enabled and supported to live independently. ✓ People experience an enhanced quality of life and improved health and wellbeing
Create a variety and choice of volunteering opportunities that enable people to contribute within their local community.	Offer rewarding and flexible volunteering opportunities	<ul style="list-style-type: none"> ✓ Increased feelings of happiness and being valued as a volunteer ✓ Greater sense of involvement in their community and of 'giving something back' through volunteering ✓ Enhanced quality of life and improved health and wellbeing for volunteers
Increase the number of people accessing support by exploring different ways to evolve and encourage relationships across the wider community.	Provide opportunities for varied social interaction (e.g., inter-generational)	<ul style="list-style-type: none"> ✓ Increased connections and networking providing added value for our members. (and vice versa) ✓ Increased local economic benefit through supply chains, (Public, Private and VCS) ✓ More effective partnerships ✓ More connected and joined up activity in communities

Why we're more than just a lunch club – added value

Alongside the clubs we deliver our free one-to-one community support service. This is a bespoke individual response to people who need extra support or help and don't know who else to ask.

The support we provide under this service can vary widely from assisting with practical problems to more complex health, financial and emotional issues (examples below). The service is provided via home visits, phone calls, liaising with families and contacting other agencies or services on behalf of members.

We are not seen as a formal health or welfare service, and therefore we can get 'under the radar' and have an important role in prevention, as people often tell us what's troubling them before it reaches a critical point.

Our strong local connections mean we can find the right specialist service for people quickly. We provide an important bridge by dealing with low level problems that avert a crisis and facilitate access to statutory and other services when required. We promote self-management and independence whilst offering support to lean on when needed.

Interventions are aimed at alleviating any practical or emotional difficulties that are preventing someone from feeling happy, safe or in control of their life and independence.

Together our services are 'wrap-around' and provide more than just a nice lunch.

Examples of benefits:

- Regular participation in a social group relieves feelings of loneliness.
- Opportunities for people to make new friends or re-kindle old friendships reduces isolation.
- A social focus every week with lively company provides routine.
- A feeling of belonging to a community, opportunities to participate and making a difference to others just by being there, raises self-esteem.
- The enjoyment that comes from sharing a meal with others.
- Help and encouragement to access a supportive social network.
- Access to effective one-to-one support that finds solutions to small practical problems and facilitates support for more specialist complex issues.

Participation in our charity as a member or volunteer generates laughter, opens shared stories and fun; reduces anxiety, promotes positivity and restores or maintains an interest in community and life.

Strategic aims

The short to medium-term aim of the Trustees of Teesdale Day Clubs (the next 1-2 years) is to ensure that recovery from the pandemic is fully achieved and our core service maintained whilst achieving a change of governance. The medium to long-term aim (2-5 years) is to continue to maintain the core lunch club service for the future benefit of adults in the Teesdale community whilst considering growth and expansion opportunities. Trustees have identified potential areas for growth which will be considered when the core service has stabilised to reach more people and extend the range of needs met by our charity.

A recent SWOT (Strengths, Weaknesses, Opportunities and Threats) exercise showed us that our strengths lie in the commitment and adaptability of our staff, trustee and volunteer team; and that although the pandemic had some negative impacts on our capacity and member numbers, it also presented us with some opportunities.

The main areas identified for improvement are our reliance on individuals for key tasks and activities and the capacity within our small team to achieve our aims. There is an urgent need to expand skills and recruit to achieve our recovery plans, set against a back-drop of local shortages of hospitality employees and an unpredictable funding and financial environment after 2022.

This strategy is a working document which will be updated regularly as actions are taken forward and amended accordingly.

Trustees will have overall responsibility for approving and reviewing the document and will be kept abreast of progress and changes by the Strategic Manager or appropriate task group or committee.

	STRATEGIC AIMS BY YEAR	ACTIONS	OUTCOME
	2022		
1.	Recovery of core service back to 10 clubs Efficiently manage contingency plans and delivery during further restricted periods	<p>Re-open 2 clubs following the pandemic impacts and expand our membership back to over 200 people being supported at any one time.</p> <p>Recruit trained, skilled staff to key positions.</p> <p>Attract volunteers that support our services in key geographic areas.</p> <ul style="list-style-type: none"> • Develop a 'ready-to-go contingency plan based on experience gained in 2020/2021: Meals@Home • Befriending Services • Doorstep & Drop responses 	<p>Over 200 people will be or have been a member annually, resulting in people consistently telling us they feel more connected to their community and less lonely or isolated, happier and have an improved quality of life.</p>
2.	Maintain and sustain the core service(s) following recovery	<p>Follow-through on the key actions detailed in our funding strategy, enabling us to maintain and sustain our core services in future years.</p> <p>Successfully continue to attract staff and volunteers that allow us to grow and increase our capacity and skills.</p> <p>Be ready and open to any partnership projects or opportunities for joint working that support the maintenance and sustainability of the core service(s)</p>	<p>The core lunch club service is sufficiently funded and there are enough lunch club places to support over 200 people or more. at any one time.</p> <p>People are supported with any personal practical, health, emotional or financial issues directly or signposted to a specialist local agency.</p>

	STRATEGIC AIMS BY YEAR	ACTIONS	OUTCOME
3.	Update our governance to become a CIO	Consultation with members and Special General Meeting achieved by end 2021. Achieve registered CIO status by April 2022, supported by Durham Community Action (DCA). Legal and financial transfers completed by July 2022. Trustee recruitment launched based on skills required for future sustainability and growth.	Teesdale Day Clubs has a sustainable model of governance in place which reduces the personal liability of trustees, provides confidence to funders, and increases opportunities for skills-based recruitment of trustees.
4.	Improve data management and data handling and improve business continuity	Develop a more efficient system for tracking, monitoring and reporting on key activities. Embed the new outcomes framework into annual activity. Develop a realistic business continuity plan.	Efficiencies are realised bringing improved consistency of data tracking and activity / outcomes evaluation and monitoring; improving reports to funders and stakeholders, increasing our already good reputation. Improved sustainability through reduced reliance on key individuals for key tasks.
5.	Begin a process of forward planning which leads to the development of a Sustainable Business Plan from 2023 and beyond.	Consider completing 'quick win' project ideas (funding dependent). Consider trialling additional themed activity groups (funding dependent). Approach Cranfield Trust for business planning support	The charity is well-prepared for growth and expansion in order to reach an increased number of people, and reach people who may be lonely or isolated but do not access the lunch club services.
	2023		
1.	The charity has a robust business plan in place that maintains the core service and supports future sustainability.	External support for developing a plan is secured (Cranfield). Trustees, staff and volunteers are all involved in contributing towards the plan and feel they have ownership of it. Members and potential members are involved and consulted about the future	The charity is well-prepared for the challenges of the future and has plan in place that includes achievable and realistic steps towards improved sustainability, and increased reach to meet the needs of a wide range of adults in Teesdale.

	STRATEGIC AIMS BY YEAR	ACTIONS	OUTCOME
		services of the charity and their feedback is used to develop the plan.	
2.	Specific projects are developed and trialled (e.g. Meals@Home as a re-worked take-away project; befriending that is volunteer-led)	Project proposals are worked up and shelf ready for funding opportunities and are included in the business plan. Pilot or trial projects are launched to test the market.	Day Club services reach a greater number of adults who experience isolation or loneliness. Core services are expanded to include people who are not able to access a lunch club.
3.	The financial year of the organisation is brought into line with HMRC and the local authority i.e., April – March annually	The timing of the first AGM of the new CIO accommodates the change as smoothly as possible.	Financial management and tracking of grants is made easier and more efficient by bringing the financial year in line with most other stakeholders, partners and businesses.

Associated working documents:

1. **FUNDING STRATEGY AND PROJECTED INCOME/EXPENDITURE**
2. **FUNDING ACTION PLAN**
3. **COMMUNICATIONS STRATEGY AND ACTION PLAN**