



## Business Plan 2016 – 2018

1<sup>st</sup> April 2016 – 31<sup>st</sup> March 2018

### Vision

For all individuals in the community of Thirsk and surrounding area to live independent, active and fulfilled lives.

### Mission

To support and enrich the lives of those in need by working in partnership with volunteers within the local community.

### Commitments

Caring  
Respectful  
Enabling  
Strength through partnership  
Quality driven  
Professionally delivered

### Aims

1. **Sustainability/Viability:** For the Charity and its individual services to be financially stable whilst exploring opportunities for growth, and diversifying the number of income sources.
2. **Profile:** For the Charity to ensure that it is well known in the local community for delivering high quality support services which are true to its mission, vision and values and has a positive impact on the community
3. **Management:** For the staff, volunteers and Trustees to manage the charity effectively and deliver its services efficiently.

## Objectives

1a. The percentage from each funding stream is reduced to no higher than 40% of total income by March 2018.

Indicators	Targets	
	2016/17	2017/18
<ul style="list-style-type: none"> <li>• Additional new funding sourced from Trusts, Foundation, Lottery, Corporate sponsorship, Legacies, Donations and community events.</li> <li>• Number of Individual Service Contracts increased by attracting new clients via marketing strategies.</li> <li>• Increase in level of generated income from charges for services and from the Community Cafe</li> </ul>	1 new funding application made for each service by 1 <sup>st</sup> December – priority given to shopping	2 new funding applications made for each service by 1 <sup>st</sup> December, priority given to Catalyst
	4 community events held by 31 <sup>st</sup> March	5% increase from previous year in number of ISCs by 31 <sup>st</sup> March
	5% increase from previous year in number of ISCs by 31 <sup>st</sup> March	10% increase from previous year in generated income by 31 <sup>st</sup> March
	10% increase from previous year in generated income by 31 <sup>st</sup> March	Agreement with 2 solicitor practices to partner by 31 <sup>st</sup> March
	Agreement with 1 solicitor practice to partner by 31 <sup>st</sup> March	Friends of ThirskCCA raised £10k through local fundraising by 31 <sup>st</sup> March
	Friends of ThirskCCA raised £5k through local fundraising by 31 <sup>st</sup> March	

1b. Each service is operating at least break even once a contribution towards the Charity's overheads has been apportioned by March 2017 and sustained.

Indicators	Targets	
	2016/17	2017/18
<ul style="list-style-type: none"> <li>• Detailed analysis undertaken of the income and expenditure projections for each service</li> <li>• Detailed analysis undertaken of the Charity's overheads.</li> <li>• A clearer understanding of full cost recovery requirements</li> </ul>	Creation of a new up to date income and expenditure spreadsheet for the financial year for each service by May	Review of overheads and savings considered by July
	Breakdown of all overheads detailed in a spreadsheet by 1 <sup>st</sup> June	Internal finance procedures reviewed by July
	Sage reporting templates created by May for all departments (services)	Costs for Befriending and Carers Sitting Service new contracts reviewed by May.

1c. The Charity will operate with 9 months of unrestricted reserves by March 2017

Indicators	Targets	
	2016/17	2017/18
<ul style="list-style-type: none"> <li>Detailed analysis undertaken of the income and expenditure projections for the Charity</li> <li>An understanding of the reserves needed should funding be withdrawn</li> <li>A 'wish list' created of required resources needed to develop the charity's internal infrastructure once the target level of reserves have been achieved.</li> </ul>	Creation of a new up to date income and expenditure spreadsheet for the financial year for the charity by May	Update income and expenditure spreadsheet for the financial year for the charity by May
	Detailed analysis of costs associated with winding the charity up: redundancy costs, legal costs, admin and management time by 1 <sup>st</sup> July	
	Detailed analysis of assets including valuation of the office building by 1 <sup>st</sup> August	
	Consultation with Trustees, Staff and Volunteers about resources needed by 1st October and discussed with Trustees by March	

1d. The Charity will focus on ensuring the existing 12 core services have funding/income streams planned for 2 years or more on an ongoing basis.

Indicators	Targets	
	2016/17	2017/18
<ul style="list-style-type: none"> <li>All viable funding sources explored</li> <li>Any new initiatives/services only implemented if based on needs of the local community and feasibility study realises future sustainability.</li> <li>Commissioners are informed of the importance of long term service delivery</li> </ul>	List of 15 identified Trusts and Foundation by October	Conference/event held for Commissioners in partnership with provider charities in Hambleton and Richmondshire by June
	Community needs analysis undertaken in Hambleton with partner organisations by March	Funding list updated and reviewed by October
	All commissioners kept up to date on a six monthly basis of each service funded via casestudies/photos and funders monitoring reports sent on time	All commissioners kept up to date on a six monthly basis of each service funded
	Gift aid registration done and volunteers timesheets updated with gift aid information by June.	Befriending and Carers Sitting Service contracts tender application undertaken by March

1e. The Charity will ensure that it seeks new opportunities through securing contracts/grants with a minimum of 10% or £5k of the contract value being of direct benefit to the local community of Thirsk and Sowerby on an ongoing basis

Indicators	Targets	
	2016/17	2017/18
<ul style="list-style-type: none"> <li>• The Thirsk Community Managed Library service is explored as a potential opportunity for linking more with the local community</li> <li>• The community café is expanded and new community café opportunities at Sowerby Gateway explored and realised if viable.</li> <li>• Partnership opportunities are explored with Easingwold CCA, Stokesley CCA and Northallerton VSA which focus on local delivery.</li> </ul>	Library Steering group meetings held monthly and project manager employed by Dec.	Thirsk library launched on 1 <sup>st</sup> April
	Option appraisal undertaken for new café by July and potentially opened in October	New café open 7 days a week by October, and monthly evening meals/ events on offer by March
	Bistro21 open 7 days a week by May, and monthly evening meals/ events on offer by October	Quarterly meetings held with Chief Officers of partner charities
	Quarterly meetings held with Chief Officers of partner charities	

2a. The Charity has an established distinctive positive profile in the local community

Indicators	Targets	
	2016/17	2017/18
<ul style="list-style-type: none"> <li>• Marketing strategy created, implemented and evaluated (with an allocated budget) with support from marketing expert.</li> <li>• Regular meetings with referral agencies held including GPs, Social Care, Voluntary Organisations, Churches, private businesses, Rotary, WIs.</li> </ul> <p><i>(which is measured by the number of clients, volunteers and level of local funding the Charity obtains annually, and through the percentage of clients referred via a recommendation and friends/family test) by March 2017. (targets to be added later)</i></p>	Fortnightly meetings held with Cranfield Trust from April to July. Strategy created by June, implemented by July	Marketing strategy reviewed by April
	Liaison meetings attended monthly and all local GP surgeries and Social Workers up to date on our services by Dec	Liaison meetings attended monthly and all local GP surgeries and Social Workers up to date on our services by Dec
	3 talks about our services to local groups by March	5 talks about our services to local groups by March
	Reviewed referral and assessment forms by Sept to ensure marketing data is collated.	Data analysed by Dec and marketing strategy refined.
	Data analysed by Dec and marketing strategy refined.	AGM by December and Volunteer thank you event by March
	Carers Week event arranged by May, AGM by December and Volunteer thank you event by March	

2b. The Charity offers services to a very high standard on an ongoing basis

Indicators	Targets	
	2016/17	2017/18
<ul style="list-style-type: none"> <li>• The outcomes evaluation tools, developed with the Cabinet Office, implemented to measure impact.</li> <li>• Volunteers involved in the shaping of services and monitored through satisfaction surveys – equal attention given to the retention of volunteers as recruitment of volunteers.</li> <li>• Policies and Procedures kept up to date and relevant, and implemented.</li> </ul> <p><i>(as measured through the outcomes surveys, the percentage of clients who would recommend the service or percentage of satisfaction). (targets to be added later)</i></p>	Evaluation tool adapted for Carers, Catalyst, and Befriending by July and data analysed by Dec	Evaluation tool and Volunteer survey reviewed by April and sent out by July and analysed by December.
	Volunteer survey created, responses received from 60% of volunteers and responses analysed.	Volunteer newsletter sent quarterly
	Trustees update 4-6 policies and procedures at each meeting – following the register timescales.	Trustees update 4-6 policies and procedures at each meeting – following the register timescales.
	Volunteer newsletter sent quarterly	
	Contacts database implemented for volunteers and clients by July and updated regularly.	

3a. Staff undergo continuous performance review through the agreed performance management system on an ongoing basis.

Indicators	Targets	
	2016/17	2017/18
<ul style="list-style-type: none"> <li>• Supervisions undertaken with all staff by Chief Officer and Project Coordinators</li> <li>• An additional line of management introduced into the structure to support the operational aspects of the Charity.</li> <li>• Operational Work Plan linked to staff work</li> </ul>	Supervisions held 6 weekly with each project coordinator.	Staff provided with reviewed business plan and operational work plan to discuss responsibilities by April
	Partnerships with Easingwold CCA explored by September.	Supervisions held 6 weekly with each project coordinator.
	Staff provided with business plan and operational work plan to discuss responsibilities by May. Business plan reviewed by March.	Operational manager employed by June.
	Staff appraisals undertaken by Sept.	Staff appraisals undertaken by July.

3b. Staff, trustees and volunteers receive training annually for identified training needs to deliver professional services to meet client needs

Indicators	Targets	
	2016/17	2017/18
<ul style="list-style-type: none"> <li>• Staff and Trustee training needs analysis and skills audit undertaken and kept up to date.</li> <li>• Training programme of relevant courses/training sessions sourced, reviewed and implemented.</li> <li>• Trustees allocated one or two services to oversee</li> </ul>	Needs analysis and skills audit complete by Dec and staff undertaken relevant training by March	6 monthly programme of training identified and implemented by Sept and March
	6 monthly programme of training identified and implemented by Sept and March	Refresher training for Trustees held by December
	Trustee allocated service and role description provided by May	Staff training skills audit updated by October.
	Trustee induction for responsible service complete by July	

3c. The Charity has achieved a quality standard by March 2017.

Indicators	Targets	
	2016/17	2017/18
<ul style="list-style-type: none"> <li>• Policies and procedures reviewed by Trustees on a regular basis.</li> <li>• Business Plan and Operational Work Plan kept up to date and reviewed regularly by Trustees.</li> </ul>	Internal systems reviewed and quality standard evidence collated by July, Matrix standard awarded by Sept	PQASSO or Investors in People researched as potential quality standard by September
	Business plan finalised and agreed by staff and Trustees by May	New quality standard achieved by March
	Operational Work Plan finalised and agreed by staff by May	
	Strategic plan written by March	
	Trustees update 4-6 policies and procedures at each meeting – following the register timescales.	

3d. Review our charitable status and adopt new status by March 2017

Indicators	Targets	
	2016/17	2017/18
<ul style="list-style-type: none"> <li>• Understand VAT position and explore options for trading arms</li> <li>• Implement CIO status</li> </ul>	Action plan for CIO status agreed by May and new status implemented by March	
	Trustee decisions made about VAT issues by April	
	Charitable trading arm for the Bistro established by Sept.	

-  Quarter 1
-  Quarter 2
-  Quarter 3
-  Quarter 4