

Boroughbridge Community Charity

We are a small, community support organisation, governed by a Board of Trustees and legally constituted as a Charity (No: 1171451). We exist to support the community in the rural market town of Boroughbridge, North Yorkshire and its 32 surrounding villages, prioritising support for those in most need.

We believe that nobody living in a rural area should be disadvantaged because of where they live and that one of the best ways to achieve this is for the people in the community to work together, support one another and make the best use of community resources and assets. We want Boroughbridge and District to be a good place to live, work and play. One where all residents feel connected, included, supported and safe.

We help to provide a focus for community action, local intelligence gathering and bring money and resources into our community from the local authority, external funders and other agencies. We provide: a forum and venue for local community focussed discussions and a voice for local people; volunteering opportunities which promote active citizenship/social action, support community resilience and community wealth; partnership work to support the activities and

sustainability of other local voluntary and community groups and brokerage to encourage others to deliver services and support for our community; and we are a conduit for the public sector to engage with the community and vice versa.

We aim to be the known and go to organisation for Boroughbridge and District residents with unmet needs and issues.



Vision

Our vision is for everyone in the community of Boroughbridge and District to be connected, included and supported.

Mission

Our mission is to:

- Provide community support in response to identified needs.
- Promote social inclusion.
- Encourage and facilitate voluntary activity.
- Encourage partnership working.
- Advocate for change by being a voice within the community.

Values

The guiding principles and core beliefs that govern the way we work include:

- Pro-activity and responsiveness
- Inclusivity
- Accountability
- Respectfulness
- Kindness and compassion.

History

Our origins date back to 1976 when a local GP asked a member of the Boroughbridge and District Chamber of Trade for help transporting people to the Good Companions scheme, GP surgery and hospital appointments. A small committee was formed and volunteer drivers recruited to meet this request. Increasing demand for transport led to the formation of a small fundraising committee which raised funds to purchase a Bedford van to transport several people at once and achieve economies of scale. A bank account was opened and the group 'Boroughbridge Communicare' was formed.

A generous legacy enabled the group to replace the old Bedford van with a new minibus. This, in turn, facilitated group trips for largely retired residents without transport to visit garden centres, the seaside and other venues.

After twenty years operating on an entirely voluntary basis and as an unincorporated group, 'Boroughbridge and District Community Care' was formally established as a registered charity and employed its first member of staff and the charity relocated to its current home in the office above the library on St James Square.

Achievements

We have a track record in delivering community support services which address social isolation and loneliness, physical and mental health inequalities, low incomes and poverty, transport and access to services issues. From our humble beginnings in 1976, we now provide a range of activities and services, all designed to respond to the needs of our community. In 2022/23 we delivered the following:

Activity/Service	Numbers
Minibus outings and day trips	26
Minibus service users	337
Volunteer drivers' scheme journeys	2666
Information and Advice service enquiries	170
Lunch club and coffee morning participants	1271
Befriending service telephone calls	668
Befriending service visits	12
Shopping/prescription collection and delivery	494
Emergency food support	33
Community larder users	4188
Dog walking/transport to vets	8
Individual service users	500
Volunteers	113
Volunteering hours	6783

Management & Staffing

BCC employs three part time staff: General Manager, Deputy General Manager and Admin Assistant who are responsible for day-to-day management and service delivery. We benefit from having 85 active and committed volunteers who support delivery.

Volunteers

Our pool of active and committed volunteers contribute to the service delivery described above and provide 130 voluntary hours per week

and without whom the range and scale of support offered would not be possible. The value of these volunteers using the national minimum living wage of £10.42 per hour equates to an annual in-kind contribution of £70,679.00.



Governance

The charity is overseen by a board of twelve Trustees who are responsible for setting the strategic direction of the charity and for legal and financial oversight and compliance. Collectively they bring skills and experience in strategic planning, finance, legal matters, arts and crafts, governance, fundraising and are members of the community. This breadth of knowledge and skills will successfully steer BCC for some time to come.

Issues/Challenges and Needs

Growing population

Boroughbridge and District has a population of 4357 people living in 1700 households, spread across 1.698 square kilometres. (Source: Census 2021).

Age band	No	%
0-14	660	15
15-64	2656	61
65 +	1041	24
Total	4357	100

The population is set to significantly increase in the next few years. Approved planning permissions have been granted for 341 new homes and decisions are pending on a further 214. Using the population factor of 2.4 per household (2022 Census average household data), this equates to an increase of 818 people in 341 new homes and 1332 in 555 new homes. An 18-33% population growth will inevitably place a strain on existing community infrastructures such as schools, public transport and GP surgeries.

Ageing population

A higher percentage of people aged 65 years and over (23.89% compared to 18.40% nationally) live in the area. This leads to higher levels of health, social, economic and care needs within our community.

Rurality

Boroughbridge and District is a largely rural area, with low population densities and large distances between residential and/or commercial centres. Key issues include poor transport options, social isolation

and loneliness, difficulties accessing essential health and social care services and banks or post offices.

Higher levels of disability

Boroughbridge has a slightly higher percentage of people with disabilities – 793 people or 18.2% of the population compared with 17.3% nationally.

Rural poverty/premium

Rural living costs are higher largely because of fuel costs for heating and transport and higher prices for food and other essentials. In 2022, [rural households](#) had a higher fuel poverty rate (15.9%) and a larger fuel poverty gap (£956) than households in towns and cities. The fuel poverty rate was even higher (20.1%) for rural households off mains gas, who have to rely on expensive electricity or oil tanks.

Miscellaneous

29.8% of households are single person households, 66.7% are family households and the remaining 3.6% are other types of households. 97.7% of the population identify as white British, meaning the area has a very low number of minority ethnic communities.

BCC Trustees cite the following issues within the community:

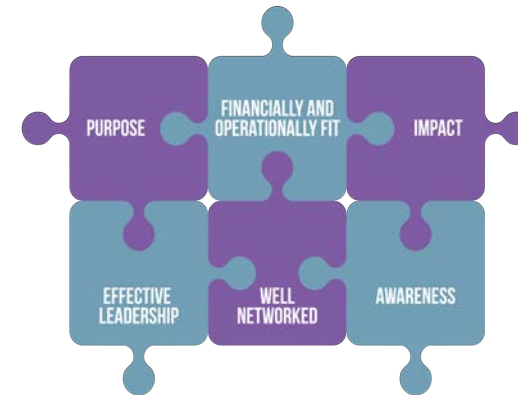
- Poverty (food and financial)
- Health inequalities
- Lack of access to transport
- Social and physical isolation
- Lack of access to information, advice and guidance
- The need for short term crisis support.

Our Strategy

This strategy responds to the changing times in which we operate and sets the direction of travel and goals for BCC over the coming years. Ultimately we want to be a resilient charity, capable of responding to community needs. To achieve this we believe we need to:

- Have clarity of purpose about who we are here to support and how.
- Be financially and operationally fit with sufficient income from a diverse range of sources.
- Be able to identify and communicate the needs we meet and the impact we have.
- Have effective leadership enabling Trustees and Manager time to discuss the bigger picture, rather than focussing solely on day-to-day matters.
- Be well networked and able to get support from and work in partnership with others.
- Be aware of the political, economic, local and national contexts we work in, with regular horizon scanning for challenges, threats and opportunities.

As a result of strong financial stewardship, we have built our free reserves and some of these will be set aside to aid implementation of this Strategy.



Three linked strategic objectives (SO) have been identified which we believe will help to consolidate our current position, build firm foundations on which to grow capacity and to enable us to respond to more diverse support needs in the future.

- SO1: Operational fitness and being the go-to Community Anchor Organisation (CAO) for Boroughbridge and district.
- SO2: Financial resilience
- SO3: Understanding, evidencing and responding to community needs.

SO1: Operational fitness

We want to consolidate and improve existing operational practices, systems procedures, activities and services to ensure they are effective, efficient and the best they can be. We also want to plug any operational/administrative gaps and to increase skills and knowledge and build capacity. The table below identifies the key steps we need to take.

Priority	Actions to be taken	How	Cost	Timeframe	Responsibility	Difference made
High	Agree new name and branding for the organisation.	Agreement by the Board of Trustees	-	July 2023	Chairperson	Rebranding New website development Soft re-launch Marketing tool
High	New website development & leaflet & launch.	To progress work with the web designer.	£3000.00	Start in August 2023	General Manager with sub committee	Digital presence. Profile raising. Communication tool
Medium	Staff training and development.	Budget to be identified for staff training on an annual basis. Staff to identify suitable training/workshop/networking/conference opportunities related to future funding/income generation.	£1000.00	Start in October 2023	General Manager	Staff equipped with increased skills in bid and tender writing and the development of fundraising strategies.
Medium	New volunteer recruitment, support and development.	Open days, community stalls, induction, DBS checking, developing different types of volunteering opportunities e.g. micro volunteering, supported volunteering opportunities, volunteer awards and socials.	£3000.00	March 2024	General Manager with DBS checks, induction with other staff.	More and different volunteers to enhance capacity. Streamlining and time saving. Different types of volunteering opportunities.
Low	Marketing and communications plan.	Sub committee to look at developing a Marketing and Communications plan, to include digital and to reach new audiences, celebrate successes and achievements	-	April - June 2024	General Manager and sub committee	Clarity over target audiences, how best reached, messages and information to be communicated, timings etc

Medium	Evaluation framework to collect, report on and evidence outputs, outcomes and impact.	Linking our vision, mission and values with our services and activities, identifying key indicators/measures to be used to collect evidence and report on to feed into annual impact reporting. Putting in place suitable digital systems to record and analyse this data.	£1500.00	March 2024	General Manager	Better able to consistently and comprehensively capture outputs, outcomes and impact at scale. Use in marketing materials. Evidence the difference we make and to whom.
Low	Partnership development and collaboration.	Stakeholder mapping exercise to identify key partners and organisations with whom to develop partnerships.		Ongoing	All	Enhanced services and support for the community.
Medium	ICT.	Explore CRM and other systems to support output and outcome collection and reporting, including Charity Log.	TBC	September 2023	General Manager	Digital systems to capture, monitor and report – reducing the overuse of spreadsheets. Time saving and enabling individual tracking.
High	Staff capacity.	Increase staff hours – either more hours for existing staff or an additional fixed term post to add capacity	TBC	Start in July 2023	General Manager and Chairperson	More pro-active, less reactive management. Effective planning for the future.

BCC's Board of Trustees has earmarked £20,000.00 from reserves to deliver the above.

SO2: Financial resilience

We want to make BCC financially sustainable in the long term. We want to have more to invest in our community and to get to a stage where we are generating an ongoing modest surplus. We want to better understand our costing structures, diversify our funding and explore potential trading possibilities to generate unrestricted income. The table below identifies the key steps we need to take.

Priority	Actions to be taken	How	Cost	Timeframe	Responsibility	Difference made
Medium	Activity costing.	Undertake activity costing/staff apportionment exercises so that efforts can be made to ensure full cost recovery where appropriate and to understand cross subsidy where necessary.	-	January & February 2024	Treasurer and General Manager	Helping to secure the full cost (including support costs) of project/services/activities from grant funding or contracts. Improved understanding of where subsidy may be needed.
Medium	Diversify funding.	Develop a fundraising strategy with a baseline and key targets for securing income from: Charitable Trusts and Foundations; Community fundraising activities; contracts/service level agreements; legacies; sponsorship and trading activities.	-	March 2024	Sub committee of the Board and General Manager.	Reduced reliance on any one funding source. Aid financial resilience and sustainability.
Low	Explore potential trading options to generate income.	Explore options for establishing a charity shop to raise traded income including cost benefit analysis, locations, staff and volunteer resources, legal implications etc.	-	August 2024	General Manager supported by a stand alone committee.	Additional unrestricted income generated for the charity. Raising the profile of BCC.
Low	Secure external support to assist with bid writing.	Contract the services of an external fundraiser to initially help BCC to secure additional funding for identified projects/activities.	£5000.00	June 2024	General Manager and Chairperson.	Additional funding secured from charitable trusts and foundations prior to staff having the skills and capacity to do so.

BCC's Board of Trustees has earmarked £15,000.00 from reserves to deliver the above.

SO3: Community need

At the heart of this strategy are our community, supporters, volunteers, donors, funders, staff and partners. We want to build a cohort of people who can help us to grow our capacity to better meet the needs of our community, now and in the future. We also want to ensure that we are using our charity's resources to target those most in need.

Priority	Actions to be taken	How	Cost	Timeframe	Responsibility	Difference made
High	Community Anchor Organisation.	Working with North Yorkshire Council on the development of CAOs.	-	Start in June 2023	General Manager and Chairperson	Stronger more resilient and sustainable organisation. Respected CAO.
Medium	Community consultation and engagement.	Develop and implement an annual community consultation and engagement plan, with different mechanisms to engage and consult, linked to Marketing and Communications and Community Fundraising above.	£2000.00	March 2024	General Manager and stand alone committee	Aid volunteer recruitment Identified and evidenced community needs. Make more people aware of BCC. Generating income through community fundraising. Potential new Board members.
Low	Impact report.	Introduce annual impact reports	£1000.00	March/April 2025	General Manager	Evidencing impact Aiding funding bids Marketing tool Aids community and business buy in Tells your story about the importance of what you do
Low	AGM event.	Use the 2024 AGM to promote, publicise and celebrate all that is good about BCC – invite speakers, have a theme – set up a planning group	£1000.00	June 2024	General Manager	Profile raising Community engagement and celebration Reaching new audiences
Low	Alternative premises.	Horizon scanning for potential new offices/accommodation for BCC	Unknown	General Manager and Chair	Trustees and General Manager	TBD

BCC's Board of Trustees has earmarked £15,000.00 from reserves to deliver the above.

Action Plan Gant Chart

2023/24

Strategic Objective	Activity	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
SO3	Community Anchor Organisation development										
SO1	Enhance staff capacity										
SO1	Agree new name and branding for the organisation										
SO1	New website development, leaflet and launch										
SO1	ICT – CRM system exploration										
SO1	Staff training and development										
SO1	Partnership development and collaboration										
SO2	Activity costing										
SO1	New volunteer recruitment, support and development										
SO2	Diversify funding										
SO3	Community consultation										
SO1	Evaluation framework and systems in place										

2024/25

Strategic Objective	Activity	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
SO1	Marketing and communications plan development												
SO2	Secure external support with bid writing												
SO2	Explore trading options												
SO3	AGM event												
SO1	Partnership development and collaboration												
SO3	Impact report												

What success will look like?

- More people within the community engaged and supported – possibly wider demographic.
- Increased numbers of more diverse volunteers and more varied volunteering opportunities on offer.
- Raised organisational profile within the community and beyond.
- Increased partnership working and collaborations.
- New and emerging community needs identified and evidenced feeding into future project/service development and delivery.
- Evidence based outcome and impact reporting.
- Increased and diversified income base leading to financial sustainability.
- More resilient organisation.
- Valued and respected Community Anchor Organisation.

Internal	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Staff – dedication, empathy, effectiveness and GM Authority • Volunteers – numbers, skills and commitment • Track record in supporting older and vulnerable people • Local and place based and understanding the community • Uniqueness – only support organisation of its kind in Boroughbridge delivering this range of services • Trustees – skills, experience and knowledge • Reputation – valued by NYCC and service users and volunteers • Healthy reserves • Adaptable, flexible and responsive • Minibus • Strong connections with local businesses, church and GPs 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of human capacity – time and skills • Current premises/facilities • Limited number of income streams • Online and social media presence • Staff and volunteer training and development opportunities • Not reaching/supporting all, e.g. younger people • Insufficient funding for operational costs and higher staffing levels • Limited links with other organisations • Relationships with the Town Council • Too many fingers in too many pies – too diverse • Not making best use of Trustee skills and duplication • Profile and advertising our services • Clarity over where BCC is going/wants to go • Succession planning • Managing and affording growth • Capacity to fulfil all Community Anchor Organisation requirements • Missing opportunities (internal weakness)
External	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Housing developments resulting in increasing population • Becoming the Community Anchor Organisation for Boroughbridge with funding from NYCC • Website and social media development to extend reach, reach younger demographic and raise profile (weakness) • Profile raising activities and clarity about BCC offer/services • Enhancing social capital and more partnership working with for example, Lions, Churches, GPs etc • Developing new projects/activities, e.g. Men’s Shed, Sports related young people’s activity, carer support or school partnership work • Increased income generation from e.g. Gift Aid, Legacies, trading arm and local philanthropists • Research community need to build evidence base • Address and review opportunities 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Reduced funding/resources out there to tap into • Lack of suitable premises in the Town to re-locate to • Increasing demand from population increases related to new housing developments and not being able to meet this • Ageing pool of volunteers • Public sector changes and resulting uncertainty • Competition e.g. Mind Befriending Services in Boroughbridge • Relationships with the Town Council and HADCA • Diminution of strengths

Political

- New local government structures in North Yorkshire.
- Potential general election in late 2023 or 2024.
- Brexit.
- World unrest Russia/Ukraine
- Changes to the ways in which health and social care is managed, coordinated and commissioned across North Yorkshire.

Economic

- Potential recession.
- Cost of living increases impact on people's time for volunteering or free money for charity donations.
- NHS under strain.
- Too high levels of reserves.

Sociological

- Increases in home working.
- People living longer/aging populations.

Technological

- ICT skills amongst elderly populations.
- Shift online/going digital.
- Electric and driverless car technology.

Legal

- Legal form should trading activities be pursued.
- Tax position when trading.
- Compliance and charity regulations e.g. Safeguarding, GDPR, H&S etc.

Environmental

- Climate change.
- Drive to reduce carbon foot print.
- Shift to electric vehicles.