

Networks of Wellbeing Ltd

'Promoting Positive Mental Health and Wellbeing for All'

Business Plan: 2017-20



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1 REFERENCE INFORMATION

Charity Name:	Networks of Wellbeing Ltd (Prev. Huntly Mental Health Ltd)
Charity Registration Number:	SC021861
Company Registration Number:	SC225268
Registered and Head Office:	The Clashmach Centre 18 Steven Road Huntly Aberdeenshire AB54 8SX
Directors (April 2018):	Sandra Brantingham (Chair) Jill Sowden (Minutes Secretary) Alastair Ross (Treasurer) Hilda Lumsden-Gill Sharon Francis Christine Sell
Company Secretary:	Fiona Alderson
Service Manager:	Fiona Alderson
Accountants:	Ritsons 17 Regent Street Keith AB55 5DY

2 EXECUTIVE SUMMARY

This document sets out our business plan for the next three years 2017 – 2020. We describe our vision, our mission and our values before setting out our present services and aspirations for the future.

Networks of Wellbeing embraces a person-centred approach to mental health in which our role is to positively value the client as a person in all aspects of their humanity, aiming to be open, welcoming and genuine. By taking this preventative approach, an individual is better equipped to understand their feelings and to experience a greater sense of belonging within their community. This approach is vital in giving someone the skills and confidence needed to maintain and manage their own wellbeing and in helping them to reconnect with their inner values and sense of self-worth.

We actively discourage the use of diagnostic labels and classifications, instead seeing the person as an individual who has come to us in need, seeking help, acceptance, and hope.

Our mission is to “Promote mental health resilience for the benefit of the individual and our wider communities, and to contribute to and inform local, regional, and national community based mental health policy and practice.”

Our services are provided for people of all ages, with no geographical boundaries, regardless of whether a condition has been diagnosed or not. The people we work with include but are not limited to those who are currently experiencing mental distress in whatever form – from mild through to severe and enduring, younger people through local schools, veterans and their families, older people who are physically or socially isolated and carers. We work in a collaborative and supportive manner with other local voluntary sector organisations who share our ethos and we continue to maintain our relationships with both local government and the NHS.

We employ a full-time service manager and a number of recovery and social inclusion workers. We are also continuing to develop our professional counselling service in association with the University of Aberdeen and others.

Our recovery model is built on the Five Ways to Mental Wellbeing and is detailed more fully in section 5, Our Approach and Services.

The organisation is set up as a company limited by guarantee, is registered as a charity with Office of the Scottish Charity Regulator and is governed by a board of trustees who meet each month together with the services manager.

Following the decision of Aberdeenshire Council in 2016 to re-prioritise its approach to mental health recovery services we are almost totally dependent on non-governmental sources of funding. We have been fortunate in gaining significant funding from Big Lottery and we continue to seek additional sources to secure the long-term future of the service.

Working together with staff, board, and other partners we have identified eight key priorities which are discussed in section 12 below, Strategic Priorities with further detail provided in section 13, Strategic Action Plan.

We are confident in our ability to succeed and to play a key role, with partners, in providing much needed services as part of the national fabric for delivering mental health recovery.

2.1 Update – 2018

In December of 2016 we were successful in being awarded Big Lottery funding for 3 years.

As a direct result of the Big Lottery allowing us to use their funding as match funding for other applications, we have been awarded funding from the following organisations.

We are deeply grateful to all of them for their support of us for, without their funding, we would not be able to continue to support people from in and around the AB54 postcode area. Thank you to them all for their belief in our work.



3 VISION, MISSION, AND VALUES

3.1 Vision

The staff and board of Networks of Wellbeing agreed a simple shared vision which we state as: -

“Individuals and Communities are empowered to improve and maintain their resilience, mental health and wellbeing.”

We believe that people should be empowered to take control of their own mental health and, with any necessary support, should be encouraged to build a resilient self, capable of withstanding the vicissitudes of life with the help of positive and constructive relationships. We hope that everyone who comes to us will go on to re-establish themselves with confidence in whatever walks of life they choose. We are here to help people back to a fully independent and happy life in which they have the confidence to make their own choices and build new and lasting relationships.

3.2 Mission Statement

Our mission is to:-

“Promote mental health resilience for the benefit of the individual and our wider communities, and to contribute to and inform local, regional, and national community based mental health policy and practice.”

We are a non-political organisation focused on promoting good mental health and supporting recovery for individuals living in their home communities. We seek to encourage positive attitudes to mental health in the communities we serve. Working with others, at all levels, we are eager to learn and to participate in the development and sharing of best practice.

3.3 Values

We are an open and inclusive organisation that values and celebrates diversity. We value each individual for the person that they are and work with them to achieve the changes that they themselves seek.

There are many forms and degrees of mental health difficulties. We aim never to label people but rather to provide a welcoming environment where individuals can find the support they seek and connect with others who will also welcome them warmly into their company. People do not come to us to be judged or categorised but rather to find a way forward in their own lives – they are empowered to build their own “networks of wellbeing”.

We believe that people should not be placed in a position where they may have to struggle to pay for a service that improves their mental health and wellbeing. Our services are therefore free at the point of delivery.

We believe we have a duty to pay a fair wage to our staff and to that end we have signed up as a Living Wage Employer.

4 EQUALITIES

In line with the Equality Act 2010, Networks of Wellbeing Ltd's Equal Opportunities Policy states that no person should suffer or experience less favourable treatment, discrimination or lack of opportunities on the grounds of gender, race, colour, nationality, ethnic origin, religious or philosophical beliefs, health status, HIV status, age, marital status, parental status or sexual orientation. This list is not exhaustive and will change in line with legislation.

Certain groups run by Networks of Wellbeing Ltd may require to be for women or men only and, in these instances, the groups will comply with the exemptions to the Equality Act 2010 - Code of Practice.

Networks of Wellbeing Ltd is committed to treating all people equally whether they are seeking or using our services; applying for a job or already employed by us; students on work placements or volunteer / supported volunteer workers.

Networks of Wellbeing Ltd expects all staff, volunteers and supported volunteers to conduct themselves in a professional and considerate manner at all times and we will not tolerate behaviour such as: making threats, physical violence, swearing at others, isolating, ignoring or refusing to work with certain people, displaying offensive material such as pornography or sexist / racist cartoons, or the distribution of such material via email / text message or any other format; or any other forms of harassment, manipulation, or victimisation.

Networks of Wellbeing Ltd will treat seriously all complaints of unlawful discrimination on any forbidden grounds made by employees, trustees, clients or other third parties and will take action where appropriate.

Networks of Wellbeing Ltd believes that all persons should have equal rights to recognition of their human dignity, and to have equal opportunities to be educated, to work, receive services and to participate in society.

5 OUR APPROACH AND SERVICES

Working independently and in partnership with community and third sector organisations and with public sector bodies, we provide people with options to become involved in various projects and activities with a view to promoting social inclusion and good mental health and wellbeing.

We offer a community-based service centred around the Five Ways to Mental Wellbeing¹ approach to good mental health.

Give – to others. Smile, say hello to a stranger, be kind. Volunteer your time in your local community, boost your confidence and self-esteem, discover your hidden abilities and help yourself by helping others.

Relate and Connect – with family, friends, colleagues and neighbours, feel a valued member of the community and increase your social interaction and connectivity.

Exercise and Be Active – by walking, cycling, dancing or any sort of activity which you enjoy and is suitable for you. Doing an activity with others will help you feel an increased sense of belonging.

Appreciate and Take Notice – of the environment around you. Take some time to 'enjoy the moment' and strengthen and broaden your awareness or "mindfulness".

Try and Keep Learning – learn something new, rekindle something old. By learning new skills and mastering challenges, you will continue to strive forward to reach your goals. Age is no barrier and everyone can benefit from the sense of purpose that learning provides.



¹ <https://www.gov.uk/government/publications/five-ways-to-mental-wellbeing> (New Economics Foundation)

6 OUR SERVICES

We offer a recovery focused service providing a wide range of opportunities designed to bring individuals, groups and the wider community together to engage in activities and projects aimed at increasing happiness, resilience, and physical and mental wellbeing.

We are responsive to need and have the flexibility to deliver services as and when required whilst ensuring that we avoid duplication of provision by others and thereby deliver the most effective and efficient service possible.

Throughout all of the work we do we are mindful of the fact that we do not wish to stand still, nor can we. In our current climate more and more people are recognising the need for support with regards to their mental health and wellbeing and we aim to respond to their needs as best we can.

While table 1, on the following page, represents the range of activities that were current at the start of 2017 we constantly aim to identify and develop new opportunities. Some groups may mature and become independent of us. Those events are to be celebrated because they represent great progress for the people involved. We will continue to respond to local need by working together to provide an open welcome to people seeking a place to find friendship, care, and support.

The programme below gives an indication of an average week at Networks of Wellbeing, it does not include everything that we do – which is shown in Table 1 on the following page.



Programme

A Flavour of the Projects and Activities Supported by NoW

Monday	Bike Shack. 10am - 2pm Renovation, repair and servicing cycles. Clashmach Centre.	Monthly Tea Dance. Dance lessons for tea dancers Stewarts Hall 1-2 pm 24th of November and 15 December Tea Dance Stewart's Hall 2-4 pm £3 includes tea /coffee and biscuits
Tuesday	Pallet Recycling 9.30-12.15 The Clashmach Centre	AB54 1-3 pm find out how you can contribute to your community newsletter N.o.W Jogging beginners running group 10.30-11.30 and 7.30-8.30 Hill of Haugh, Huntly please contact centre for details
Wednesday	Relaxation at the Linden 10-11.30 am (Limited numbers please contact the centre before attending) Bike Shack 10am -2 pm	Community Growing get involved in incredible edibles at the Glamourhaugh Allotment Gardens 1-3.30 pm
Thursday	Women's Group 10am 12pm Linden Centre basement every second Thursday	Craft Group 1-3.30 pm drop in crafting The Basement Linden Centre. Employability Group 1.30 -3.30 pm Clashmach Centre Huntly
Friday	Silver Singers 10.30-11.30 Scott's Hospital.	Community Growing at the Glamourhaugh Allotment Gardens 1-3.30 pm

1:1 support, Recovery Star, or just pop for a chat

Networks of Wellbeing Ltd - Registered Charity SC021861 - Company Limited by guarantee SC225268
The Clashmach Centre 18 Steven Rd Huntly AB54 8SX 01466 793732 - email info@huntlymentalhealth.org

6.1 **Table 1**

Activity	Give	Relate	Exercise	Appreciate	Try
AB54 Community Newsletter - highlighting the work done by a variety of groups and organisations.	√	√		√	
Allotment Group (partnership project)	√	√	√	√	√
Bike Shack - supporting people in volunteering to refurbish and service donated bikes.	√	√		√	√
Chillin' Women - aromatherapy and relaxation group.	√	√	√	√	√
Cognitive Stimulation Therapy groups for people living with mild to moderate stages of dementia		√		√	√
Counselling Service – for people aged 18 and over.		√		√	√
Craft Connections - where people can meet together and learn new skills.	√	√	√	√	√
Cycling Connections - working with local secondary and primary schools; hosting led community bike rides and bike maintenance classes.	√	√	√	√	√
Drop In sessions – open daily	√	√		√	√
Dru Yoga and Auricular Acupuncture			√	√	√
Facilitated Peer Support Groups	√	√		√	√
Jogging Groups – Affiliated to Jog Scotland	√	√	√	√	√
Language Café – celebrating the rich diversity of cultures in the area	√	√		√	√
Mindfulness sessions for pupils in Secondary Schools as part of the school curriculum.		√		√	√
Monthly Tea Dance	√	√	√	√	√
Room to Run (5K and 10K partnership project)	√	√	√		
Silver Singers Community Singing	√	√		√	√

7 EXTENDING OUR REACH, LOOKING TO THE FUTURE (2018 AND BEYOND)

We believe passionately in our person-centred approach and intend to extend our reach to bring the same approach to more communities. There are different ways to achieve this goal – through growing our own organisation, through partnerships with others, and through supporting the growth of new organisations and groups in more communities. By doing this we will ensure that individuals and groups have the level of support they need when they need it to empower them to make informed choices and move forward with their lives.

As with all things, the demands on our time are constantly growing and changing. In order to reflect the need coming forward we are looking at introducing the following activities: -



- A facilitated carers support group - where carers can meet and discuss the things that matter to them rather than being given information to help the person they care for.
- Working with Aberdeenshire SALUTES, and representatives from other local organisations to look at what supports we, as a community, can offer ex service personnel and their families.
- Expand on our Cycling Connections work during 2018 and to arrange a series of led bike rides which we hope will help people enjoy the benefits of cycling as a family, community, and / or group activity which brings people together to enjoy the benefits of cycling and the wonderful scenery we have around us. This would potentially include a specific group for veterans and their families.
- With the support of our qualified Mindfulness Teacher (both for young people aged 11+ and for adults) we hope to start to deliver Mindfulness taster sessions and courses later in the Spring of 2018.
- Expand on our dementia work - especially within care home settings with an 'open doors' approach to including members of the wider community living with dementia.
- Work towards a shift to social prescribing - where services such as ours work in partnership with other agencies to see an alternative to medication for people on a recovery journey.
- Expand our counselling services in 2018 to include children aged 11 and over.

We are constantly aware of the needs of our communities and we use feedback and input from participants, partner organisations and the community when developing new projects.

8 GOVERNANCE

The board of directors are responsible for governance of the organisation in accordance with company law, the terms of our Articles of Association, and the requirements of the Office of the Scottish Charity Regulator (OSCR).

There are three designated office bearers being the Chair, Minute Secretary, and Treasurer. In 2017 there were a total of 6 board members and a short biography is provided below for each member of the board. The board meets approximately once a month and is attended by the Service Manager and invited staff where relevant to the agenda.

As well as the normal practical matters of business, the board regularly review the risk and opportunity register, agreeing actions required and supporting the service manager to identify, develop, and implement any mitigation activities required in light of changes to risk levels. Progress against this Business Plan is also reviewed at least every six months.

8.1 Board Members

Sandra Brantingham (Chair)

Sandra was born in Sunderland and joined the RAF straight from school as a photographer. She served 9 years before transferring to aircrew where she served a further 25 years as an Air Electronics Operator in the Nimrod Maritime Reconnaissance fleet.

Sandra has volunteered for Adult Basic Education since 2003 and is a member of the Greenmyres working group run by Huntly and District Development Trust. Her main hobby is astronomy and she runs the regular “Soup and Stars” evenings in Huntly. Sandra has also been the Aurora & Noctilucent Clouds director for The Society of Popular Astronomy for 15 Years and the Aurora & Noctilucent Clouds director, and on the council, of the British Astronomical Association for the past 2 years.

Sandra has lived for the past 28 years in Glenbarry, near Huntly where she runs a 10 acre croft.

Sandra joined the Board in 2011 and became chairman in 2012.



Jill Sowden (Minutes Secretary)

Jill was born in Manchester and started working in local government in 1978 as PA to the Director of Personnel before becoming Head of Central Services aged 25. Since being in Aberdeenshire she has been a Housing Officer and in her current role of Community Planning Officer since 2006. She has experience in staff and project management, partnership working, working with communities including vulnerable groups, gathering community needs and aspirations and working with them to find solutions, negotiating, community capacity building, report writing, needs analysis and funding. Jill also led the setting up of Westhill Men's Shed, the first in Scotland.

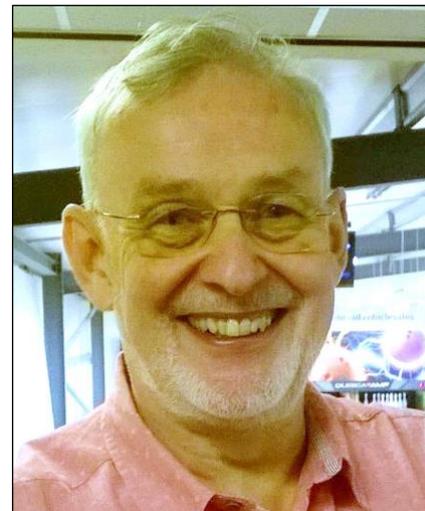


When not monitoring whales and dolphins in the Moray Firth in her spare time, Jill can be found in the hills as she is trying to bag the Munros. She also volunteers on the Run Garioch Committee and is a talented photographer.

Jill joined the Board in 2011.

Alastair Ross (Late Treasurer)

Alastair was born in Peru, and educated at the Edinburgh Academy. He holds a degree in Physics from St Andrews University (1972) and a degree in Psychology from the Open University (2008). He is a graduate member of the British Psychological Society. He has worked as a computer programmer and progressed through project and business management primarily in industrial controls and management systems. In 2000 he set up his own business providing consultancy to a variety of industries including oilfield services, telecom, and the Post Office.



In 2007 he was elected as an Aberdeenshire councillor representing Huntly, Strathbogie, and the Howe of Alford and was re-elected in 2012. He resigned in 2015 following some health difficulties which have since been resolved. He was a director of Advocacy Service Aberdeen for 12 years, serving as chair for 5 years, and in 2016 was co-opted onto the board of the Huntly and District Development Trust.

Alastair has been an enthusiastic hill walker and rock climber, has held a private pilot licence, and is now enjoying woodturning and cooking.

Alastair joined the Board in 2011.

N.B. Alastair sadly passed away in April 2018 and we lost a much loved, valued and respected Board member, colleague and friend. Alastair is much missed by all who knew him.

Hilda Lumsden-Gill

Hilda Lumsden-Gill is from a local farming family and well known in the area. She was educated at The Gordon Schools and went on to Aberdeen University, where she gained a degree in History and Politics, followed by a teaching certificate.

Hilda taught for 21 years at Westhill Academy having become Head of the Modern Studies Department after 3 years. After leaving the Academy, Hilda returned to Huntly to support her parents with their farm, which she and her husband are now running

Hilda joined the Huntly Community Council of which she was Chair for 13 years and for which she was awarded a Certificate for Services to the Community by Aberdeenshire Council. This led to her involvement with NoW, the Food & Health Group, the Community Development Group amongst others.

She spoke at and chaired numerous Meetings and Events, organised town events notably Entertainment in the Square, worked towards the granting of a new Coat of Arms for the town, led the way and officiated at the ceremony to recognise the addition of a name to the War Memorial from the war in Afghanistan

Hilda joined the Board in 2011.



Christine Sell

Christine Sell was born in Surrey. She studied for her B.Ed. at Goldsmiths, London and began her teaching career there, specialising in nursery education.

Moving to Huntly in 1992 to open the nursery class at Gordon Primary School, Christine has taught classes from nursery to primary seven. Skills include communicating with children and adults, providing a quality education to children of differing abilities and needs, team work, planning, report writing, working with the community.

Christine hopes her skills and enthusiasm as a gardener can be used to assist with the community allotment.

Christine joined the Board in 2017



Sharon Francis

Sharon Francis lives in a small village just outside Huntly. Her interest in caring for people began to develop when at age 14, she started volunteering at a local day centre and looking after her elderly neighbour. After an initial college course Sharon started her nurse training where she chose to specialise in Learning Disabilities. This was a crucial time for Social Care as it was just at the start of 'care in the community' and the hospital she trained in began to close its doors. Sharon very quickly realised that there were so many ways that people could be supported in the community and challenged herself to work in each area so she could gather a greater understanding of an individual's journey through the

care system. Sharon's passion has always been to support individuals on the Autistic Spectrum and she recently passed a Diploma in Autism with distinction - something she is very proud of achieving.



In her personal life, Sharon is a carer of a family member with Bi-polar Disorder, and notes that "this has been a very long and difficult for journey for us both and has stretched us in many ways however our hard work and tears have achieved so much over this time. We are very open to the highs and the lows and drastic dips that our life can take but together we have built coping strategies and utilise the support network around us. We are at a point now which, at times, I never ever thought we were going to reach as our life sometimes felt very much like a merry go round".

As a member of the board for NoW, Sharon wants to share her passion of raising awareness for individuals and their carers to be supported through difficult periods in life.

Sharon joined the Board in 2017.

Please note that Directors may change over time and that those listed above were current at the time of publication (2017).

9 STAFF AND VOLUNTEERS

We believe our staff and volunteers are our greatest asset and the wide range of skills and experience they bring to the organisation, and the resilience they have shown through challenging times, have been and continue to be invaluable in ensuring Networks of Wellbeing Ltd has a solid foundation upon which to approach the next five years and beyond.

We recognise and value the dedication and commitment shown by our staff and we support and encourage them to fulfil their potential. Staff are actively encouraged to identify and participate in training programmes relevant to their roles and interests and in line with the needs of our customers. We have part-funded and supported a staff member to attend the Mindfulness Associations (MA's) Teacher Training Pathway and the skill and knowledge learned have been used successfully in some of our group work. Other staff members have gained accreditation in specific fields, which has enabled them to support the work done in our Social Enterprise project.

We support and foster the ethos of flexible working and the necessity to have a good work / life balance and recognise that this is a vital part of a society where many demands can be made on individuals and on family life - included in which would be maternity or paternity leave. In accordance with these views and values Networks of Wellbeing Ltd operates a structured staffing system which allows people to plan their lives around a regular working pattern.

We operate an 'open door' system where staff and volunteers are encouraged to approach the Manager or Board of Directors with any suggestions or concerns they may have with a view to improving service delivery in line with client need and staff and volunteer development.

9.1 Staff

Networks of Wellbeing has a core staff compliment of five, with 3 X FTE comprised of 1 full-time staff and 4 part-time staff with sessional staff recruited as required.

Our staff support all of the activities provided by Networks of Wellbeing and, unless specialist staff are required, run all of our projects and activities.

Specialist qualified sessional staff run the Counselling, Relaxation and Chilling Women sessions and each of the Relaxation and Chilling Women sessions is supported by one of our staff members.

In December of 2016, we received Scottish Living Wage Accreditation – this reflects the value we place on our staff, all of whom care deeply about the work we do.

9.2 Volunteers

Networks of Wellbeing is fortunate enough to be able to call on a number of volunteers who, amongst other things, support the delivery of the jogging groups, the AB54 newsletter, counselling sessions, research, tea dance and bike maintenance.

We are indebted to them for their support and value the time they are able to offer us.

9.3 Supported Volunteers

As part of their own Recovery journey with Networks of Wellbeing, we offer internal supported volunteering opportunities to people who are keen to 'make a difference' and help other people's Recovery journeys.

We offer opportunities in Bike Maintenance, administration, peer support, and within our ongoing project work. We know that supported volunteers are valued by the community for freely giving of their time, skills, and enthusiasm.

Supported volunteers have noticed an improvement in their confidence and self-esteem, have a greater sense of belonging within the community, and have developed skills that help to progress their journey by for example volunteering with external organisations, finding employment, or continuing with further learning opportunities outwith Networks of Wellbeing.



One of our volunteers receiving an AVA Award for Volunteering in 2016

10 NEED FOR THE SERVICE

10.1 Who we serve

Networks of Wellbeing provides services to people of all ages with no geographical boundaries, regardless of whether a condition has been diagnosed or not. The people we work with and support include:

People who are currently experiencing mental distress or have a history of mental illness and are vulnerable to relapse.

People experiencing the effects of loneliness and social isolation

Older people who are physically or socially isolated

People suffering abuse or other difficult family situations.

People enduring life-changing circumstances such as redundancy, accident or death.

People recovering from substance misuse.

In addition, the people who access our services may have other issues such as unemployment, family breakdown, on-going substance misuse, disability, lack of transport, all of which contribute to deteriorating mental health.

10.2 Evidence of need

In 2016 a detailed study titled “Exploring the positive benefits of community-based support and activities on mental health and well-being” was undertaken by Louise Newell who gathered evidence from 100 service users as well as 19 associated organisations.

A copy of the study report can be obtained on request.

10.3 Are we making a difference?

Yes, we are. Clients tell us so, as do our local doctors and other partners.

Individual stories tell of people who have come back from the edge of suicide, and others who have found a new way forward in their lives after a personal crisis. In a public document it would be inappropriate to relate specific details but we do have documented evidence from many people.

GP’s in our catchment area provide active support and regularly refer clients to us.

11 SWOT ANALYSIS

Working in joint sessions, the board and staff identified a range of strengths, weaknesses, opportunities and threats that are important to the organisation. As with any organisation we will plan to build on our strengths, address our weaknesses, develop our opportunities, and work to counteract any threats.

Strengths	Weaknesses
<p>Dedicated staff.</p> <p>Strong core group of volunteers.</p> <p>Committed Board of Directors.</p> <p>Good partnership and collaborative working practices with other community groups, organisations, charities and public-sector bodies.</p> <p>Ongoing community support.</p> <p>AB54 Community Newsletter.</p> <p>Huntly Bike Shack.</p> <p>Wide range of community-based projects and activities promoting wellbeing and social inclusion.</p>	<p>Constant search for funding to continue service.</p> <p>Location of premises.</p> <p>Staff capacity.</p> <p>Prioritising workload</p> <p>Low profile in wider community.</p> <p>No strategic / business plan.</p> <p>Staff training and development.</p>
Opportunities	Threats
<p>Developing new projects</p> <p>Building new partnerships</p> <p>Promoting activities</p> <p>Developing the Bike Shack over time to become financially viable, to take on apprentices and deliver 'paid for' services such as of bike maintenance classes to suit a range of abilities.</p> <p>Raise profile of organisation - marketing.</p> <p>Developing relationships with GPs, Health, SW, and other agencies and organisations.</p> <p>Identify new funding streams.</p> <p>Staff training and development.</p>	<p>Reduction or loss of funding.</p> <p>Loss of premises</p> <p>Loss of Board Members</p> <p>Loss of staff members</p> <p>Over extending staff capacity - reduction in quality of service provided.</p> <p>Competition.</p>

12 STRATEGIC PRIORITIES

Following joint sessions of the Board and staff of Networks of Wellbeing, eight strategic priorities were identified. These priorities are noted below and form the basis of the organisation's Strategic Action Plan.

- Articulate the organisation's core purpose to key stakeholders.
- Consolidate, develop and build partnerships with stakeholders, peers and local groups and services, to enable collaboration and help realise the organisation's strategic vision.
- Ensure the organisation's services deliver against the strategic priorities, local needs, and the Five Steps to Wellbeing model.
- Establish a "fit for purpose" proportionate and manageable evaluation system for assessing project proposals and reviewing service impact.
- Develop a long-term Funding Strategy.
- Develop and implement a Volunteer Coordination Strategy and enable transition and progression across and beyond Networks of Wellbeing services.
- Develop and implement a Board recruitment, training and retention strategy.
- Ensure the organisation has the capacity to deliver against its strategic priorities.

13 STRATEGIC ACTION PLAN

OBJECTIVE	ACTION	TIMELINE/ MILESTONES	OUTCOMES
Articulate the organisation's core purpose to key stakeholders	a) Review the organisation's strategic purpose b) Agree the organisation's Vision, Mission and Strategic Priorities c) Agree a Service Plan to deliver against the organisation's strategic priorities	Dec 2017- March 2018	Vision Mission Strategic Priorities Service Plan
	d) Map all key stakeholders e) Develop and implement a communications plan addressing internal and external arrangements f) Review the organisation's branding and identify all communication methods in which the branding should be consistently applied g) Develop and timeline service-specific marketing campaigns, e.g. the organisation's 25th anniversary year celebrations	April -June 2018	Stakeholder Map Communications Plan Corporate Branding

OBJECTIVE	ACTION	TIMELINE/ MILESTONES	OUTCOMES
<p>Consolidate, develop and build partnerships with stakeholders, peers and local groups and services, to enable collaboration and help realise the organisation's strategic vision.</p>	<ul style="list-style-type: none"> a) Identify, map and engage key partners and providers to explore common interests and shared development opportunities in keeping with the organisation's strategic priorities b) Upskill organisation representatives to participate and contribute in partnership settings c) Establish a clear organisational viewpoint in relation to each partnership 	<p>April 2018- March 2019</p>	<p>Partnership Links Provisional Joint working areas</p>
	<ul style="list-style-type: none"> d) Map the organisation's back office requirements, including capacity and gaps 	<p>September 2018</p>	<p>Back office needs assessment</p>
<p>Ensure the organisation's services deliver against the strategic priorities, local needs, and the Five Steps to Wellbeing model.</p>	<ul style="list-style-type: none"> a) Undertake a SWOT analysis of existing services to determine impact against the organisation's Strategic Priorities, Five Steps of Wellbeing model and needs assessment outcomes b) Identify measures to mitigate under-performance of services, ceasing services where the contribution is too low/cannot be addressed. 	<p>Ongoing</p>	<p>Risks and Opportunities plan Plan is regularly reviewed and updated</p>

OBJECTIVE	ACTION	TIMELINE/ MILESTONES	OUTCOMES
Establish a fit-for-purpose, proportionate, and manageable evaluation system for assessing project proposals and reviewing service impact.	<ul style="list-style-type: none"> a) Establish a process and forms for documenting the details of each line of service, as well as capturing feedback b) Document and monitor service delivery via regular updates to the Service Descriptor document and via support and supervision sessions c) Ensure Service Descriptor documents are completed and stored centrally and accessible for all. d) Undertake annual service reviews 	March 2019 Ongoing	Service Descriptor documents Documents are reviewed regularly and kept up to date Service feedback is recorded and available as evidence of delivery
Develop a long-term Funding Strategy	<ul style="list-style-type: none"> a) Identify support from staff, board and external organisations around funding applications with a view to upskilling staff. b) Develop a strategy to source and secure funding for both core and development (pilot) projects, prioritising funding areas which are due to come to an end. 	Ongoing Ongoing	Access to Resources/external support for funding Upskilled staff Prioritisation timeline

OBJECTIVE	ACTION	TIMELINE/ MILESTONES	OUTCOMES
Develop and implement a Volunteer Coordination Strategy and enable transition and progression across and beyond Networks of Wellbeing's services	<ul style="list-style-type: none"> a) Strategy for volunteer recruitment & training. b) Develop an integrated approach to Volunteer co-ordination, recognition and retention across the organisation. c) Explore feasibility of peer led and self-led groups to support progression and transition. d) Map and identify organisations to enable progression, lobbying Shire wide partner organisations where no local provision is available. 	<p>Ongoing</p> <p>June 2018</p>	<p>Volunteers in place to support and complement salaried staff roles</p> <p>Volunteers retained by the organisation</p>
Develop and implement a Board recruitment, training and retention strategy	<ul style="list-style-type: none"> a) Develop a strategy for Board member recruitment and training. b) Undertake a Board member skills matrix . c) Develop a Board development/upskilling plan to increase capacity, visibility and input. d) Develop a Board retention and succession planning policy. 	<p>Ongoing</p>	<p>Strong board with appropriate balance of skills</p>

OBJECTIVE	ACTION	TIMELINE/ MILESTONES	OUTCOMES
Ensure the organisation has the capacity to deliver against its strategic priorities.	<ul style="list-style-type: none"> a) Identify capacity shortfalls b) Complete and regularly review the organisational risk assessment c) Identify and implement mitigatory actions d) Explore the feasibility of “train the trainer” development opportunities e) Build in development, monitoring and review time to funding bids and project proposals, in addition to management time 	Ongoing	Risk Assessment methodology Risk register

