

NEWTONGRANGE DEVELOPMENT TRUST – STRATEGIC PLAN

Newtongrange Development Trust (NDT) is a relatively new organisation that has grown out of Covid. There is strong sense of community in Newtongrange and concern about how the village will change due to planned concentrated house building and the removal of community facilities.

NDT wants to ensure that the heart is not ripped out of the village by retaining and making use of the space in the centre of the village as a community space to retain and build on the spirit of the place and be ready for the future.

A planning session was held on Saturday 26th February 2022 to bring the Board members together to lay the foundations for a Strategic Plan to guide future development in a structured way with achievable short, medium and longer term goals identified.

Note abbreviations used:

Newtongrange Development Trust – NDT

Midlothian Council – MLC

Newtongrange Church, which together with Newbattle and Mayfield & Easthouses Churches makes up the Parish of Newbattle – the Church

A SHARED MISSION

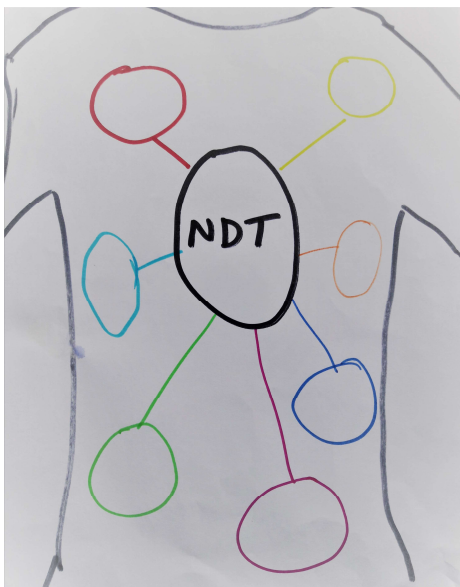
We started by making sure we are all clear about why Newtongrange Development Trust exists by ‘drawing the T-shirt’ summarising the essence of what NDT is about:





- Make the village a better place to live
- Maintain & grow community spirit
- Be part of and have a say in village redevelopments
- Make sure the village retains its identity
- Improve wellbeing of residents
- Let's get it done together
- Stop waiting for someone else to do it!
- Help the community to help themselves
- Making the village work for everyone
- Linking what's there to beneficiaries
- Promoting the village
- Helping to improve facilities available
- Providing information for residents and businesses
- Acting as a sounding board
- Spotting people in need

- Bringing jobs to the village
- Building momentum
- Bringing together young and old
- Fostering pride in the village
- Creating a vibe
- Having a community hub
- Knowing who to ask
- Providing a base for villagers to approach for help and advice
- Being at the heart of the community and working to make it better for everybody
- Providing help and support in the village for groups and individuals
- Making contacts and linking people together
- Working with others
- Creating a cohesive spirit
- Let's get it done



All of this sits and fits with the vision and mission developed in April 2021.

Our Vision

We aspire to build on our heritage and community spirit to develop and create sustainable initiatives to enhance social, economic, environmental and cultural benefits for our growing village.

Our Mission Statement

We aim to:

1. Provide a focal point for our Newtongrange community.
2. Respond to economic, social, environmental and cultural needs.
3. Create and respond to opportunities that become available to the community.
4. Work in partnership with likeminded organisations for the benefit of Newtongrange.
5. Listen to local residents and give our community a voice.
6. Develop community facilities and projects that impact on the quality of life for residents in Newtongrange.
7. Provide support to local community groups as necessary.
8. Lead initiatives that aspire to bring economic growth along with increased volunteering and employment opportunities to Newtongrange.

This vision and mission underpin the activities proposed in this plan.

OPERATING ENVIRONMENT

NDT was set up in response to the challenges of Covid and activities undertaken were to address need in the community caused by the pandemic.

As we emerge from the pandemic, we considered the challenges in Newtongrange that NDT can/should address:

- Socio-economic challenges that many people are facing are likely to get worse as energy costs soar. Many people are already facing the ‘heating or eating’ dilemma; some are struggling to afford either.
- Exclusion, both social and geographic – the village needs a heart.
- There is a lot of community activity and support available but people are often not ‘in the know’ so there is a role for joining it all up to improve effectiveness and community cohesion.
- Council cuts will impact on the people that are already the most vulnerable and hardest hit. NDT’s role should be to advocate for the village, listening to what local people are saying, providing opportunities for them to have their say and giving the village a voice that MLC can hear. NDT’s role should be as a conduit for the community, complementing the role of the Community Council.
- Although there is a lot of community activity, the village needs a recognised anchor organisation so that it has a ‘seat at the table’ on decisions taken by statutory services that concern and impact on Newtongrange.
- The new housing is expanding the village but many of the new people are commuters who have no real connection to or investment in the village. They need to be brought in and integrated.
- The Borders railway was designed to improve access and bring economic benefits but one of the challenges is getting people to step off the train at Newtongrange and see what it has to offer.

One of the main challenges for NDT is getting the balance right between being inward and outward looking.

We are clear that NDT does not want to duplicate or jeopardise existing activities. We also recognise that our capacity to deliver will be limited by our ability to secure staff post(s) as we cannot rely solely on volunteers. We also recognise that there are a number of community halls and spaces in the village.

The table below considers who else is providing services locally – these could be competitors (for resources and /or funding), potential partners or potential venues for NDT activities:

Organisation	What they do	Partnership opportunities
The Church	<p>1) Serve the community and alleviate poverty through the 3 churches in the parish. This includes 'heat & eat' lunches; the food bank; Men's & Friendship groups with lunches</p> <p>2) Heritage – through the building and values' system</p> <p>3) Bringing the community together through times and seasons e.g. Christmas, Easter, weddings, funerals, etc.</p> <p>They are actively redeveloping the church building in the village to include community/multi-purpose space, due to re-open Feb 2023.</p>	<p>Space that can be used for NDT's events, meetings, activities</p> <p>The Church is keen to stress that its redevelopment is not just about space, but about the potential for what it offers which will increase footfall. This creates opportunities for crossover giving people access to a wider range of services - the Church's and others'.</p> <p>The Church recognises that it does not have the skills and capacity to manage the community space on its own so is looking to form a Management Group, drawn from the wider community, responsible for running the community space. It would like NDT to be part of that Management Group.</p>
Library (proposed new)	Plans to relocate to a new building adjoining the church building, sharing toilet and kitchen facilities but with an entirely separate access.	<p>Potential space for NDT's activities or office base in the longer term</p> <p>Information distribution point</p>
Mayfield & Easthouses Development Trust (MAEDT) and Gorebridge Development Trust	Both DTs are already established and delivering well for their communities	Opportunities for collaboration on area joint initiatives, submitted joint funding bids and combining/sharing resources to reduce costs and maximise impact and effectiveness
Citizens Advice Bureau	<p>Advice services from their base and on an outreach basis</p> <p>Awareness raising events and campaigns</p>	<p>Now delivering a monthly outreach session from NDT premises</p> <p>Options to continue and expand this service and provide space for outreach by other organisations</p>

Gardner Place Centre (Newbattle Community Learning Centre)	<p>MLC facility with computer suite; gym hall; youth room</p> <p>Well used by local groups, sports and CLD staff but off the main street so not that visible, especially for newcomers</p> <p>Home of Newbattle Community Nursery but this will move to the new Primary School</p> <p>Home to Black Diamond Radio</p>	<p>Deteriorating condition; in need of work/refurbishment</p> <p>Signposting and promotion of events</p>
Newtongrange Leisure Centre	<p>MLC facility used for fitness and exercise classes. Most profitable Council run Leisure Centre in Midlothian</p>	<p>No plans to duplicate any of the leisure Centre activities</p>
Newbattle High School Community Campus	<p>HS includes pool and gym</p> <p>Community space available to hire – sports halls; Lady Victoria community suite; functions rooms; meeting rooms</p> <p>Café on site</p>	
Primary School (new)	<p>School and home to Nursery</p> <p>No community space</p>	<p>Consider opportunities to work with school and/or nursery on future projects, where appropriate</p>
National Mining Museum	<p>A nationally recognised visitor attraction with a café, within walking distance of the station but not in the heart of the village, and often not seen as part of the village.</p> <p>There is meeting/event space and potential for more activities but NMM is limited by staffing constraints.</p>	<p>Helping NMM to be linked in better to the village and be recognised as a local asset, as well as national one.</p> <p>Better signage and information at NMM to encourage people to come and see the rest of the village</p> <p>Use of the space for events that link to the wider heritage and bring more people to NMM and the rest of the village.</p>
Football Club Social Club	<p>Social club - seating capacity 120, dance floor and stage, with full disabled access, kitchen facilities, a projector and screen and a food preparation room.</p> <p>Used for functions, parties, etc</p>	<p>Venue for NDT social, community and fundraising events.</p> <p>Mutual promotion of events, etc</p>
Silver Band hall	<p>Used mainly for band practice</p>	<p>Signposting and promotion of events</p>

Newbattle Bowling Club	Has social club and bar	Explore options for day-time use of facility for future projects
Masonic Hall	As well as own use, well used for functions and events	Signposting and promotion of events
Scout Hall	As well as own use, well used for functions and events	Signposting and promotion of events
Air Cadet Hall	Mainly for own use	Signposting and promotion of events
Sidings Café & Bistro	Was a social enterprise training café at the train station but closed due to problems with drains and flooding	Keep an eye on developments and plans for its future use
Dean Tavern	Has large lounge space available for meetings, functions, social events	Signposting and promotion of events

SWOT ANALYSIS

Towards the end of the session, we took time to consider the elements of the SWOT analysis below which shows:

- The strengths we have as an organisation that we can build on
- Our weaknesses and internal challenges that we will have to address to improve effectiveness and impact
- The external opportunities that we might choose to pursue to help us deliver our aims and goals
- The external threats that might hinder our plans

Strength we can build on	Internal weaknesses we need to address
<ul style="list-style-type: none"> – Experienced, committed core volunteers and Trustees – Expertise and strong skills' mix on the Board and amongst members – Experience of being involved with/running community groups and charities – Range of other business and professional experience – People willing to step up/ forward – Commitment of volunteers – Good partnership working already happening – Responsive and able to move quickly – Knowledge of the community – Wide range of contacts – locally and wider – Board is representative of the village – A real desire to help the community – Good community spirit – Good community relations – Accessible and good at listening to what people have to say 	<ul style="list-style-type: none"> – Lack of awareness within the community. We need to be more visible within the village. – Relatively new so not that well known as an organisation – Potential lack of trust within the community – Lots of people/groups locally all trying to do the same thing; danger of duplication or competition for same funding pots – Need for staffing as it can't all be done on a voluntary basis – People have limited time to commit to NDT – People involved with NDT (Board and volunteers) are also involved with other groups in the village so have limited time – Lack of focus and uncertain direction – Tendency to react impulsively in response to funding opportunities – Lack of young ideas

<ul style="list-style-type: none"> – Keen to connect and work with others – Strong community assets – Local people are invested in the community – Heritage knowledge and heritage assets 	<ul style="list-style-type: none"> – Tendency to get bogged down in details and pursue pet projects – Scatter-gun approach – activities too wide ranging which dilutes impact – Mixed messages – Danger of taking on too much too quickly and spreading ourselves too thinly – Financial instability and reliance on funding – We need to be able to generate income so that we are not wholly funding dependent – Volunteer fatigue and loss of volunteers through burnout
Opportunities that we can pursue	External threats that we need to be aware of
<ul style="list-style-type: none"> – Setting up a Development Trust is a new idea for Newtongrange but it is being well received so far. – Increased appreciation of community (as a result of Covid) – Role for NDT as a listening ear for the community – Lot of core groups already operating well. Role for NDT bringing the various groups together – Opportunity to work in partnership with other organisations to provide practical help – Possible partnership with the Church and an active role in being part of the management group for its new facility which will be ready by 2023 – Role in facilitating ideas brought by individuals and groups – Role in building bridges within the community and wider – Role in creating community spaces – Links already made with MLC and public sector – Midlothian Council's current focus on redevelopment and regeneration. NDT can be a key partner organisation to make sure Newtongrange gets involved in future planning e.g. in shaping the centre of the village – Access to funding as a Development Trust – NDT is in the right place at the right time for funding with a key role as part of the Placemaking agenda. – New homes will add a lot of new people. NDT can connect these new people and bring them into the enlarged community. – Lot of good Development Trust across Scotland who can share skills and experience that NDT can learn from – Build on heritage and heritage assets – Look for opportunities to work with the National Mining Museum. 	<ul style="list-style-type: none"> – Competition for funding – Changes in funder priorities – Council budgetary constraints reducing local funding available – Council cuts hitting statutory services and leaving people in the community more vulnerable and in need of support – Changes in Councillors – Loss of local community support if we are not seen as representative of the community, achieving anything or delivering what people actually want – Lack of premises available in the village (bricks and mortar) if NDT decides it needs its own premises – Duplication of work – Lack of income generating opportunities if we don't directly deliver services – Inability to recruit new volunteers – Increase in gas/electricity prices pushing more people within the community into financial difficulties – Rising cost of living affecting levels of engagement – Village becomes more fragmented – Tired facilities deteriorate and make the village a depressing place to live – Pandemics – Malaise – External pressure to be all things to all people pulling us in different directions with the risk of detracting us from our core focus

<ul style="list-style-type: none"> – Welfare Park Centenary will create opportunities to bring the community together. – Opportunities to develop activities that fit with the green/20 minute neighbourhood agendas 	
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NDT’S ROLE OVER THE NEXT 10 YEARS

We want to play to our strengths and become recognised as the ‘go to’ community resource for local people and the conduit for better and more meaningful engagement with MLC and other statutory bodies.

Much of this role is facilitating and co-ordinating, rather than running projects ourselves. However this needs to be done visibly so that local people are aware of what is happening and why we are doing it. We also need some projects that will give us some ‘quick hits’ to demonstrate to the community that we are not just another talking shop. Loss of community support and lack of engagement would be a death knell for NDT.

The key components to be developed over the next few years include:

1. Development Trust role of connecting the village/people

We recognise that there is a lot of good community activity already happening. A key starting point is to carry out a scoping exercise:

- mapping existing groups and activities
- how they connect and work with other groups and statutory services
- what facilities they have, usage, occupancy and availability for other activities
- how NDT can work with them

This is vital for relationship building and making sure that NDT does not duplicate what’s already working well.

2. Networking events

This builds on the mapping exercise. NDT should lead on organising regular networking events that will bring together all of the existing organisations so that they can showcase what they do. If this is teamed up with fun or food activities or performances by the Silver band, school, etc, the events will bring in more, and a more diverse range of people. This tackles the issue of people not knowing what’s on offer locally.

It is also an opportunity for the organisations themselves to network and get to know one another which might lead to more partnership working.

These are also an opportunity for engagement and consultation with the community.

Events also allow other services (statutory and voluntary) to have a presence (assuming space allows) and to share and gather information and take part in the consultation.

3. Increasing visibility

Part of NDT’s role is to raise its own profile, visibility and credibility as an anchor organisation, both within the village which requires the trust of the community and the other community organisations, and with MLC, NHS, etc so that they will engage with NDT as a representative voice for the village.

The Pool activities help with public visibility, as will having the shop front premises. The aim is be a 'one stop shop' for information and advice, bringing in other organisations like Citizen's Advice, Community Police, etc. on a regular or occasional basis e.g. Citizen's Advice 'Debt Month'.

This physical visibility means that local people know who we are and will know who to speak to, either with an issue or to share information e.g. on local events, activities, etc.

Notice boards in areas where there is footfall are also important for sharing information.

Social media also has a part to play in sharing but this needs to be managed so that we only share what is relevant and respond, where appropriate to comments; we have to be careful not to bombard people, otherwise they will disengage.

Events like the Welfare Park Centenary will bring people together and can be used to reach people who do not normally engage, to let them know what else is happening.

4. Incubating new ideas

The aim is not to run services long term but to help to incubate new ideas, support other small groups to develop their own ideas, providing help to get set up, source initial funding, with some initial admin and finance support to get them onto their feet and ensure they are run properly.

The aim would be to test the idea and, if successful, it could then become a stand-alone project.

If NDT has large enough premises, it can also provide start-up and early stage space.

5. Running our own projects

Pool food provision was started in response to Covid. It has proved popular, not just as a way to access food but as a means of bringing people together and sharing information. The idea needs to be reviewed and developed, possibly including:

- Use of surplus food
- Garden produce exchange
- Information exchange
- Services that fit with the re-use and repair agenda

This fits with a key aim of being able to respond quickly with practical help to address social and economic needs within the community as they arise and change.

6. Being at the heart of the village

There is a strong sense of place and it is important that redevelopment plans do not result in the centre of the village being flattened and filled with houses. The plans for the Church and potentially the library will retain some of that but it is recognised that there are people in the community who will not engage with the Church, even for non-church activities.

Ideally in the longer term we would like a space in the village centre as a base for NDT's activities and offering something additional to the Church and the library. Scoping work and further community consultation will clarify what is missing in terms of premises e.g. one stop shop; social enterprise or pop up retail space; hotdesk or small office space. The biggest challenge will be identifying and securing a suitable building.

PEOPLE AND RESOURCES REQUIRED

Staff: We currently have one 8 hour/week post but this is not enough. We have funding of £10,800 for staffing for the coming year which at £10/hour will cover 15 hours /week for a new post supporting mental health, plus £3,000 towards a volunteer co-ordinator role within that post.

The aim is to secure funding by next April for the staff post(s) we require for 3 years to allow time to implement the ideas in the Action Plan, with the help of Board members and volunteers.

Volunteers: With so much community activity, many of those keen to help are multi-volunteers. We need to play to their strengths but also promote the wide range of volunteering opportunities that we have (practical, organising events, communications, fundraising, etc) to attract more volunteers and try to bring in people from the new houses, young people etc.

Premises: We have secured the shop for an initial 12 months but on flexible terms. The intention is to use this as an office base, information point and place for outreach services.

FUNDING AND INCOME GENERATION

We have been successful in attracting Covid-response funding and have funding to cover existing costs for the first year.

Other sources of funding to be investigated include:

- *Investing in Communities Fund (ICF)* which could potentially cover operating costs, feasibility work and development of new ideas for the three years starting in April 2023. Application open shortly with a short window for submission of applications. <https://www.gov.scot/publications/investing-in-communities-fund-round-two-draft-guidance-note/>
- *Coalfields Regeneration Trust* – Coalfields Investment programme which can fund community action projects that build community capacity to help residents address local issues and concerns. https://www.coalfields-regen.org.uk/scotland_support/the-coalfields-investment-programme/
- *Co-op Local Community Fund* – this fits with our local focus and could be used to fund activities that enable people to access food and co-operate together to feed everyone and/or help improve people's mental wellbeing. <https://causes.coop.co.uk/>
- *Robertson Trust* – Their new funding programme focuses on work to alleviate poverty and trauma in Scotland. They are looking to fund organisations that place communities at the centre of their work and aim to build resilience within communities to tackle issues associated with poverty or trauma. They have a range of grant options <https://www.therobertsontrust.org.uk/funding/who-and-what-we-fund>
- *Big Lottery Community Fund* – both Awards for All (small grants up to £10,000) and larger funds under the Community Led programme (up to £150,000) to support communities to improve the places in which they live and the wellbeing of those most in need. <https://www.tnlcommunityfund.org.uk/funding/programmes?location=scotland>
- *Midlothian Council* – Small funding pots, as available, to tackle poverty, improve local areas, etc.

Fundraising opportunities will be investigated but could include events that fulfil our aim of bringing people together as well as generating income.

Income generation - Supporting and facilitating others rather than direct service delivery limits scope for income generation, other than through fundraising and donations at events. However it is recognised that funding is always a challenge, so one of our medium term aims is to develop a social enterprise element that will generate income to support our activities and help to make us more sustainable in the longer term.

If we have a building, we will be able to generate income from rent from office/hotdesk space, pop-up and retail space and/or meeting/community space.

As we develop projects, we will try to build in income generating elements so that we are able to maintain staff posts, without being wholly reliant on grant funding.

Ideas are being explored and although they are unlikely to generate much income initially, even small amounts mount up and demonstrate our intentions.

GOVERNANCE AND MANAGEMENT

Board role

Apart from the responsibility for ensuring sound governance and strategic planning for NDT, Board members see their role as:

- Being visible and ‘weel kent’ in the community
- Speaking and listening to people
- Challenging perceptions
- Building new relationships, especially with people new to the village

It was suggested that NDT might want to be represented on the Community Management Group being proposed for running the Church’s new community facility. The Church recognises that they cannot do this on their own and is scoping out this collective management model. NDT’s involvement will be discussed and consideration needs to be given to whether and how this fits with the NDT’s aims and any impact on Board capacity and governance.

Board skills

The skills’ review showed that there were high levels of skills and experience which give a solid base for NDT to build on:

- Governance - Some of the Board members are very experienced but others are newer, so it is important that they are all clear about their roles and responsibilities as charity trustees as the Board has ultimate responsibility for ensuring good governance. A Trustees’ Induction pack acts as a useful resource, containing guidance for trustees as well as key documents and provides evidence of good governance.
- Working with People and Communication skills are excellent. This is particularly important as communication, relationship building and partnership working will be a key to NDT’s success in engaging with the community and ensuring a wide network of supporters and buy in from agencies and statutory bodies.
- Business-type skills are strong areas. Those with less experience should be encouraged to buddy up with more experienced Board members to build skills and confidence; this is an important not just for Board development but also for succession planning.

A number of Board members indicated that they would like to develop their skills in the following areas:

- Knowledge of large and small grants available for improving the village
- Community development, community asset transfer, community ownership
- The specifics of running a charity, including charity paperwork requirements/submissions to OSCR
- Financial aspects of running a charity

Most of our Board also volunteer with other groups so, although keen and able, have limited time. This means that tasks have to be shared to avoid volunteer burnout and over-reliance on one or two people. Everyone on the Board should be able and willing to commit the time to playing an active role, however small, beyond attending Board meetings.

Additional Board members will be recruited, particularly if they strengthen the skills’ base and reach into and beyond the community.

The idea of themed sub-groups was discussed and it was agreed that these would be set up as and when required to focus on specific projects. This could be an opportunity to involve volunteers who might not want to be on the Board but have skills and experience that would make a valuable contribution to a project-specific, time defined sub-group.

NDT 10 YEARS FROM NOW

In 2032 NDT will be:

- A good group of enthusiastic people well connected to the local community
- A hub at the heart of the community; the 'go to' place for people from the community for questions, advice and support
- Settled in a base that is visible and accessible and actively engaging with the community
- Listening and looking at what needs to be done and is not already being done, and developing projects that respond to that need, either on our own or in partnership with other local organisations
- An anchor organisation engaging with MLC, NHS, Scottish Government as representatives of all sections of the community
- We will have created and shaped a vision for the centre of the village and at least started to turn it into reality.

ACTION PLANNING

The Action Plan sets out the activities proposed over the next few years to start to turn our vision into reality.

- Actions - What will we do? How we will do it?
- Timescale – When will we do each action? – short, medium and long-term
- Leadership - Who will lead on it?
- People – How many do we need? How will they be organised?
- Communication – How do we let people know what we are doing?

Action: short term	How we will deliver it	People/partners	Timescale	Communication	Responsible for leading
Consider representation on the Community Management Group being proposed for running the Church's new community facility	Further discussions with church to scope idea and clarify details to allow NDT to make a decision	Church – note need to ensure conflict of interest managed at meeting	April Board meeting Presentation in May Review in June	Church to provide clear proposal for circulation prior to the Board meeting	Chair/GT
Recruit for new part-time Inclusion Worker post – funded for 12 months from April by Scottish Gov (mental health) and Midlothian Small Grants	Develop job description – covers upcycle/renovate project role + volunteer coordination Could be employee or freelance Recruit, preferably local person to start asap	Small group from Board to review applications and interview candidates	Recruit now May/June start date	Post advertised through Facebook, MVA, local networks, shop window	PB/FH
Review Pool food provision	Current funding for this ends in April. Review as a Board to confirm likely need in the year ahead to firm up provision required over the next 12 months	Co-op and others who can provide food, etc	Now April, May, poss June	Promotion through social media, networks and shop window to raise awareness	PB

	Secure funding e.g. Poverty money for 12 months				
Scoping exercise mapping existing groups and activities, how they connect, premises and how NDT can work with them	<p>Design questionnaire to gather relevant info (SurveyMonkey as a tool for designing /collating).</p> <p>Draw up a list of groups with contact people. Share info gathering among Board and volunteers.</p> <p>Tick off list as completed. Add other names as other groups are identified.</p>	<p>Community Council – directory of local groups</p> <p>Co-operation of local groups to provide info</p>	Completed and collated by end Sept	<p>Networks and social media to raise awareness of process</p> <p>Updates to NDT at Trustee meetings</p>	CW
Secure funding to secure staff posts for 3 years to allow activity development	<p>Consider future staffing roles – Dev Mgr. etc.</p> <p>Submit funding application to Big Lottery Community Led for staffing + overheads</p>		<p>Funding bid by end May</p> <p>Staff recruited as soon as funding secured</p>		FH
Information sharing through shop front	<p>Keep window up to date with info on NDT activities and events, recruitment, etc.</p> <p>Raise awareness of this as place for sharing their info when speaking to groups and through mapping exercise</p>	Local groups who have info to share/events to promote	Ongoing	Word of mouth, social media and networks	All
Organise networking events	<p>Target is 2 p.a. – to bring groups together to network, share info and showcase the range of what's on offer in Newtongrange.</p> <p>Cake and coffee to bring people in.</p>	List of groups drawn from mapping exercise	October & March	Promotion via social media, posters, and partner/other groups' networks and sharing	GT/LA

Notice boards in areas with footfall for sharing information	Try to secure 2 new notice boards (in addition to existing 2) – one at the top of the village; one on the new housing estate. Put process in place to ensure all notice boards are updated regularly	Community Council for new notice boards. Use by local groups for up-to-date info about their activities and events	May for existing boards Early 2023 for new boards		RA
Develop NDT projects that offer a rapid practical response to community needs - Pantry	Pantry project. Joint Investing in Communities Fund (ICF) application with Gorebridge and Mayfield to set up/continue the Pantry in each of villages	Joint ICF bid with MAEDT and Gorebridge DT	Short application window April Decision end of the year	Collaboration on funding application	PB
Outreach services (drop in) to bring services and info into the community	Offer space to outreach services like CAB (currently monthly). Approach other organisations and agencies to look at drop in options	CAB, Police, Housing Associations, CLD, Aging Well	Ongoing	Promotion via shop window, social media (ours and partners) and networks	PB
Incubate and support new ideas	Consider other ideas as they come along	Other individuals or groups who want support with new ideas	Ongoing	Through events, social media and shop window	All
Sales from the shop	Nitten goods (from NC1) and items made by upcycle project (planters, etc) can be displayed and sold from shop		Ongoing	Shop window and social media	Inclusion Worker
Volunteer recruitment and development	Part of Inclusion worker role to put proper structure in place to recruit, support and develop volunteers		Volunteer event late May/ June	Through events, social media and shop window	Inclusion Worker
Promotion and communication	Important to keep people up to date with what we are doing Needs person responsible for social media updates and		Ongoing	Social media (NDT and sharing posts)	FH/CW/JD

	monitoring/responding and sharing other groups' info (where relevant)				
Recruit additional Board members to strengthen skills' base and reach into and beyond the community	<p>Current Board members to consider time to commit to NDT and confirm that they want to continue as Trustees.</p> <p>Based on skills' review results, consider gaps in Board skills and target recruit to fill.</p>		AGM July	AGM papers Recruit via shop window and social media	PB
Develop an 'elevator pitch' as the basis for explaining to new contacts what it is that NDT does	<p>Important that the tone and messages are consistent</p> <p>Part of Comms plan</p>				RMCC
Set up fundraising sub-group	<p>Decide on role of fundraising group – organising fundraising events and activities and/or helping with small grant applications</p> <p>Group would comprise some Board members + volunteers</p> <p>Board to set out remit and reporting requirements</p>		After AGM		FH
Board training and development programme	<p>Governance & Finance training – possibly June (part of Accelerate support)</p> <p>Review MVA training calendar and other options to identify suitable training</p>	MVA and other training providers	Ongoing		PB

Action: medium term 1-5 years	How we will deliver it	People/partners	Timescale	Communication	Responsible for leading
Retain shop premises	Secure funding (as part of larger bids) to cover rent for current premises, assuming the option to stay there.	Premises' owner	Rolling lease		PB
Set up and develop Pantry	Assuming successful ICF bid, secure pantry premises and staff to manage project for 3 years	Joint project with MAEDT and Gorebridge DT (each responsible for own Pantry)	Start April 2023	Reporting to Sc Gov as funder (NDT not lead partner in bid)	PB/FH/GT/JR
Develop other NDT projects that offer a rapid practical response to community needs	To be developed as identified by ongoing consultation with the community		Ongoing		All
Incubate and support new ideas	Consider other ideas as they come along	Other individuals or groups who want support with new ideas	Ongoing	Through events, social media and shop window	All
Feasibility work for community /social enterprise hub	Mapping exercise and other plans and developments will identify scope for feasibility work	Could be NDT-led collaborative project	2025 at earliest, depending on plans for other developments	Ongoing community consultation will feed in	All + Staff
Action: long term - 5 years +	How we will deliver it	People/partners	Timescale	Communication	Responsible for leading
Identify and secure a suitable building for NDT base/hub	Feasibility work will identify the type of premises required (if any) to meet future community needs. Identify suitable building or site and negotiate purchase price. Secure funding for purchase and development				All + Staff +funders