



# COMMUNITY RESOURCE.

Supporting Shropshire Communities since 1960

## STRATEGY 2023 to 2028



## VALUES LED, NEEDS DRIVEN

We are Community Resource, with a demonstrated history of supporting communities.

### OUR VISION

Strong, local communities where everyone gets the support they need.

### OUR MISSION

Enabling people to enjoy a good quality of life and empowering people to help their communities thrive.

The **VALUES** we live to achieve what we do:

**ADAPTABLE**  
We evolve through change



We are responsive and agile, meeting needs in the community as they arise.

We are open to different ideas, allowing us to continuously develop and improve.

We encourage constructive feedback and grow from challenging situations.

**HELPFUL**  
We go the extra mile



We offer tailored advice, understanding specific needs and acting accordingly.

We follow up and keep in touch, building relationships so our services can have long-term impact.

We work with our networks to connect people and communities to different services, ensuring the best support is provided.

**KNOWLEDGABLE**  
We build on our expertise



We are constantly curious, developing our expertise so we can better serve communities.

We learn from our colleagues, understanding and supporting each other's work.

We identify challenges and look for creative and innovative solutions to solve them.

**TRUSTED**  
We are a safe pair of hands



We are clear about what we can do, signposting or asking for help when we need to.

We work hard to meet our commitments and aim to exceed expectations.

We build and maintain relationships with our partners through openness and honesty.

**WELCOMING**  
We value everyone



We listen to people's needs and do what we can to remove barriers, improving accessibility and inclusion.

We seek different viewpoints, engaging with those we support so their needs are at the centre of our work.

We collaborate with partners to diversify what we do to better support communities.

AS A CHARITY, WE ARE COMMITTED TO MAKING LIFE BETTER FOR PEOPLE AND COMMUNITIES FACING CHALLENGES IN SHROPSHIRE, TELFORD & WREKIN.



## WHAT WE DO

Community Resource is committed to making life better for people and communities facing challenges. We help people to maintain their health and independence, give grants to those in need and work with local groups so they can help their own communities to thrive.



## WHY WE'RE NEEDED

What do you think of when you hear the word 'Shropshire'? Scenic landscapes? Quaint villages found down single-track lanes? Old towns and new? These ideas certainly make up a part of Shropshire, but they don't give the whole picture.

The fields and hills that look so picturesque often make life more complicated for the communities within them. And the perception that life looks idyllic in this pretty, rural county can often make it harder to identify and highlight the challenges that those communities face, which include social isolation, transport, health and income inequalities, and the general cost impact living rurally can have.

That's where Community Resource come in. We not only identify and highlight challenges but work to resolve them so that people aren't further disadvantaged purely because of where they live.

What helps us do that work is another piece of Shropshire that doesn't fit neatly onto a tea towel but runs through the county like the River Severn: community spirit, resilience and care. Without this we could not do what we do. And like the people around us we are driven by a set of values, which underpin all our work.

So here we are, a resource to the community in many different forms, adapting and shaping our work to help meet the needs of those living in this county. We have plans on how we can do this to the best of our ability over the next five years. Our aims are:

Demonstrate  
a difference



Collaborate  
for change



Invest  
for impact



## OUR AMBITION FOR THE NEXT FIVE YEARS:



### DEMONSTRATE A DIFFERENCE

Those who engage with our services face a multitude of challenges, which are often exacerbated due to living in rural communities and the additional difficulties that can bring.

We will work hard to support people to address and minimise the impact of the challenges they face. We will do this through listening, continuously reviewing and developing our service provision to ensure we know and understand the communities we serve.

*Continuously listening to meet individual and community needs more.*



### COLLABORATE FOR CHANGE

We will engage more with those we support, the people and organisations that help us and the people we can influence.

We will build on existing partnerships and develop new ones, allowing greater reach to provide support to those who need it. We will make sure our knowledge and expertise continue to grow and develop, and will share what we know and learn.

*Together we will achieve more.*

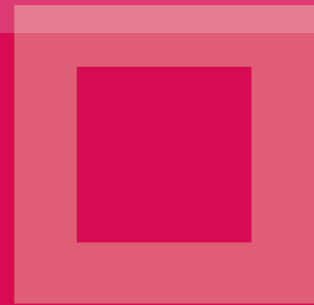


### INVEST FOR IMPACT

We have shown over recent years that we can grow and evolve in new ways. Our experiences have taught us that the way forward is exploring the seemingly impossible, seeking innovative approaches to our work, and investing in our workforce.

We also know that we need to future-proof our charity, investing in systems and best practice processes to ensure we are well placed to maximise use of our resources to exceed the expectations of the communities we serve.

*Building resource to reach more.*



# STRATEGY OVERVIEW

## DEMONSTRATE A DIFFERENCE

### GOALS

To empower people to lead active, healthy, and independent lives.

To establish a network of connected community organisations.

To strengthen rural services to ensure their resilience.

### FIVE-YEAR PRIORITIES

We will deliver services that are developed from the latest understanding of what our communities need.

We will develop a high level of impact measurement and reporting.

We will provide county-wide infrastructure support to organisations, enabling community-led change and support.

We will increase our rural services to support community health and wellbeing.

## COLLABORATE FOR CHANGE

### GOALS

To enhance our reach and impact through partnership working.

To influence policy and champion change through advocacy.

To become the go-to charity for rural and community services.

### FIVE-YEAR PRIORITIES

We want to know and grow our stakeholders.

We will continue to partner and collaborate with statutory and commissioning bodies and other agencies, ensuring the best outcomes for Shropshire, Telford and Wrekin.

We want to share our knowledge and be thought leaders in rural and community issues.

We want to increase awareness of our brand and who we are, what we do and how we help.

## INVEST FOR IMPACT

### GOALS

To transform our digital systems and practices.

To grow and maintain the right team.

To attain diversified and sustainable income generation while pursuing ambitious growth.

### FIVE-YEAR PRIORITIES

We will develop cloud-based organisational systems to support transparent communications and working methods.

We will implement benchmarking and quality assurance across the organisation.

We want a strong people strategy to enable us to recruit, support, develop and retain the right staff, trustees, volunteers and partners.

We will develop and implement multiple income streams.

We want to grow our supporter base and build relationships with those who share our passion and want to make a difference.

## DEMONSTRATE A DIFFERENCE.

### Empower people to lead active, healthy and independent lives

#### Deliver services that are developed from the latest understanding of what our communities need

The services we deliver will evolve and be needs-led through consultation with communities. By listening and learning through our regular cycle of community needs analysis we will understand what people need to be active, healthy, and independent.

We will do this through community-based projects and preventative services, with the help of local and committed volunteers and in partnership with organisations who also work to support local need.

#### Develop a high level of impact measurement and reporting

Through constant monitoring, evaluation, and feedback we will show what our response to need has been (identified through the community needs analysis) and how it has worked. This will allow us to grow our expertise, working to our strengths, being clear where we lead, where we sustain and where we support others to deliver.

We will demonstrate the difference we make, showing the social value of what we do, and the lasting impact made for individuals through our services.

We will be communicating our achievements through annual impact reports, demonstrating the difference we make.

### Establish a network of connected community organisations

#### Provide county-wide infrastructure support to organisations, enabling community-led change and support

We will work with voluntary and community organisations so they can help lead change and provide support in their local area.

We will do this through four pillars of engagement:

- Advice and guidance
- Training
- Grant and funding delivery and promotion
- Volunteer brokerage



### Strengthen rural services to ensure their resilience

#### Increase our rural services to support community health and wellbeing

We will work to ensure rural communities thrive and have their voices heard in the services they need. We know that community assets such as village halls are central to community life, and will continue to share our expertise and provide support to ensure they are here for years to come.

Rural challenges will be at the fore of our decision making. We will strive to be an agile organisation that can meet changing demands and support rural living, while being a voice to support the change required to reduce rural inequalities.

We will grow existing services and develop others as needed, specifically to support rural communities. These communities will be a part of our Community Needs Analysis programme.

### By March 2028, we will...

- Have needs-led services based on community needs analysis that informs us of local demand and provides feedback on what we do.
- Have substantially increased the number of people, community organisations and communities who benefit from our services.
- Have materially increased our rural services offer, supporting people to have happy, independent lives in their communities.
- Have meaningfully improved access to infrastructure support for the Voluntary and Community Sector across Shropshire, Telford and Wrekin.
- Be demonstrating the difference we make in annual impact reports.

## COLLABORATE FOR CHANGE

### Enhance our reach and impact through partnership working

#### Know and grow our stakeholders

By working together, we strive to always achieve more.

Through experience we know we can best serve the communities we work with through collaboration with others: the people we support, the people who help us and those we can influence. It will be our business to know and grow our stakeholders, working in collaboration, to continue to be in a strong and positive position to support and build capacity within the communities of Shropshire, Telford and Wrekin.

We will make space for connection and work with those who want to make a difference.



### Influence policy and champion change through advocacy

#### Continue to partner and collaborate with statutory and commissioning bodies and other agencies ensuring the best outcomes for Shropshire, Telford and Wrekin

A wide variety of people and voices will have representation in our organisation and help shape how we operate.

We will do what's right for the communities we work with, including identifying where Community Resource is well positioned to lead on priorities and where we will follow or support others.

We will amplify the voice of our communities with decision makers wherever we can do so and by the most appropriate methods. Through building effective relationships with statutory and commissioning bodies, and working with other agencies, we will aim to achieve the best outcomes for our communities, advocating for change to reduce the inequalities faced in rural counties.

### Become the go-to charity for rural and community services

#### Share our knowledge and be thought leaders in rural and community issues

With over 60 years' experience delivering to and supporting local communities county-wide, we have a lot to offer and want to share this.

But we recognise that there are always opportunities to learn more. We are curious and want to continue to develop our expertise so we can better serve our communities.

We will do this through developing deeper relationships with our communities, collaborating, recognising and valuing difference, welcoming diversity of thought and promoting inclusion.

#### Increase awareness of our brand and who we are, what we do and how we help

We will continue to build on our legacy, demonstrating the work we do and the impact it has.

We will clearly communicate our capabilities and connect with others to help enhance our work where there are limitations.

We are committed to our reputation as a trusted organisation and will be open and honest in our actions and decisions.

### By March 2028, we will...

- Have significantly increased our stakeholders and partnership working with representation from across Shropshire, Telford and Wrekin as a result of successful and embedded networking events.
- Have clear pathways for communities to have their voices heard with those who are commissioning services through us.
- Have run ambitious campaigns to raise the profile of rural communities and the support they need.
- Be working with key organisations and donors to raise the profile of Community Resource's work.
- Evidence our collaboration for change works.



## INVEST FOR IMPACT

### Transform our digital systems and practices

#### Develop cloud-based organisational systems to support transparent communications and working methods

We will future-proof the charity through utilising cloud-based technologies and up to date working methodologies, creating efficiency so that we maximise resources available to support our communities.

We will utilise technology to better serve our communities and be prepared to use different methods of working to best meet need and the growing demands of our operating environment.

We will have open communication to keep everyone up to date and to collaborate, utilising the most appropriate systems to ensure this.

#### Implement benchmarking and quality assurance across the organisation

We will implement quality assurance across our organisation and services, underscoring our dedication to excellence.

We will undertake benchmarking exercises to measure ourselves and show our growth.

We will have action plans in place to ensure growth and development is achieved.

### Grow and maintain the right team

#### Implement a strong people strategy to enable us to recruit, support, develop and retain the right staff, trustees, volunteers and partners

We will have the right people, in the right place at the right time. Working with a more agile culture we will have trained, confident staff and volunteers that can meet the needs of our communities through planned service delivery, being responsive and effective where needed to reduce the impact of unexpected events.

We will be able to pivot and deliver in a variety of circumstances, working with partners and other organisations to best support people and communities. We will work to strengthen our capacity in emerging challenges and increase preparedness to reduce impact on communities, as well as help us to anticipate future events.

People are our most valued asset and we will work to ensure this is clear. Our recruitment and retention plans will include continuous professional development for all, alongside a flexible work environment that promotes and encourages equality, diversity and inclusion.

### Attain diversified and sustainable income generation while pursuing ambitious growth

#### Develop and implement multiple income streams

We want to be a sustainable charity, ambitious for growth, to ensure continued and improved service to communities, through increased yearly revenue. To achieve this, we will develop and diversify our income streams to include:

- Trust and grant applications
- Corporate giving
- Major donors
- Legacy donations
- Community fundraising
- Commissioned services
- Commercial services

#### Grow our supporter base and build relationships with those who share our passion and want to make a difference

We will work to ensure current supporters stay engaged and grow our supporter base by recognising them, keeping them informed about our work and demonstrating the impact of their contributions.

We will attend existing networking events as well as develop new and relevant spaces to meet likeminded people and organisations so that we can make a difference together.



### By March 2028, we will...

- Be making best use of resources through digital transformation enabling greater focus on frontline delivery.
- Have recognised accreditations for our work.
- Demonstrate an agile team culture that is responsive to need and change.
- Embrace and support an increased and diverse volunteer team.
- Have considerably increased our investment in attracting and retaining supporters alongside building the relationship between the supporters and the work they fund.
- Have notable increase in revenue through developing new income sources and commercial services that allows us to invest for impact.



## Contact us

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