



CORPORATE PLAN

2010-2013

Our vision for Herefordshire and Worcestershire is one where strong, diverse, vibrant, inclusive and well-equipped community groups and voluntary organisations empower people to address the changing needs of their communities



Latest revised date: 19 July 2010
Lead: Chief Executive

Version: 3

Introduction

Community First in Herefordshire and Worcestershire provides development support that regenerates, sustains and supports rural communities and voluntary & community sector organisations, and is active at three distinct levels:

- Strategic, through involvement in policy development, advocacy and research
- Network support, through co-ordination, sign-posting and information dissemination
- Direct support, through the provision of technical advice, funds administration, skills development and training, and through community development.

The organisation covers two counties, with its main offices in Malvern and a second office in Hereford. Community First works as a member of the two county-level voluntary and community sector infrastructure consortia (Herefordshire Infrastructure Consortium and Worcestershire Infrastructure Consortium), the Rural Community Action Network, and a number of other public and private sector partnerships which add a further dimension to the planning and delivery of work.

Charitable Purpose

The organisation is firmly focused on its charitable purposes. Its vision, mission, strategic aims and work areas all cohere to ensure that Community First fulfils its purpose as outlined within its memorandum and articles. The Board of Trustees review the mission and strategic work areas in terms of fit with the organisation's charitable purposes as part of the corporate planning cycle and in relation to the adoption of this plan:

Community First's objects, which are to be carried out within the counties of Herefordshire and Worcestershire and their immediately surrounding areas (area of benefit), are simplified as follows:

- To develop, promote and further all or any charitable purpose for the benefit of the inhabitants of the Area of Benefit leading towards social inclusion and in particular:
- To advance education, to improve health and to relieve poverty sickness and distress:
- To provide support for organisations with Charitable Objectives in order to assist such organisations in their charitable work.
- To promote and organise co-operation in the advancement of the above purposes by bringing together in discussion representatives of voluntary organisations, statutory authorities and individuals

Mission

Community First exists to strengthen the role, capacity and influence of voluntary organisations and community groups in Herefordshire and Worcestershire. It does this by providing a range of services to many hundreds of voluntary and community groups across the two counties, reflecting third sector need and strengths at local, regional and national level and by influencing and shaping others views of the third sector as a deliverer.

Corporate Aims



Sophie Mead (far right) Grants Administration Officer presenting cheque for £5000 to Signpost in Broadway

1. To build the capacity of the voluntary and community organisations to manage and grow in a sustainable way.
2. To improve the quality and scope of services delivered by the voluntary and community sector.
3. To build stronger, more inclusive communities, that provide a good quality of life for everyone
4. To increase understanding of the role, function and resources of the sector and enhance its influence in policy development and implementation.

5. To advance the governance, management and operations of the organisation, towards a model of best practice.

Our guiding principles

Community First's principles reflect our commitment to:

- Equality of opportunity
- Overcoming disadvantage, exclusion, rural and social isolation
- Active citizenship and collective action to address need and influence decision making
- The critical contribution of voluntary and community organisations to building and sustaining healthy communities

Our values

- Integrity - We will show impartiality, fairness, independence and honesty
- Professionalism - We will demonstrate ethical, honest and consistent service and high professional standards. We will take a pride in our work and aim to get it right first time and to be prompt, courteous and constructive in all our dealings. We are a learning organisation committed to continuous improvement and will seek to learn both from the things we do well and the things we do less well.
- Accountability - We are accountable to our users and members, funders and the public at large. We seek to exercise good judgement in the effective and efficient use of resources and

“Our Rural Housing Enabler shared the celebration at Woolhope as the 6 new affordable rural homes built and completed just before Christmas 2009 saw 6 happy families move in”

to take personal and organisational responsibility for the impact of our work and the decisions that we make. We aspire always to be as open as possible, to present a human face and to ensure that all our systems and processes are clear and consistent.

- Reliability - We aim to stick to decisions, honour commitments and deliver to agreed timescales.
- Diversity - We will respect and acknowledge the beliefs, culture and contribution of others and seek to build relationships based on honesty, mutual trust and respect.
- Our people - We prize the knowledge, skill and performance of staff and volunteers. We are committed to providing positive leadership, keeping people informed, developing skills and promoting a balance between work and home life.

Governance

Community First's governing body is its Board of Directors. Board members are recruited to ensure a wide mix of skills, experience and knowledge of the field in which the organisation operates. The Board meets 5-6 times a year to oversee the overall direction and strategic emphasis of the organisation and provides guidance to the staff team on a range of issues.

A number of sub committees and working groups report to the main Board, of which the Finance and Personnel sub committee plays a particularly key role in developing Community First's risk strategy and in overseeing internal financial and personnel processes. The Governance Committee regulates all matters relating to Board performance and the conduct of Board members, protocols are included in the trustees' induction manual.

Operations

"We successfully managed more than 50 projects and 60 funding streams in 2009 -2010"

The registered office for Community First is at the Willow End office in Malvern, following the successful move there from Church Street in 2007. The rooms at Great Malvern Station will continue to be used as a small conference centre until November 2010, at which point a break point in the lease will be utilised to release the tenancy. It is planned that enhancements will be made to the main office meeting room at Willow End to make it a more attractive training facility. The Hereford office houses staff that operate mainly in Herefordshire, whilst one Worcestershire post is based at the District Council offices. Community First currently employs 33 members of staff (27fte's) and one volunteer. The Chief Executive is supported by 8 managers that operate a matrix management style to deliver a diverse range of programmes and services. Although staff are based at one of the two offices, there are also

systems in place that enable the effective delivery of work from a home base. The organisation also continues to develop its website in order to deliver more services more efficiently and continues to populate a client relationship management system. This includes the updating and maintenance of Findgroups – the visible front end for our users.

Market Position and Unique Selling Proposition (USP)

Community First remains a key third sector support organisation at a sub regional level and has more than 230 members. Its USP reflects its 2 county status – local enough to be relevant and responsive, strategic enough to achieve critical mass and economies of scale in the provision of specialist support to voluntary organisations and community groups across Herefordshire and Worcestershire.

At a regional level Community First is a member of the West Midlands Rural Community Action Network (WMRCAN) and is the accountable body for its funding, and employs the Network Co-ordinator. At a sub regional level Community First is a member of 2 consortia, one in each county, of third sector support organisations and provides the accountable body function and co-ordination support to both consortia.

Community First's active Contact Relationship Management system holds details on more than 2000 voluntary and community groups, the organisation provides services to many hundreds of them. Access to services in rural areas continues to be a challenge to sustain and, as the local Rural Community Council, Community First has a key role to play in advising and supporting local rural groups and influencing strategic policy makers and planners.



Continuous Improvement

Community First has a number of mechanisms for monitoring service delivery and evaluating this information to ensure that improvement opportunities are identified and implemented. This work is currently drawn together using the ACRE Good Practice Quality Standard, which defines what constitutes good organisational practice for Rural Community Councils. The Standard covers 9 areas of good practice, each of which contains a number of requirements, defined at 3 levels. To date Community First has achieved accreditation to ACRE Level 2 and is hoping to achieve Level 3 in the Spring of 2010. Part of the evidence for compliance with Level 3 is contained in a Continuous Development Action Plan drafted and reviewed by an internal review team. Community First is a recognised ILM (Institute of Leadership and Management) centre and a MATRIX holder. We work to implement and excel in the associated standards of each.

“During 2009-2010, by January alone more than 500 delegates had participated in Community First training”

Achieving Our Vision

Our vision for Herefordshire and Worcestershire is one where strong, diverse, vibrant, inclusive and well-equipped community groups and voluntary organisations empower people to address the changing needs of their communities

Everything we do both internally and externally should reflect this vision and be able to make some contribution towards its achievement. The ideal would be for Community First to exist as though its work with partners, stakeholders, members and customers achieved this very aspiration.

This corporate plan seeks to communicate the challenges we face as an organisation in working to achieve the vision but also the opportunities we have and the priorities we must set in order to move positively in the right direction.

The context that follows and the priorities in the action plan will detail our need to:

- ✓ Be fit for the future and ready to compete - strive for excellence in customer service and ensure a needs led approach
- ✓ Diversify our income streams - focus on funding, resources and capacity
- ✓ Be able to demonstrate the impact of our work - enhance our membership package to enable greater dialogue with an increased membership base
- ✓ Achieve the best possible performance - develop our people to ensure they are confident, able to perform and resilient to change
- ✓ Advance our governance and management arrangements whilst reducing costs – explore appropriate opportunities for streamlining and efficiencies in the sharing of back office functions

Each of these areas are reflected in the organisational training plan ensuring the training and development needs of staff are prioritised and focussed on furthering the vision.

Assessing and responding to need

In the context of swiftly changing public policy, which is so often developed from an urban standpoint, the needs of rural communities and voluntary organisations locally are changing rapidly and require regular review and support. At the same time resources for supporting rural communities and voluntary organisations are becoming scarcer, demanding more joint working both in the assessment of need and in the delivery of solutions. Increasingly Community First works with others when assessing need and when deciding how best to respond.

During 2009, the two local infrastructure consortia undertook a survey of voluntary sector need, focusing particularly on how the consortia members can support capacity building and on going development through provision of appropriate support and tailored training opportunities. With more than 120 respondents in total, the analysis has provided a useful basis upon which to plan for a more effective programme of collaborative delivery.

Although the key priorities for many groups and organisations included a need to secure financial stability through the development of new activities and broader income streams and the attraction and support for a diversity of volunteers, there were also a plethora of other needs identified. Whilst there were common issues identified across both counties there was also some divergence. Herefordshire respondents seemed to have a greater focus on volunteer recruitment and support whilst a stronger management and planning interest was apparent in Worcestershire. Some of the more popular areas of interest:

Herefordshire	Worcestershire
Attracting and recruiting volunteers plus legal responsibilities	Leading an effective management committee
Making the most of meetings	Recruiting and looking after volunteers
Project management tools and techniques	Long term planning for your organisation
Embedding equality and diversity in everything we do	Ensuring all people meet equality and diversity obligations
Planning for sustainability	Raising money for your activities
Taking an outcomes approach	Planning for sustainability
Work planning and supervision	Risk assessment
Building resilience and handling pressure	Managing workloads
Clarity on specific roles and responsibilities of trustees such as the chair, treasurer	Safeguarding vulnerable adults
Preparing the Board for 'big' decisions in response to the external environment	Management development
Getting trustees to think strategically	Certificate in Teaching in the Lifelong Learning Sector

Many respondents agreed that training was an accessible route of support but more in depth learning provision was welcomed.

The voluntary and community sector conference held in Worcestershire in late 2009 also demonstrated that support organisations had a clear role to play in terms of advocacy and representation. However for this to be fully effective increased opportunities for accountability to and two way communication with the sector and rural communities is needed to ensure that any representation reflects the diversity of issues and needs across the sector. The conference executive summary highlighted a number of other opportunities for support organisations to work together more effectively in the best interests of the third sector. These included streamlining information sources about funding, tendering opportunities, and key contacts particularly within local authorities so that the third sector can access information with greater ease and less bureaucracy.

Voluntary and community groups were eager to minimise competition locally by championing collaboration. Infrastructure consortia and individual members can take a lead in facilitating greater collaboration between voluntary organisations, highlight opportunities for partnership working and share their own experience for establishing effective partnership arrangements.

The support needs of rural communities are diverse, ranging from the local/micro such as community led planning, technical support for community owned assets, community buildings, and community transport solutions to larger scale strategic interventions such as rural broadband, affordable housing, health services and public transport. Rural communities also demonstrate a culture of self-reliance and self governance; planning their own future, owning their own assets and facilities, delivering services or contributing their own efforts towards maintaining what are often thought of as 'public services'. Any support mechanisms need therefore to capitalise on this approach to 'involved and empowered communities'.

"In 08-09, the community buildings adviser responded to more than 450 contacts from 80 village hall committees. Of those, 9 committees were given intensive support in securing Big Lottery funding for major refurbishments and new build projects totaling over £1 ¼ million in value"

In September 2008, following independent research 'From the Margins to the Mainstream', Herefordshire Partnership concluded that community led planning can make a significant contribution to the LAA priority to "Encourage thriving communities where people are able to influence change and take action to improve their area, regardless of their background". This needs analysis resulted in the establishment of community led planning as the cornerstone of a strategic approach to engagement and empowerment of local communities in Herefordshire and has led to the development of an improved programme of support to local communities – part of which will be delivered by Community First.

Lack of affordable housing remains a constant challenge to sustainable rural communities. For many people, living in the countryside is a distant pipe dream. House prices are significantly higher in the rural parts of Herefordshire and Worcestershire than in the urban areas and rural wages significantly lower. The Matthew Taylor review 'Living working countryside' published in 2008 built on the previous work carried out by the Affordable Rural Housing Commission has informed the work of the local Rural Housing Enablers employed by Community First. Engaging communities at an early stage in needs analysis and in shaping the eventual scale and design of schemes is widely recognised as an essential prerequisite to bringing affordable housing schemes to a successful fruition.

"Since the Rural Housing Enabler Project began in 2001, we have:

- o supported 27 development schemes and the introduction of 226 affordable rural homes*
- o contributed to a further 31 development schemes with 357 affordable rural homes planned*
- o seen an investment of £27.12m brought to affordable housing in Worcestershire in addition to £13.5m government grants*

As a result, this has brought significant capital investment has resulted in local families being rehoused and young people recruited as apprentices to learn new skills in the construction industry"

In both counties affordable housing is an important theme in the Local Area Agreement (LAA) and in the Sustainable Community Strategies. The Homes and Communities Agency has consistently articulated encouragement for an enhanced programme of rural schemes from within the two counties. In Worcestershire, where demand from the community for enabling support has consistently exceeded capacity to deliver, partners including Community First will be carrying out an independent review of rural enabling activity during 2010 with a view to enhancing capacity going forward.

Context

Community First is operating in an unprecedented climate of constant change. This uncertainty makes it difficult for us and our stakeholders to predict exactly what the future holds. Consequently we will need to focus on developing a 'fit for the future organisation' that is flexible, lean, effective and best able to address and weather the challenges ahead.

The trustees review the organisations' mission, strategic aims and core values on a regular basis and remain convinced of the continuing relevance of these strategic statements to the organisation in shaping its work and performance into the medium term. Community First's corporate priorities for the coming year will therefore be focused on delivering on this 'fit for the future' theme.

For 2010 the lack of certainty over the future is compounded by the longevity and impact of the global and local financial challenges, the impending general election and any consequential shifts in public policy, the need for savings in public service delivery, the squeeze on rural resources and the growing support needs of our clients and customers. We will be further challenged with balancing the priorities of our work with rural communities (in line with our Rural Community Council agenda) and the support and advice we provide to the voluntary and community sector (as a 3rd sector infrastructure organisation) – with capacity low and resources tight, we will need to be sophisticated and smart about how we prioritise and engage.

Community First is committed to the principles of full cost recovery and will use this as a basis for costing its work. Costs are linked directly to activity and to the level of service quality. We also recognise that to remain competitive overhead costs will need to be carefully managed without impacting on the standards of our work.

Community First has committed to strive for excellence in everything it does. During these difficult, challenging and resource hungry times we will focus on our reputation, integrity, knowledge base and position in the market place. As resources available to the sector become more limited and capacity is reduced this is likely to coincide with greater demand for support from our customers. Retaining membership of ACRE at a national level and achieving level 3 of the associated quality standards will reinforce our credibility and is therefore a priority for us.

Working in partnership is key and critical for Community First and over the years we have developed a range of strategic and delivery partnership arrangements which the organisation will be keen to preserve and build upon. However we recognise that with reduced resources and enhanced expectations Community First may be placed in competition with others, including its closest allies and advocates. Working in partnership with local consortia, other 3rd sector infrastructure organisations and with the West Midlands RCAN network continues to be of great importance to us as it offers us the greatest potential to maximise outcomes and impact for our users. In maintaining existing partnership arrangements and in engaging in fresh collaborative activity we will want to ensure that any arrangements are sustainable, secure added value and improved outcomes for service users. There is a danger that restriction on resources and competition for funding may result in fragmented partnership arrangements and conflicting priorities. Community First will need to demonstrate clarity of purpose, focus, integrity, leadership skills, and strong commitment to achieving key objectives and positive outcomes for service users in order to ride these difficulties and retain the true benefits of partnership working.

Continued good partnership working is a necessity when it brings real opportunity to explore efficiency savings such as the sharing of back office functions. This would allow Community First to better resource its current expertise and focus resource savings on front line delivery. Both local consortia and RCAN bring possibilities but they will result in some additional effort and investment before benefits can be seen. Simultaneously, we will need to ensure a strong individual identity

and brand.

As external challenges mount it becomes even more important that ***we maintain regular dialogue with our users and stakeholders*** to ensure everything we do, independently and in partnership with others, is of greatest value. Voluntary organisations and community groups are also faced with the difficulties of delivering with limited resources and our service provision needs to respond directly to their needs if we are to achieve our objective of 'building better communities'. In particular, the organisations has identified that it needs to modernise its membership package to become more attractive to potential new members and to make better use of the expertise and knowledge of those who currently support and value our work. Community First needs to build on its 200+ membership base in order to maximise and legitimise its recognised advocacy and influencing role and in relation to providing greater reflection of need and accountability back to the sector. This will require making best use of our own ICT expertise and facilities to engage the sector and embrace the most up to date opportunities for smarter, more efficient and interactive ways of working - including embracing social media.



Community First is ***committed to providing capacity building advice and support to the third sector*** as part of achieving its vision. This includes championing new opportunities for the third sector to be delivering services for and in partnership with others, demonstrating best practice and leading the way in building better communities. Our priority work areas will continue to be led by customer need but are likely to include:-

- Third Sector Organisational Support and skills development (this includes generic development advice and more specific and tailored services for community buildings, the health and well being agenda and information, communication and technology). This remains a core area of our work with constant demand from our users. Generic business advice is regularly requested from new and existing contacts ranging from governance support, health and safety and funding advice to winding up and trading. The community buildings advice service has established a well used resource with a network of contacts. More specific support around health and well being and ICT not only enables the sector to deliver more efficiently and professionally but also provides new opportunities for service provision.
- Accountable Body and Co-ordinator services – as an infrastructure organisation Community First has developed a track record and a legitimate role in enabling organisations to work together in delivering improved services
- Advocacy and influencing (including consultation, data and intelligence gathering). This activity is often invisible to others but it is an important part of our work. Using knowledge and intelligence gleaned in the course of our work locally and regionally can help raise the profile of the sector and shape opportunities for its engagement. During the coming challenging years, the profile and visibility of the sector as a provider will be increasingly critical

- The Health and Care agenda (this includes not only developing and networking providers of health and social care services but in forging strong relationships between the public and voluntary sector) continues to be a challenge and opportunity for the third sector. Community First can take an active role in enabling the sector to understand the processes and thinking of the public sector whilst assisting the public sector to appreciate and recognise the strengths of voluntary organisations
- Environmental Sustainability – climate change initiatives are rapidly moving up the agenda of local communities - Community First staff have relevant expertise and capability to respond
- Access to services - Our work is well developed, well respected and we continue to retain a skill base and expertise to deliver specific technical support on the ground. There is a heightened need for support on the ground in relation to community led planning and community engagement that also embrace issues such as affordable housing. Community Transport schemes have a key part to play in enabling communities to be inclusive and well equipped and we have a key role to play in supporting and up-skilling the network infrastructure.
- Grant administration and social inclusion activities. Community First has a clear track record and an independent role to play in both the management and administration of grants for local voluntary and community groups and the enhancement of community based learning provision for hard to reach groups. Both will be heavily influenced by national priorities and available/associated resources.

“we distributed more than £0.5m in grants to support 158 projects during 2008-2009”

Community First is adopting an outcomes approach to our work, enabling the services to be more measurable in terms of impact. This means that we will be urging funders to recognise value for money rather than cost and in turn to resource outcomes rather than inputs.

Contraction of staffing over recent years means that we **must look to increase capacity, diversify and broaden the skill base across the organisation.** We will be developing creative ways to achieve this without resorting to straight recruitment and an increased head count. This will mean taking proactive action in relation to programmes of staff development in new areas as work areas end and new funding arrangements take shape. This will include coaching and shadowing not only within Community First but across other partners. The focus will be on career and skills development rather than on increasing staff turnover. This will include opportunities for staff development in relation to the growing climate change agenda; community led planning and generic organisation development advice and support to voluntary groups.

Some years ago Community First made a conscious move towards the implementation of permanent contracts of employment with a view to ensuring greater stability and security to staff. In the short to medium term in the current economic climate we may not be in a position to offer all new recruits the same level of security. Fixed term contracts, sub contracting and casual employment may become more common in the future.

Despite this the health, well being and performance of all staff will be paramount - particularly critical when capacity is at a premium. We cannot shy away from the fact that staff colleagues will feel more vulnerable when resources are tight. Protecting our greatest assets so that they perform well, regardless of external pressures and reduced capacity, will be a real challenge but also a priority.

“ Wellness Works provided support to other employers and their employees resulting in 23 individuals with mental health issues being able to remain in work”

Challenges also **bring opportunities and we will need to be ready to respond** to and capitalise on them. The reduction in public sector funding could result in enhanced opportunities for third sector providers to be engaged in delivery of services. Community First needs to prepare to play an appropriate role in responding to this opportunity and in relation to supporting others to take on enhanced service delivery roles. Cuts in public sector spending could well lead to reduced access to services for communities in the short term. The role of infrastructure agencies is likely to become increasingly crucial in relation to shaping and influencing public service priorities on behalf of the sector. As resources become more restricted and public sector providers look to operate in new ways, the need for high quality support and advice for voluntary and community groups will increase. An ability to demonstrate and evidence community need and opportunities for sector involvement should strengthen the sectors ability to secure resources from other, more independent sources.

Community First is already considering new avenues for generating unrestricted income. Whilst the current financial climate is a difficult time to begin the process of 'charging for services', it is none the less considered best practice for voluntary organisations to diversify funding streams. Community First will be considering how best to maximise an earned income contribution as part of the sustainability strategy for hitherto fully funded programmes. A number of our larger programmes are due to conclude during the 2010/2011 and efforts will be made to retain or sustain the successful elements of each.

Community First must also focus on its own organisational development in order to maximise its own adaptability, coherence and team effectiveness. With this in mind the internal management group will continue to prioritise the following 5 key areas of corporate activity:

- improve the **corporate planning** cycle so that it enables staff to understand direction, the board to manage risk and the organisation to better link its strategic planning activities
- develop and implement an annual **organisational training and development plan** that will support the achievement of the corporate plan, enabling staff to deliver to high standards, re-skill where appropriate and retain a competitive edge.
- Enhance the **Membership package** and a two way dialogue with members.
- Achieve clarity over our charging structure so that we can **generate an income**, moving forward with quick wins and learning from the experience to introduce staff suggestions for longer term goals.
- Take a proactive and professional approach to the organisation's **identity and marketing** strategy in order to achieve clarity of understanding of our role/brand and services.

The corporate plan identifies key thematic work areas and is written for a three year period. Each work area will set improvement priorities for a twelve month period, these are designed to further the corporate aims identified at the beginning of this document and to ensure that Community First is fit for the future. Doing this on an annual basis will enable the Board of Trustees to manage risks, track progress more regularly and ensure that the organisation is best placed to respond to change as it occurs. This clearly links with objective setting for staff as part of the annual appraisal process.



For the purpose of stakeholders and users this has been simplified into three specific themed areas detailed below.

Community First in Herefordshire and Worcestershire is a Company Limited by Guarantee (England and Wales) No: 2504158 and a registered Charity No: 703072

Summary of key themes and objectives for 2010-2011

Sustainable Communities – engaged and influencing

Objective	Delivery Partners
Launch and role out community led planning support service in Herefordshire	Herefordshire Partnership, HALC, HCVYS, REACH,
Oversee and support the development of a community plan for Hereford city	Hereford City Council, HVA.
Maintain rural housing enabler support service, work with partners to review and confirm future capacity, resources and shape of rural housing enabling in Worcestershire and Herefordshire going forward.	Worcestershire Rural Housing Enabler Steering group, RSL's, Herefordshire Council.
Support communities in Herefordshire to engage in energy dissent initiatives and pilot work in Worcestershire.	Bulmer Foundation, REACH.
Utilise research into rural disadvantage in Worcestershire to raise the profile of needs and opportunities and to influence future decision making and resource allocation.	Worcestershire Partnership, PCT, Malvern Hills and Wychavon District Councils

Sustainable Organisations – resourced, supported and informed

Objective	Delivery Partners
Build on and grow current business support offer to voluntary organisations and community groups in response to identified needs and opportunities.	HIC, WIC, The Alliance, Worcestershire County Council, Herefordshire Council
Strengthen the relationships, communications and understanding between the public and voluntary sectors to continually improve health and care services	Worcestershire County Council, PCT, Mental Health Partnership Trust
Maintain and build on the community buildings and community transport support services with a focus on community owned assets, improving sustainability, environmental impact/carbon reduction.	Worcestershire County Council, Herefordshire Council, REACH
Enhance social enterprise support and development to the sector and, with partners, improve the focus, coordination and support for social enterprise activity across the 2 counties.	PSE, SEWM, Coventry and Warwickshire CDA.
Build on the achievements of the Wellness Works (emotional well being in the workplace) and GetwithIT (ICT advice and support) programmes of support and implement appropriate succession strategies.	Worcestershire Relate, PCT, NHS, University Worcester, Chamber of Commerce
Build on success of Nexus and Grassroots grants programmes and work with partners to identify and develop successor sources of financial support to the sector.	RRZ, Community Foundations, HIC and WIC

Expand opportunities for supporting professional development in the sector, tailoring mainstream provision for appropriateness and accessibility	Worcestershire County Council, Herefordshire Council, FE, Voluntary Sector Training Consortium
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Sustainable Delivery – coordinated, economic, efficient and effective

Objective	Delivery Partners
Maximise performance in the delivery of support services to front line organisations across Herefordshire and Worcestershire.	HIC, WIC,
Work with partners to review the configuration of third sector support services in Herefordshire to maximise economy, efficiency and effectiveness going forward and implement changes agreed.	HIC, WIC, The Alliance, Herefordshire Council and PCT.
Enhance the effectiveness of current collaborative arrangements and joint working with West Midlands Rural Community Action Network to improve influence at regional level and maximise benefits of joint working over sharing skills and knowledge, technical expertise and back office arrangements.	West Midlands Rural Community Action Network Members (WMRCAN), Regional CALC's
Strengthen our advocacy and influencing role by growing and sustaining our intelligence about the sector and improving opportunities for dialogue, particularly valuing our members	
Continually improve our internal governance and management arrangements to ensure we are operating efficiently, effectively and in line with best practice	

Other related Documents:

- a) Corporate Planning Cycle
- b) Fundraising Strategy (with funding matrix)
- c) Organisational Training Plan
- d) HR plan
- e) ICT Strategy
- f) Board SWOT analysis



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