



Vision and Strategy

2021-2024

Introduction

The Community Impact Initiative C.I.C. 2021-2024 Strategy outlines the strategic objectives that we will embrace and strive towards to achieve our vision and mission.

This 4-year strategy will lead the organisations direction, structure, objectives, and collective activities for this period.

Vision, Mission & Values

Our Vision, Mission and Values were reviewed, agreed, and implemented during 2019:

Vision

- **A future where our communities flourish and prosper.**

Mission

- **To improve our communities through innovative solutions, providing opportunities for individuals to make a meaningful contribution to society.**

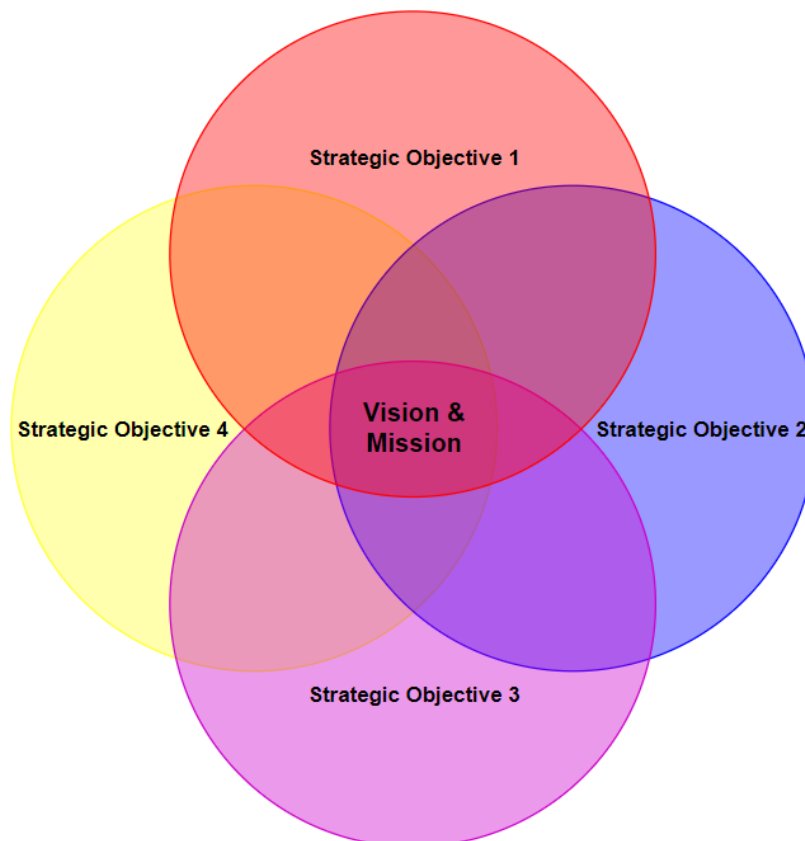
Values

- **Teamwork:** Alone we can do so little, together we can do so much.
- **Responsibility:** Take collective responsibility for our actions and support others to be responsible for theirs.
- **Empathy:** Understand, show interest, be encouraging, be supportive.
- **Respect:** Respect one other and our differences.
- **Wellbeing:** Whatever your definition of wellbeing, we encourage you to be responsible for it, look after it and improve it.
- **Happiness:** Enjoy what you do!



Strategic Objective - Overview

1. We want to challenge our community members to take positive action and become responsible for their own life improvements and journeys
2. We want to regenerate, invigorate, and breathe life into our communities, through providing practical vehicles for positive and aspirational community change
3. We want to build an organisation that is robust, secure, ambitious, and responsive to the needs of our communities
4. We aspire to become one of the leading community change organisations in the UK



Strategic Objective - Detail

1. We want to challenge our community members to take positive action and become responsible for their own life improvements and journeys

- **Provide an excellent learning and skills experience**

Over the period of this strategy we will provide our participants with an excellent learning and skill development experience, ensuring that this journey is tailored to the bespoke needs of each person.

Each person will be treated as the individual that they are and will be supported to define their own pathway. We will strive to ensure that every participant leaves our provision better equipped for their futures than when they arrived, through skill development, qualification achievement, and employment advice and support.

- **Embrace the importance of good health and wellbeing**

We are acutely aware of the importance of good health and wellbeing and the impact good and bad health and wellbeing can have on people's lives, their progress, and their aspirations.

Our provision will not only support the skill development aspirations of our participants, we will also focus on supporting the maintenance and improvement of their mental, physical, emotional, social, and spiritual health and wellbeing.

It is not our role to define what good wellbeing looks like, it is our role to support each person to achieve their own sense of wellbeing, whatever this may look like. We will provide the tools, techniques, support, and guidance required for participants to take responsibility for managing their own wellbeing.

- **Provide the necessary guidance and tools to progress**

In challenging our community members to take positive action and become responsible for their own life improvements and journeys, we will equip them with the advice, guidance, knowledge, support mechanisms and tools required.

We will empower our participants to take control of their lives, with the necessary means to do so.



2. We want to regenerate, invigorate, and breathe life into our communities, through providing practical vehicles for positive and aspirational community change

- **Bring empty properties back into use**

We know that there are approximately 30,000 empty properties in Wales, with this figure rising annually, representing approx. 2.5% of the total housing stock. Seven out of ten empty properties are in the private sector. Of these empty properties, approx. 80% have been vacant for more than six months and are considered long-term empty dwellings.

In addition to these figures, over 2,000 properties in a state of disrepair pass through South Wales auctions on an annual basis.

Through our activities we will bring empty properties in our local communities back to life and return them to use, reducing the number of empty properties and improving our housing options.

In returning them to use, we will investigate and pursue the various ways of doing so, including such means as private sales, local authority partnerships and housing for the vulnerable.

- **Be efficient in our practices**

We will strive to limit our environmental impact and carbon footprint, through implementing robust efficiency measures that will have a meaningful and sustained impact upon our surroundings.

We will demonstrate a commitment to reducing fuel poverty through our activities. Wherever possible we will ensure that all products, renovations, and practices support this ambition; as an example, the empty properties we return to the housing market are low-energy and eco-friendly in as many aspects as possible.

Throughout our work we will continually monitor our environmental impact, ensuring that our carbon footprint is minimised in all areas of organisational activity.

- **Diversification of our engagement model**

We want to build upon our leading and award-winning skill development and engagement model, supporting our community members from disadvantaged and marginalised backgrounds to make meaningful life improvements. During this strategy timeline we will investigate and implement new, innovative, practical and cost-effective methods of individual and community engagement, utilising similar models of community engagement and practical skill development to those we already implement.



3. We want to build an organisation that is robust, secure, ambitious, and responsive to the needs of our communities

- **Our key asset is our staff**

Our most important asset is our staff; therefore, we want to build upon the solid staff foundation we have created through investment, skill development and wellbeing support.

We will implement a robust staff training and development policy that priorities our commitment to staff improvement, whilst ensuring a structured wellbeing framework is in place to proactively identify and react to any health and wellbeing needs.

We want all staff to take responsibility for their own development in line with their personal goals and organisational growth aspirations, whilst being fully committed to any training opportunities identified.

Annual staff development goals and wellbeing aims will be established for all staff and monitored on a regular basis through 1-2-1's, supervisions and performance appraisals.

- **Raising income to stabilise, grow, diversify, and invest**

To maximise our community impact, we aim to achieve long-term financial sustainability by establishing and sustaining key income streams and growing and diversifying our restricted and unrestricted income base.

Stabilise - We will ensure that funding streams for our core activities are proactively maintained and sustained and that we make effective use of all financial investment received.

Grow – We want to support as many communities and people as we can through our activities. The challenges they face are universal, therefore we aspire to grow our income base to meet this ongoing challenge and demand.

Diversify – The economic landscape in Wales and the UK is challenging and continually evolving, therefore we will proactively stay ahead of these challenges and changes through diversifying our income streams.

Invest – We will raise additional funds to invest in and, ultimately improve, our services, self-funding improvements, initiatives and new roles that can be piloted and rolled out into funding applications and services.

We will prioritise the development and implementation of a robust reserves policy that reacts to our financial and investment aims and the financial, political, and economical pressures that we may face.



- **Our digital capacity and innovation**

We will embrace digital practices and innovation in all that we do. We aspire to lead the way in community regeneration and development; therefore, we should aspire to match this ambition through adopting effective, efficient, and innovative digital practices, tools, and systems.

- **Organisational accreditation**

To provide both ourselves and our stakeholder network with the assurances that our activities, intentions, and actions are high-quality, regulated and aligned to good practice standards, we will seek organisational accreditation from the relevant bodies in all appropriate organisational and industry areas.

Examples of accreditation bodies and standards include:

- National Living Wage Employer
- Investing in Volunteers
- Institute of Fundraising member
- Green Dragon / UK standard
- Disability Friendly Employer
- Carer Friendly Employer
- Welsh Language Standards
- Investors in People
- FairPlay Employer – Chwarae Teg

- *(this list is not exhaustive)*



4. We want to be the leading community change organisation across the UK

- **Our message**

We aspire to be the leading community change organisation in the UK. To achieve this, we must convey an effective, clear, and consistent organisational brand and message that reflects our personal and socio-economic impact.

During this strategy period our message will focus upon the social impact of the organisation and our practices, introducing social impact and social return on investment reporting.

All marketing, advertising and social media presence must be high-quality, clear, consistent, professional and aligned to our vision, mission, and values.

- **Our reach and impact**

In becoming the leading community change organisation across the UK, we must effectively increase our engagement base and activities to raise awareness of our community aspiration, activities, and social impact.

We will continually monitor and evaluate our engagement to ensure our impact is effective and efficient.

