

Shared Vision: Lasting Impact

Community Links Strategic Plan 2009-13



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SECTION ONE: INTRODUCTION

Community Links is an east London charity with a national impact. For over 30 years, Community Links has been working to tackle poverty and social exclusion in the most deprived neighbourhoods of east London. Through a network of community projects we help thousands of disadvantaged children, teenagers, adults and older people each year, empowering individuals and communities to build a brighter future. Our national work shares the local lessons across the country to widen the impact of our local work and generate lasting social change

Our Vision

Confident and inclusive communities where everyone is able to fulfil their potential and no one is left behind.

Our Purpose

To be champions of social change, tackling the causes and consequences of social exclusion by developing and running first rate practical activities in east London and by sharing the local experience with practitioners and policy-makers nationwide.

Our Mission and Values

To generate change. To tackle causes not symptoms, find solutions not palliatives. To recognise that we need to give as well as to receive and to appreciate that those who experience a problem understand it best. To act local but think global, teach but never stop learning. To distinguish between the diversity that enriches society and the inequalities that diminish it. To grow – but all to build a network not an empire. To be driven by dreams, judged on delivery. To never do things for people but to guide and support, to train and enable, to simply inspire.

The context for our strategy

This is an exciting time for east London. Newham, our home borough, has high levels of deprivation, poverty and unemployment, but also has regeneration on a unprecedented scale – the Olympics, Stratford, Royal Docks and the sixth largest regeneration project in Europe at Canning Town, which together combine into physical development many times the size of Canary Wharf.

The physical changes in east London over the next decade don't just have the potential to transform, they WILL transform this area. The question is whether they unlock the potential of this huge community, move the deckchairs, or disrupt, divide and further disadvantage. This matters to us and the people who live here but it also has wider implications. East London is still one of the largest areas of urban deprivation in Europe. Getting it right here can be a model for the world.

We want to ensure this unprecedented opportunity benefits the communities we support; but the challenges they face are complex, so we need to tackle more than one problem at a time. We are therefore focusing our work over the next five years on four strategic aims:

Our Strategic Aims 2009-13

We will focus our work over the next five years on four aims:

- Raise aspirations for a better life
- Extend opportunities in education and employment
- Reduce poverty
- Build stronger communities

Our Corporate Aims 2009-13

To deliver our strategic aims, Community Links will need to be an organisation that is

- Well-located and Well-Equipped
- Integrated and Inclusive
- Innovative and Evaluative
- Stable and Sustainable

Why we can deliver

Community Links is the largest multipurpose local organisation in the UK, with 60 projects running out of 25 centres, supporting over 30,000 service users each year.

We have exceptionally strong local roots. The majority of our frontline staff live in the area: many are former service-users who benefited from our 'Grow Our Own' programmes.

We have built strong and lasting partnerships with those who share our vision – including local and national government, businesses and third sector organisations – who work with us to make a real difference.

We maximise our impact by drawing out the learning from our local work, sharing it with other practitioners and influencing the development of national policy.

How we will use this plan

This document sets out our strategic and corporate aims for the next five years, identifies the outcomes we are seeking to achieve and the action we will take.

Each year, we will produce Annual Delivery Plans setting out, within the framework of this Strategic Plan, the work we plan to do.

We collect lots of information and figures to monitor and evaluate the work we do and to report to funders and partners. From April 2009, we will collect and analyse data that specifically measures our progress towards our four strategic aims. We will produce an annual report on the difference we are making.

SECTION TWO: OUR STRATEGIC AIMS

1. RAISING ASPIRATIONS FOR A BETTER LIFE

We will challenge low self-esteem, building confidence and life skills, empowering people to explore their dreams and potential and set themselves realistic and achievable goals, and enabling them to support and inspire others.

Three Key Facts

- Newham has one of the youngest populations in the country, with 39.7% of people aged under 25 (ONS, Mid Year Estimate, 2005)
- A quarter of the population have no qualifications, (Focus on Newham, 2007), but set against this, Newham has exceptionally high numbers of young people in further education
- Newham is the 11th most deprived borough in the UK. (Index of Multiple Deprivation, 2007)

What we already do

We help people to take steps towards a better life:

- Our **children and youth projects** enable local children and young people to take part in a wide range of positive activities, supporting them to overcome low aspirations and ‘postcode stigma’. Schemes operate at no charge particularly targeting children of low income and lone carer families who are least able to afford childcare, after school and holiday clubs.
- Our **youth work programme** aims to provide safe spaces for young people where they can take part in a range of activities, this not only helps keep them safe but for some also provides a positive alternative to getting caught up in anti-social or offending behaviour.
- Our **youth volunteering programme** engages over 100 young people each year, helping them to develop personal skills and confidence. Youth volunteers can access training opportunities, at Community Links or with other organisations, to prepare themselves for a career in youth work.
- We help people to make connections and **build networks** and through **Links UK, our national team** we enable the people we work with to tell their own stories and influence policy at a national level. This is an important part of the way we work taking the experiences of those who come through our doors to the corridors of Westminster.

The impact of our work

In 2008-09, we:

- delivered a range of play activities to over 1,500 children
- worked with 1,200 young people through our youth programme
- supported over 1,000 children and young people to achieve a recorded or accredited outcome and gave out hundreds of awards recognising their progress
- provided training to 29 adults
- held a number of events to connect people together including:
 - o young people with senior managers at companies in Canary Wharf
 - o over 1,000 people from 17 countries connecting at Chain Reaction
 - o held a Chatham House rule ‘Need NOT Greed’ campaign launch event at Westminster, bringing together welfare recipients and Ministers

How we plan to develop our work in the next five years

1. We will offer children and young people new and challenging experiences:
 - ▶ *Target:* open at least one new open access play project each year that provides 'deep' and stretching play experiences for children
 - ▶ *Target:* develop a broader range of activities for young people each year, including film, media and journalism, performance and music, IT, sports, events planning and leadership, that will broaden their horizons
2. We will develop a range of accreditation and progression routes:
 - ▶ *Target:* increase year on year volunteer training and informal learning opportunities
 - ▶ *Target:* increase year on year the numbers of appropriate awards and accreditations that recognise the progress individuals are making
3. We will train and enable people to support others in their communities
 - ▶ *Target:* expand our Play Rangers and Youth Leadership schemes, enabling children and young people to act as role models for others
 - ▶ *Target:* expand our youth volunteering programme, offering more young people each year volunteering opportunities
4. We will support the people we work with to tell their own stories – 'voices from the ground up'
 - ▶ *Target:* develop local radio and e-journalism projects, making use of new digital media to enable our service users to communicate their messages powerfully
 - ▶ *Target:* establish a 'young speakers' group, offering training and peer support
 - ▶ *Target:* connect service users to national events and debates on policy, ensuring that when we are sharing 'experience from the ground up', the voices of service users are at the forefront of our communications
5. We will connect people together from different worlds to build new networks
 - ▶ *Target:* connect people together in order that they can learn from each other, understand each other better, build their own networks and inspire each other to take action, increasing year on year the numbers of connections between:
 - young people and businesses – via team building and work experience days, volunteering and placements
 - local residents with regeneration agencies – via forums and roundtables
 - community organisations with policy makers – via national and regional events

Outcomes

Local: Individuals encouraged to reach for better opportunities in life.

National: Individuals and communities have more confidence to try to make a difference for themselves and others

How we will measure our progress

Example indicators include self-reported changes in proxies for raised aspirations: e.g. wanting to try new things / feeling confident; individuals empowered to tell their own stories; organisations skilled and empowered to put forward new approaches to public services

2. EXTENDING OPPORTUNITIES IN EDUCATION AND EMPLOYMENT

We will support people for whom progression from school to college to employment does not run smoothly, enabling them to make a positive contribution to their own lives and to the community

Three Key Facts

- Newham has amongst the highest number of young people in London who are not in employment, education or training (NEET), Newham: 8.7%, London 6.4%. (DCSF, 2007)
- Newham has one of the highest unemployment rates (Newham: 11.1%, London: 7.9%) and economic inactivity levels (Newham: 34.1%, London: 25.5%) in London, let alone the UK. (ONS and GLA, 2006)
- Research (DWP, 2008; NIMS, LBN, 2009; Cattell & Evans, 1999) indicates that the defining factor which takes people out of poverty is work, though a move into employment does not guarantee a route out of poverty.

What we already do

Community Links provides safety nets for those falling through transition points in their lives and helps them to get back on their feet. Supporting people to get qualifications and secure work is key to enabling them to break cycles of social exclusion and poverty.

- Our **Behaviour Improvement Project** works with young people who are temporarily excluded from school, and our independent school, **Education Links**, provides a second chance for educational achievement for young people who have been permanently excluded from school.
- Our youth team provides **training and employment initiatives**, advice and guidance through our Connexions contract.
- **Employment Links** provides a variety of activities and support projects to progress unemployed people into full time sustainable work. Our 'into job' success rates consolidated our position as the top performing New Deal Prime Contractor in London and SE region over 2008-09.
- We target local communities who find it hard to access further or vocational training because of a lack of formal qualifications or because of language and cultural differences, and offer training in advice and community development.

The impact of our work

In 2008-09, we:

- provided advice and guidance to 875 young people on education, training and employment issues
- supported 150 young people who were temporarily excluded to go back into school, and 130 who were permanently excluded to achieve with 63% of them going on to employment or further education
- supported 8,650 young people to find positive progression routes into work. Over 2,000 of them went into stable employment.

How we plan to develop our work in the next five years

6. Through our independent school, Education Links, we will support young people excluded from education to achieve:
 - ▶ *Target:* develop work with children at primary school to enable them to make a successful transition to secondary school
 - ▶ *Target:* establish our independent school as a sustainable initiative, in order that we can deliver a high quality education programme for those permanently excluded from school, supporting them to achieve qualifications, including GCSEs, and to make a successful transition onwards
 - ▶ *Target:* develop follow-up service to ensure young people have access to the support they need once they have left us
7. We will develop targeted and practical support for 16 to 18 year olds who are not in education, employment or training (NEETs)
 - ▶ *Target:* provide intensive support to over 100 of the most vulnerable young people each year (at a potential cost saving of £365,000 each year to the economy), and invest in aftercare to ensure that the young people we have supported are able to remain in work
8. We will offer a wide range of into employment support for young people and adults most excluded from work
 - ▶ *Target:* plan for likely changes in New Deal contracts, ensuring we continue to deliver first rate, high quality into-employment programmes for young people across east London
 - ▶ *Target:* develop job brokerage work in GP surgeries and other non-employment settings
 - ▶ *Target:* provide an ongoing training service for those that have secured work but might need further support (e.g. individuals completing NVQs once they are in work), and formalise a longer term mentoring programme for those in work
9. We will support communities who find it hard to access training or employment because of lack of formal qualifications or because of language and cultural differences:
 - ▶ *Target:* provide ESOL or Basic Skills in Numeracy and Literacy for those who require it
 - ▶ *Target:* enable up to 40 local people each year to access higher education or employment
10. We will work with partners to develop work placements and new experiences
 - ▶ *Target:* building, year on year, on our partnerships with local and national businesses to offer those out of education and employment real and practical experiences so that they better understand what is possible
 - ▶ *Target:* build connections with entrepreneurs to develop skills for and routes into self employment
 - ▶ *Target:* work to leverage the opportunities that will be provided by the Olympics to ensure that they benefit those who are currently most excluded

Outcomes

Local: Individuals have better access to and take up more chances to study, get qualifications and work.

National: Policies and practical measures that reduce exclusion in work, training and education.

How we will measure our progress

Example indicators include numbers of young people able to stay in mainstream education when they otherwise would not, young people supported into sustainable jobs

3. TACKLING POVERTY

We need to help people meet their basic material needs (adequate income, appropriate housing, a safe and stable environment) before they can begin thinking about a better future for themselves, their families and their communities.

Three Key Facts

- The median annual household income in Newham is £15,200 - the lowest in London. (HMRC, 2005-06)
- 58% of children in the London Borough of Newham live in poverty, compared to 41% for London and 27% across England and Wales.
- Across the UK, the annual informal economy is estimated to represent 12.3% of GDP or around £120 billion (Schneider, 2002). The proportion is likely to be higher in deprived areas.

What we already do

- Our ***walk-in and outreach advice service*** offers advice, support and advocacy on welfare benefits, housing and debt, enabling people to gain access to their basic entitlements and helping to alleviate the crippling financial and emotional stress people face when they have problems with benefits, debt and/or inadequate housing.
- The numbers of people consulting us about ***spiralling debts*** has more than doubled since the recession began. Debt is often seen as a short-term solution to a crisis, but the long-term impact can be devastating. Our advisors support individual to help them find their own solutions. We work in an empowering way, showing our clients how to prioritise debt, negotiate with their debtors and to budget for the future.
- We ***challenge the system*** and the rules that keep individuals and communities in poverty, taking the issues faced by the people coming through our doors to government.

The impact of our work

In 2008-09, we:

- delivered a programme of training in Advice Work to 15 people
- saw just under 9,000 people through our Open Door Service with a further 3,400 at outreach locations with 1,040 people receiving specialist casework
- produced a total increase in benefit payments and in tax credits of around £1.3 million. All income that local people were entitled to but were not able to access by themselves – income that is largely spent locally assisting local economic renewal
- ran a number of events in partnership with the Campaign to End Child Poverty including a rally in Trafalgar Square. Three children from Community Links projects delivered a petition to Downing Street
- launched the Need NOT Greed campaign with partners in the House of Commons
- secured commitment from Ministers to test policy changes relating to the benefit system

How we plan to develop our work in the next five years

11. We will increase financial literacy through education and practical support

- ▶ *Target:* establish at least one new project focusing on financial inclusion, ensuring that local people are better able to budget, manage money, and access financial services
- ▶ *Target:* develop practical financial education sessions for at least 500 children and young people each year, helping to prevent the next generation from getting into debt
- ▶ *Target:* develop a practical service that supports local people to make the transition from informal economic activity (cash in hand work, unregistered businesses) to formal employment

12. We will offer practical advice and legal support to local people ensuring they are able to secure their basic rights

- ▶ *Target:* extend the spread and range of our advice and legal services, increasing each year our areas of law and delivering in a wider range of accessible locations
- ▶ *Target:* develop a specialist legal service for young people
- ▶ *Target:* increase the support we offer to small and emerging advice organisations, through the Newham Advice Consortium, to ensure that all communities in Newham are able to access high quality advice

13. We will develop specific support for families in order to tackle child poverty and pensioner poverty

- ▶ *Target:* establish a family support service, offer practical advice to families most need, including teenage parents, and signposting them to sources of practical support
- ▶ *Target:* develop targeted financial advice for older people, enabling them to maximise their income
- ▶ *Target:* work closely with the national Campaign to End Child Poverty, sharing the experiences of our service users directly with policy makers

14. We will train local people and collaborate with others to help deliver poverty reduction initiatives

- ▶ *Target:* train and support 30 people each year to deliver a form filling service
- ▶ *Target:* train 25 people each year as OCN accredited Advice and Guidance workers
- ▶ *Target:* train 36 local people to become debt advisors offering help to an additional 240 individuals and families each year.
- ▶ *Target:* increase the number of placements that we offer to trainee solicitors
- ▶ *Target:* continue to grow our partnerships with legal firms to deliver Free Law services

15. We will secure reform of the tax and benefits systems

- ▶ *Target:* continue to develop our groundbreaking work on the informal economy, building the Need NOT Greed campaign coalition and securing policy change
- ▶ *Target:* develop a programme of work around welfare reform, seeking to influence future government policy especially as it relates to entitlements for young people and families

Outcomes

Local: Individuals able to improve their situation

National: Policies and practical measures to reduce the number of people living in poverty

How we will measure our progress

Example indicators include number of people helped to claim their housing/benefit entitlement and amount of money reclaimed for individuals; increased household income in local communities, policy changes at national level

4. CREATING STRONGER COMMUNITIES

We will strengthen communities, helping them to feel safer, building bridges across ages and cultures, and working to build a better society for all

Three Key Facts

- Newham is the most diverse borough in England and Wales (ONS, 2001 and GLA, 2006)
- Current physical regeneration projects across Newham total at least £15 billion – of which the Olympics is one of the smaller programmes
- As a result of this regeneration, Newham's population is set to increase by approximately 70,000 over the next 15 years.

What we already do

Our work engages and builds bridges across diverse communities helping them to be more cohesive.

- Our **community development team** works with local communities to empower people with the skills to make a difference to the future of their communities. **Our work with people in local communities** helps give people the skills to change their own local environment, for instance by setting up their own projects such as community childcare or food co-operatives. We also give people the skills to campaign on behalf of their local community.
- Our highly successful **youth inclusion projects** work with young people in a specific area who have been identified as being most at risk of exclusion, offending or anti-social behaviour, engaging young people in a range of diversionary activities and challenging unacceptable behaviour.
- Our sports programme **S-Team** takes sports onto isolated estates, helping to reduce conflict by using sport as a medium to bridge differences between groups due to age, racial tension and/or anti-social behaviour. Our staff and local people report that this results in reduced tension/division in the community.
- Through the **Council on Social Action**, we advise government on how to most effectively support communities, and in 2008, our first international event, **Chain Reaction**, brought together over 1000 participants from 17 countries and from across the public, private and third sectors to share learning and to generate new ideas for social change locally, nationally and globally.

The impact of our work

In 2008-09, we:

- supported over 100 young people deemed most at risk of offending to take part in a wide range of crime diversionary activities enabling them to engage positively in mainstream activities
- assisted local people and organisations to set up over 60 different activities, and worked with eight different centres to improve local involvement in local networks, groups, forums and events
- ran five community events
- worked to develop integrated inclusive projects with families working on reducing levels of anti social behaviour and isolation in at least three geographical areas of the borough.
- generated change across UK through the Council on Social Action e.g. 44 recommendations and actions in 'Side by Side' which puts the one to one relationship at the heart of public services, and progressed the development of a Social Impact Bond
- held the first Chain Reaction event on the Southbank, attended by over 1000 people from 17 countries, over one quarter of whom were aged under 21. This initiative is generating social change across the UK and beyond and developing our networks with communities, businesses and policy makers.

How we plan to develop our work in the next five years

16. We will offer a range of support to young people most at risk of offending

- ▶ *Target:* expand our programme of targeted work with young people at risk of anti-social behaviour and crime, especially violent crime, reducing their re-offending rates by at least 75%
- ▶ *Target:* establish a responsive mobile service for addressing crime hotspots in the borough
- ▶ *Target:* extend our S-Team project onto 3 new estates, engaging an additional 160 young people each year in a programme of sports activities, helping young people get fitter and providing an alternative to hanging out on the streets

17. We will develop a network of family support workers to address complex needs

- ▶ *Target:* double the impact of our family support programme reaching out to an additional 100 families each year, many of whom have very complex problems.
- ▶ *Target:* provide family based activities to build relationships, confidence and networks, including fun days and team building activities, and engaging families in the projects we are running to develop their skills and experience

18. Extend practical support to small and emerging community organisations

- ▶ *Target:* expand our community development programme, embedding a community development approach in all of our centres
- ▶ *Target:* increase support to small and emerging organisations, up to 100 each year, offering access to meeting and activity space and organisational development support both locally and nationally in order to reach those who are hardest to reach and to respond to new communities as they arise

19. Draw out and develop leadership potential in communities everywhere

- ▶ *Target:* support 15 young people each year to achieve Sports Leadership accreditation
- ▶ *Target:* mentor emerging leaders across age ranges, offering support and placements and facilitating communication with local forums, statutory agencies and regeneration partnerships
- ▶ *Target:* offer leadership training; and an annual event on social leadership to share our vision of 'unconditional leadership' and social leadership across sectors and communities

20. Connect organisations from all sectors to collaborate for social change

- ▶ *Target:* offer practical support for third sector organisations across the UK to develop skills for innovation and collaboration
- ▶ *Target:* develop a range of work with our corporate partners, that draws on time, resources and expertise, through partnerships and secondments, supporting more people to take part in building a better society, and enabling those who already engage to be more effective
- ▶ *Target:* work closely with government and policy makers to influence the development of government policy and practice on engaging communities and the third sector

Outcomes

Local: Individuals are positive about their communities and actively engaged in a thriving third sector.

National: More individuals, communities and organisations (third sector and others) engaged in positive social action.

How we will measure our progress

Example indicators include numbers of Community Development students going on to work with communities, third sector organisations reporting positive results from our training, records of social action around the UK inspired by our work

SECTION THREE: OUR CORPORATE AIMS 2009-2013

To deliver our strategic aims, we need to be an organisation that is:

WELL-LOCATED AND WELL-CONNECTED

Actions

21. Develop Community Hubs

- ▶ *Target:* we will develop at least one accessible, fully fit-for-purpose 'community hub' in each quadrant of Newham, establishing multi-purpose centres providing a range of co-located services, and planning, with the local community, different activities which will encourage people of different ages, races and cultures to be involved, reaching out to 10,000 local people each year.
- ▶ *Target:* we will ensure our services are delivered in the places where they are most needed, responding to local need through estate-based and outreach work

22. Connect communities virtually

- ▶ *Target:* to engage those locally who do not come into our centres, we will establish an online hub, connecting people together for social change and offering virtual access to support and shared learning
- ▶ *Target:* develop on-line resources and networks for communities around the UK who are similar to us in need and experience and have learning to share

23. Work with partners across east London to deliver

- ▶ *Target:* increase the range of services we offer in Tower Hamlets, Hackney, and Barking & Dagenham, developing at least one new project each year in a neighbouring borough
- ▶ *Target:* secure at least one new partnership each year with an organisation from a neighbouring borough

INTEGRATED AND INCLUSIVE

Actions

24. Grow our own staff

- ▶ *Target:* using our progression model, we will enable people to make the transition from service user – volunteer – staff member, ensuring that our staff team is at least 50% local people
- ▶ *Target:* increase spend on training to 3 per cent of payroll per annum, ensuring we are a learning organisation, investing in training and development of staff and volunteers in all departments and at all levels
- ▶ *Target:* improve all systems so as to achieve Investors in People recognition by the end of 2010-11
- ▶ *Target:* establish an intranet, ensuring all staff are able to access and contribute up-to-date information about the organisation, and are able to refer-on services users appropriately

<p>25. Involving service users</p> <ul style="list-style-type: none"> ▶ <i>Target:</i> support children and young people to be involved in and take initiative for future project developments, and to be fully engaged in decision making and recruitment of staff ▶ <i>Target:</i> ensure that each area of service delivery has appropriate service user involvement arrangements, for example, a student council in our education projects ▶ <i>Target:</i> work towards service users becoming active in the work of the Board and its Committees by end of 2010-2011 ▶ <i>Target:</i> facilitate involvement of ex-service users in mentoring and supporting current service users, and build into our annual awards schemes recognition for those that have left and continued to achieve
<p>26. Engage volunteers effectively</p> <ul style="list-style-type: none"> ▶ <i>Target:</i> establish volunteer engagement and management as a core competency at Community Links, raising quality standards of volunteer management, and reducing barriers to volunteering ▶ <i>Target:</i> engage volunteers in decision-making ▶ <i>Target:</i> accredit all volunteer placements wherever possible

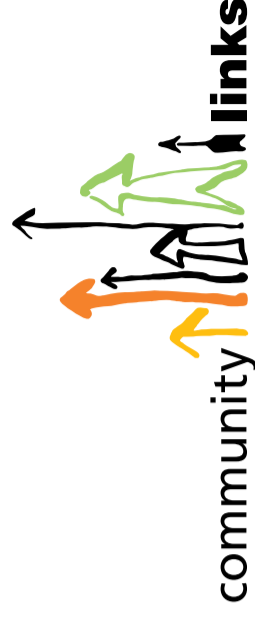
INNOVATIVE AND EVALUATIVE

<p>Actions</p> <p>27. Ground up approach to innovation</p> <ul style="list-style-type: none"> ▶ <i>Target:</i> we believe that those who experience a problem understand it best - using our Everyday Innovators process, we will engage frontline staff and service users in identifying and testing innovations ▶ <i>Target:</i> we will create a development fund of £100k to support innovation and experiment. <p>28. Measure the difference we make</p> <ul style="list-style-type: none"> ▶ <i>Target:</i> establish a new programme to rigorously measuring whole organisation outcomes and impact <p>29. Share our learning with other community organisations and with policy makers</p> <ul style="list-style-type: none"> ▶ <i>Target:</i> draw out the Community Links model, training and supporting staff and service users to take part in peer research, and demonstrating, with evidence, what works and why ▶ <i>Target:</i> secure at least one national policy change each year
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STABLE AND SUSTAINABLE

<p>Actions</p> <p>30. Diversify income sources</p> <ul style="list-style-type: none"> ▶ <i>Target:</i> ensure that no department is dependent on a single funder for more than 65 per cent of its income <p>31. Increase free reserves</p> <ul style="list-style-type: none"> ▶ <i>Target:</i> reaching three months' expenditure by the end of the planning period and continuing until the long-term target of six months' expenditure is reached <p>32. Increase our income from 'for profit' enterprises</p> <ul style="list-style-type: none"> ▶ <i>Target:</i> increase net income by 10 per cent per annum

Shared Vision: Lasting Impact



OUR VISION: Confident and inclusive communities where everyone is able to fulfil their potential and no one is left behind.

Raising aspirations

1. Offer children and young people new and challenging experiences to build confidence and life-skills
2. Develop a range of accreditation and progression routes
3. Train and enable people to support others in their communities
4. Support people to tell their own stories - 'voices from the ground up'
5. Connect people together from different worlds to build new networks

Local Outcome: *Individuals able to reach for better opportunities in life.*

National Outcome: *Communities able to make a difference for themselves and others*

Extending opportunities

6. Support children and young people excluded from education to achieve
7. Develop targeted and practical support for NEETS
8. Address basic skills gaps through community based training
9. Offer wide range of into-employment support to over 18s
10. Work with partners to develop work placements and new experiences

Local Outcome: *Individuals have more opportunities to study, get qualifications and work.*

National Outcome: *Policies which reduce exclusion in education, training and employment*

OUR PURPOSE is to be champions of social change, tackling the causes and consequences of social exclusion by developing and running first rate practical activities in east London and sharing the local experience with practitioners and policy-makers nationwide.

Tackling poverty

11. Increase financial literacy through education and practical support
12. Offer advice and legal support so people can secure their basic rights
13. Develop targeted work with families to tackle child and pensioner poverty
14. Train local people and collaborate with others to deliver poverty reduction initiatives
15. Secure reform of the tax and benefits system

Local Outcome: *Individuals enabled to address their basic material needs*

National Outcome: *Policies which reduce the number of people living in poverty*

Strengthening communities

16. Offer range of support to young people most at risk of offending
17. Develop network of family support workers to address complex needs
18. Extend practical support to emerging community organisations
19. Draw out and develop leadership potential in communities everywhere
20. Connect organisations from all sectors to collaborate for social change

Local Outcome: *Individuals are positive about their communities and are actively engaged in a thriving third sector.*

National Outcome: *Communities engaged in positive social action.*

OUR VALUES: To generate change. To tackle causes not symptoms, find solutions not palliatives. To recognise that we need to give as well as to receive and to appreciate that those who experience a problem understand it best. To act local but think global, teach but never stop learning. To distinguish between the diversity that enriches society and the inequalities that diminish it. To grow – but all to build a network not an empire. To be driven by dreams, judged on delivery. To never do things for people but to guide and support, to train and enable, to simply inspire’.

Well -Located and Well-Connected

21. Develop Community Hubs
22. Connect communities virtually
23. Work with strategic partners across east London

Integrated and Inclusive

24. Grow Our Own staff
25. Involve users in the design and delivery of services
26. Engage volunteers effectively

Innovative and Influential

27. Ground up approach to innovation
28. Measure the difference we make
29. Share our learning with practitioners and policy makers

Stable and Sustainable

30. Diversify income sources
31. Increase free reserves
32. Develop income from for-profit enterprises

GET INVOLVED

Inspired? Do You share our Vision? Then get involved!

Everyone can play their part in supporting our daily work, and our plans for the future. For more information, visit www.community-links.org .

Corporate Partnerships

We are passionate about developing excellent, rewarding partnerships. These include opportunities for your employees to volunteer and make a meaningful difference in the community while gaining practical experience, skills and insights.

Contact Anna Mothes on 020 7473 9649, anna.mothes@community-links.org

Fundraising events

Sign-up online to our excellent fundraising events, as a personal or team challenge, www.community-links.org/get-involved.

Contact Emma Taylor on 020 7473 9661 emma.taylor@community-links.org

Trust Partners

Trusts and charitable foundations help us to develop new and innovative work and strengthen existing projects.

Contact Toni Theisinger on 020 7473 9682, toni.theisinger@community-links.org

Turn a Life Around Appeal

Together we can continue to turn thousands of lives around. Join us by making a monthly donation online at www.community-links.org/get-involved

Contact Ruth Uwimana on 020 7473 9672, ruth.uwimana@community-links.org

Opening Doors Appeal – Personal Gifts

Gifts to our Opening Doors Appeal are keeping our doors open for the next generation, and providing opportunities for innovation. To discuss how you might make your own personal impact,

Contact Ian Robinson on 020 7473 9650 ian.robinson@community-links.org

Wills and Legacies

Donations in wills or legacies represent the best way possible of ensuring the continuation of our work far into the future. If you would like to discuss a legacy, please contact Ian Robinson in confidence on 020 7473 9650, ian.robinson@community-links.org

Endowments

investing in future sustainability and innovation

Endowments provide income forever. A generous donation of £250,000 has helped us to set up the Community Links Foundation. You can add a gift to the Foundation, or make a separate endowment, in family, trust or company name.

Please contact Ian Robinson on 020 7473 9650, ian.robinson@communitylinks.org