WORCESTER COMMUNITY TRUST

Strategic Objectives

2026-2030

OUR VISION: To work with residents to build communities where people feel connected, supported and empowered

OUR MISSION: Bringing communities together by enabling the provision of services and activities for all

OUR VALUES AND BEHAVIOURS:

- We collaborate: Working together with local people and partners to achieve more
- We are inclusive: Access for all, welcoming diversity and valuing uniqueness
- We are ambitious: We value innovation and creativity, driving a progressive, dynamic and visionary organisation
- Delivering excellence: Investing in our staff, volunteers and infrastructure to provide quality and professional services

1. Ensuring our hubs are inclusive, sustainable and safe spaces for local communities

We will maximise the use of each hub to ensure it is accessible, responsive to local need, and capable of supporting a wide range of integrated services that improve outcomes for local residents."

Improve physical environment & accessibility	• Develop a capital improvement programme • Introduce a "Hub Health" scorecard • Undertake an audit and improve disability access needs • Enhance signage and visibility
Strengthen welcome & front-of-house experience	• Invest in trained reception and community-facing staff • Guarantee minimum 9–5 opening (Mon–Fri), with evening/weekend provision • Standardise a consistent minimum offer across hubs
Embed community-led development	• Adopt Asset-Based Community Development (ABCD) as the organisational default • Appoint or train a Community Builder in each hub • Establish local community co-design forums at appropriate hubs • Launch a "Hub Ambassador Academy" to develop local governance capacity
Quality & continuous improvement	• Develop internal quality control processes • Standardise outcome measurement • Collect resident micro-stories as evidence of impact • Develop maintenance transition plan (if WCT assumes full responsibility)

Key Performance indicators

- Annual accessibility improvement milestones
- Quarterly hub health score improvements
- Occupancy rate targets per hub
- User satisfaction and belonging scores

2. Improving and increasing youth and intergenerational provision

Support the increase and improvement of services for young people, thus enabling engaged communities and increasing the next generation of hub users.

Develop youth strategy	• Conduct needs mapping with partners • Co-create a Youth CIC to strengthen referral pathways • Position hubs as alcohol-free "third spaces"
Expand provision	• Pilot mixed-age Community Action Groups (skills-sharing, food growing, repair trades) • Trial social micro-enterprises (e.g., coffee hatch at KGV during fixtures) • Strengthen links with schools, churches and local organisations
Culture shift	• Challenge stigma in room hire and community engagement culture • Promote youth inclusion in decision-making and co-design

Key Performance indicators

- Growth in youth attendance
- Intergenerational programme participation
- Increased volunteer pipeline

3. Building and improving partnerships with external stakeholders

Working with other organisations and people outside WCT so that local communities get better support, services and opportunities

Strengthen local partnerships	• Map partners per hub • Create Hub Partnership tables • Host rotating multi-agency drop-ins • Wellbeing Services
Formalise collaboration	• Develop Partner Charter (co-branding, outcomes, data sharing) • Establish Strategic Partnerships Forum (commissioners, NHS, LA) this to include Public Health • Explore mergers with complementary organisations where strategic

Address emerging needs	• Develop targeted responses to:
	  ○ Loneliness
	  ○ Cost-of-living pressures
	  ○ Abuse and safeguarding needs
	  ○ Digital exclusion
	  ○ Employment and skills development

Key Performance indicators

- Number of active partnerships
- Joint funding secured
- Cross-referral rates

4. Workforce development: Building an engaged, ambitious and supported workforce

Build an engaged, ambitious and supported workforce.

Culture & leadership	• Define behavioural expectations and values • Maintain open and accessible senior leadership • Break down silos between community-facing and central staff
Career Development	• Create defined progression routes • Clarify pay bands where possible • Review multi-role burden and central vs. local staffing model
Engagement & recognition	• Launch "Values in Action" peer awards • Monthly "Hub Share" cross-learning sessions

Key Performance indicators

- Staff retention rate
- Sickness and burnout indicators
- Internal engagement survey results

5. Financial Stability: Building a resilient, diversified income base

Build a resilient, diversified income base.

Protect core services	• Review reserves and ring-fence funding for flagship services • Plan across grant cycles to reduce cliff-edge risk
Grow strategic funding	• Target large multi-year funds (e.g. The National Lottery Community Fund, UKSPF, Towns Fund) • Co-bid for integrated contracts (e.g. youth/community)
Develop trading income	• Pilot hub cafés, repair shops, skills training enterprises • Develop corporate partnerships (room hire bundles, sponsorship, volunteering) • Introduce "Friends of the Hub" membership schemes
Reduce operating costs	• Negotiate bulk procurement • Invest in energy efficiency (solar, LED, heat pumps) • Develop environmental/net zero plan

Key Performance indicators

- % income from trading
- % multi-year funding secured
- Operating cost reduction per hub
- Reserves coverage ratio

6. Culture, Communication Transparency & Identity: Increasing confidence through visible responsiveness and a strong public identity

Increase confidence through visible responsiveness and strong public identity.

Transparency & accountability

- Publish quarterly hub impact dashboards
- Produce annual "State of the Hubs" report
- Adopt "You Said, We Did" communications at hub level
- Launch "Community Promise" campaigns

Brand & Communications strategy

- Launch 4-year strategic plan campaign
- Standardise WCT + Hub co-branding across all materials
- Improve digital infrastructure:
  - Hub finder
  - Events calendar
  - Service directory
  - Online booking
- Weekly social storytelling; monthly Hub Spotlight
- Local media and radio partnerships
- Neighbourhood leaflet distribution

Key Performance indicators

- Brand recognition levels
- Digital engagement growth
- Stakeholder confidence metrics

By 2030, WCT will:

- Operate fully accessible, well-maintained, vibrant community hubs
- Be financially resilient and less grant-dependent
- Be recognised locally as a trusted anchor institution
- Have a strong, motivated workforce
- Demonstrate measurable improvements in belonging, wellbeing, skills and opportunity