

BARKERS OF HULL



# STRATEGY

2022 - 2026

Plunkett's **vision** is for resilient, thriving and inclusive rural communities throughout the UK. Through our support for community businesses, our **mission** is to create innovative, impactful and inclusive spaces.

## Our organisation

We are a UK-wide charity that supports people to set up and run a wide range of businesses which are owned by local communities, where members have equal and democratic control. At the start of 2022 we represented over 800 community-owned businesses in rural and urban areas throughout the UK, from shops and pubs through to woodlands, farms and fisheries.

In practical terms, Plunkett raises awareness of the community business model UK-wide and provides business support and training to help new businesses to start-up and go on to thrive. As a membership organisation, we also represent the interests of rural community businesses through research, policy and public affairs.



## Our impact

Community businesses safeguard essential services in rural areas for the long term. They bring together diverse networks of people who stimulate community action and tackle a broad range of societal issues.

Through our support we help community businesses to:

- Provide a wider range of services that communities value and need
- Stimulate the local economy through localised supply chains
- Boost opportunities for employment, training and volunteering
- Benefit people who are most disadvantaged and excluded in today's society
- Offset climate change through environmentally-friendly practices
- Harness digital technologies to improve business performance
- Promote diversity and inclusion by creating safe and welcoming spaces for all.

## Our new strategy

Our new strategy covers the five-year period 2022 to 2026. We start the period well placed to deliver against our vision and mission, having a skilled team of staff and trustees, an appropriate team structure, and strong relationships with a wide range of partners and stakeholders.

### Our strategic objectives

- 1. Grow the rural sector** – we aim to help more community businesses to open and existing ones to thrive. By the end of 2026 we aim to have grown the sector by at least 20% to 750 rural community businesses.
- 2. Extend our reach** – we aim to build awareness of the community business model and our support for businesses UK-wide. We will target rural areas where community businesses are currently most under-represented, specifically Scotland, Northeast England and the Midlands.
- 3. Deepen the sector's impact** – by supporting community businesses we will help them to deliver enhanced social, economic and environmental benefits for their communities. We will support 30% of all existing community businesses to identify opportunities for greater impact.
- 4. Strengthen the legal, policy and support environment** – we will nurture a supportive environment for community businesses to establish and thrive. We are committed to listen to and represent community businesses through policy, research, communications and campaigns.
- 5. Secure Plunkett's financial stability** – to ensure our ability to help the wider rural community business movement to grow and thrive we will continue diversifying our income sources aiming to 'break-even' across the strategy period. Any financial surpluses will be re-invested in our mission.

### Core activities 2022-2026

- 1. Delivering a 'universal' community business service for new and existing businesses.**
- 2. Embedding membership at the heart of all we do.**
- 3. Delivering a strong service of information, research, policy and communications.**



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