

disability
resource
centre



supporting disabled people for over 30 years.

Disability Resource Centre

Strategic Plan 2024-2030

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ABOUT US

The Disability Resource Centre (DRC) is a leading organisation led by, run by and working for disabled people in Birmingham, Solihull and the West Midlands Region.

We work for an inclusive society where disabled people and those with health conditions of any age are empowered to take control of their own lives and achieve their full potential.

The social model of disability underpins all our work, and we recognise that disabled people experience vast and varied barriers.

These are frequently compounded depending on their identity. DRC is inclusive to and works for the equality of all disabled people – regardless of age, gender identity, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and/or sexual orientation.

We are committed to improving representation across the board within our organisation and take an intersectional approach in all we do. We understand that, although our barriers and experiences may differ, our work for inclusion and equality benefits everyone.

OUR CURRENT WORK

- We raise awareness and provide insight to effect change.
- We deliver services and programmes to improve outcomes for disabled people, those with health conditions and their support networks.
- We are a community anchor organisation and work with local communities to develop innovative solutions to local issues.
- We deliver bespoke training and consultancy services for business and employers.

OUR MISSION

To empower disabled people and those with health conditions to take control of their own lives and actively seek out opportunities to achieve their full potential as individuals in mainstream society.

OUR VISION

In 5 years time, we will be:

- a leading pan-disability disabled people's organisation in the UK providing insight and effecting change.
- designing and delivering services and programmes which meet the needs and expectations of disabled people, those with health conditions and their support networks.
- providing innovative solutions to individual, community and societal issues for central, regional and local government, public and private sectors and local communities.
- bringing the lived experiences of disabled people and those with health conditions to everything we do.

OUR CORE VALUES

- Building a sustainable and resilient business
- Engaging the best people to deliver results
- Maintaining Professionalism and Accountability
- Advancing Equality of Opportunity
- Promoting Autonomy and Independence
- Upholding Dignity and Respect
- Promoting and demonstrating wellbeing and wellness at work

OUR STRATEGIC PRIORITIES

- To position DRC as a leading voice for change locally, regionally and nationally
- To improve our visibility and identity
- To grow our impact and reach
- To get our foundations right
- To embrace technological advances and strengthen our use of data

PRIORITY 1

To position DRC as a leading voice for change locally, regionally and nationally.

1. We will work collectively with other DPOs and Disability Rights UK to raise the importance of funding User-Led and representative organisations.
2. We will identify opportunities to apply for funding to put our policy and campaigns work on a proper footing and help us cover our costs in undertaking this work.
3. We will introduce a pricing structure for engaging with our organisation and with disabled people in line with the Standardised Compensation Framework for DPOs developed by Disability Rights UK Our Voices Network.
4. We will make better use of our status as a DPO and as a conduit to the voices, experiences and needs of disabled people to identify how and where we can maximise this role to raise awareness, effect system and policy change and deliver effective and impactful solutions.
5. We will continue to build on our existing work to be the leading DPO in the West Midlands Region for representing the voices of disabled people and understanding needs. We will create opportunities to be at the table working with public sector agencies, including the West Midlands Combined Authority and to be seen as the go to' organisation.
6. We will organise Summits and Events.
7. Through our work with the DPO Forum and the Regional Stakeholder Network, we will position ourselves as one of the leading user-led organisations in the UK, colonising this space and shaping what services should look like using our DPO expertise as our focus.

PRIORITY 2

To improve Our Visibility and Identity

1. We will undertake a rebranding exercise including a review of our name, our logo and our key messaging.
2. We will continue to build our on-line and social media presence.
3. We will launch a new and more interactive website comprising user interaction and chatbot functions. This will also include a fact sheet and 'useful information' section.
4. We will develop new accessible marketing materials.
5. We will develop our own programmes of community open days and events.
6. We will look to move to more suitable premises, preferably in the Yardley or East Birmingham area to continue to support our work in Birmingham and Solihull. We will explore opportunities for community asset transfer with Birmingham City Council and/or co-locating with other organisations.
7. We will expand our existing programme of outreach work to ensure we have a physical presence in the heart of the communities and areas that we serve. This will include us working in partnership with other organisations.
8. We will expand our virtual service and training offering for those who face barriers in accessing physical services.
9. We will work collaboratively with others and develop new partnerships and alliances in furtherance of our strategic priorities.
10. We will ensure DRC is represented at a strategic level in relation to key social policy developments and programme change.

PRIORITY 3

To Grow Our Reach and Impact

1. We will continue to work hard to secure the funding we need to maintain our existing services and programmes for disabled people and those with long term health conditions through our fundraising and income generation plans.
2. We will maximise opportunities to grow our existing services and programmes and our status as a 'lead provider' and/or 'partner of choice' through our current partnerships and networks.
3. We will also develop new partnerships and alliances in furtherance of our strategic priorities, including improving our reach to deliver our existing services to under-represented groups and communities.
4. We will position ourselves for new opportunities as these emerge within health & social care and employment & training markets.
5. We will extend our reach into other geographical areas by applying for new funding and tender opportunities as and when these arise.
6. We will further develop our service offer to deliver data driven impactful services to more disabled people, those with health conditions and their support networks.
7. We will extend our community development offer in Yardley and East Birmingham.
8. We will develop our fee-paying offer to employers and business to build their disability confidence both as employers and service providers. We will look to expand our offer to local authorities and other public sector agencies to provide disability compliance solutions.
9. We will work closely with local authorities experiencing financial difficulty to provide innovative solutions to and provide service provision for societal issues.

PRIORITY 4

To Get our Foundations Right

1. We will develop our staff and volunteers in change management and ensure they are prepared for, understand, fully embrace and embed organisational change.
2. We will take appropriate steps to redesign existing services and programmes and renegotiate current multi-year grants and contracts with statutory funders and commissioners to mitigate cost of living impacts as far as possible.
3. We will research and develop alternative sources of income to support our core work.
4. We will review our current premises costs making further efficiency savings in the short-term where possible. We will look to identify more suitable premises, preferably in the Yardley or East Birmingham area to continue to support our work in Birmingham and Solihull.
5. We will invest in new digitalised HR and finance support systems to improve operational efficiencies.
6. We will invest in the full implementation of the Charity Log CRM system and ensure this is embedded within our service delivery teams through staff training, operational and behavioural change.
7. We will look to make office-based savings through re-negotiating supplier contracts as they fall due.
8. We will improve customer experience and our first point of contact arrangements ensuring that our services are 'open for business' during our opening hours and that this is embedded. We will introduce a new cloud-based telephone and App-based support system so that telephone calls can be answered anywhere by anyone.
9. We will improve collaborative working through improved use of service delivery inter-team working and leveraging resources across teams, services and programmes to better effect.

PRIORITY 5

To embrace technological advances and strengthening our use of data

1. We will develop our staff, trustee and volunteer digital literacy and skills to fully leverage technology.
2. We will also look to secure more funding so we can continue our work to provide digital literacy and skills training to more digitally excluded disabled people.
3. We will develop our digital communications and outreach including improving the use of our website, social media and email bulletins to communicate with key stakeholders, to share updates and raise awareness.
4. We will look to host more virtual events, webinars and training sessions to engage wider audiences.
5. We will develop our use of Mobile Apps to facilitate communication, staff and volunteer co-ordination.
6. We will develop digital technologies to support on-line donations, crowdfunding and automated payment processes.
7. We will improve our data management and analytics capabilities through the implementation of a new CRM System.
8. We will improve our theory of change and impact reporting through improved CRM data analytics allowing us to measure and communicate our impact more effectively.
9. Whilst recognising the need to continue our 'in-person' service delivery to ensure no-one is excluded or left behind, we will further develop our on-line and remote service offer including the delivery information, advice and guidance; talking therapies and education and training through the use of video calls, chatbots and mobile apps.
10. We will develop E-Learning Platforms for training programmes and skills development to improve our reach and impact.

OUR GOALS

In 5 year's time, we want to:

- be playing a bigger role as a Disabled People's Organisation and be a leading voice for change locally, regionally and nationally.
- be playing a bigger role as a Community Anchor Organisation in East Birmingham acting as a lead provider and partner of choice providing solutions to locality-based issues.
- have developed our service offer as a Service Delivery Organisation and launched new services and programmes to meet the needs and expectations of disabled people.
- have improved our visibility and identity across all areas of our work with more organisations and people knowing who we are and what we do.
- have extended our reach and impact into new geographical areas across the West Midlands playing to our strengths.
- have developed new partnerships and alliances with like-minded organisations who can add value to what we do and help us achieve our goals.
- be providing impactful services and programmes for up to 5,000 disabled people each year.
- have increased our annual turnover to at least £2m – if not more.
- have increased our unrestricted income – including trading income - to 15% of turnover.
- be providing flexible employment opportunities for 60 people, including meaningful jobs, work placements and apprenticeships for young people and disabled people.
- have moved to new premises which meet our future needs.
- have established commercial trading services for employers and business to build their disability confidence both as employers and service providers.