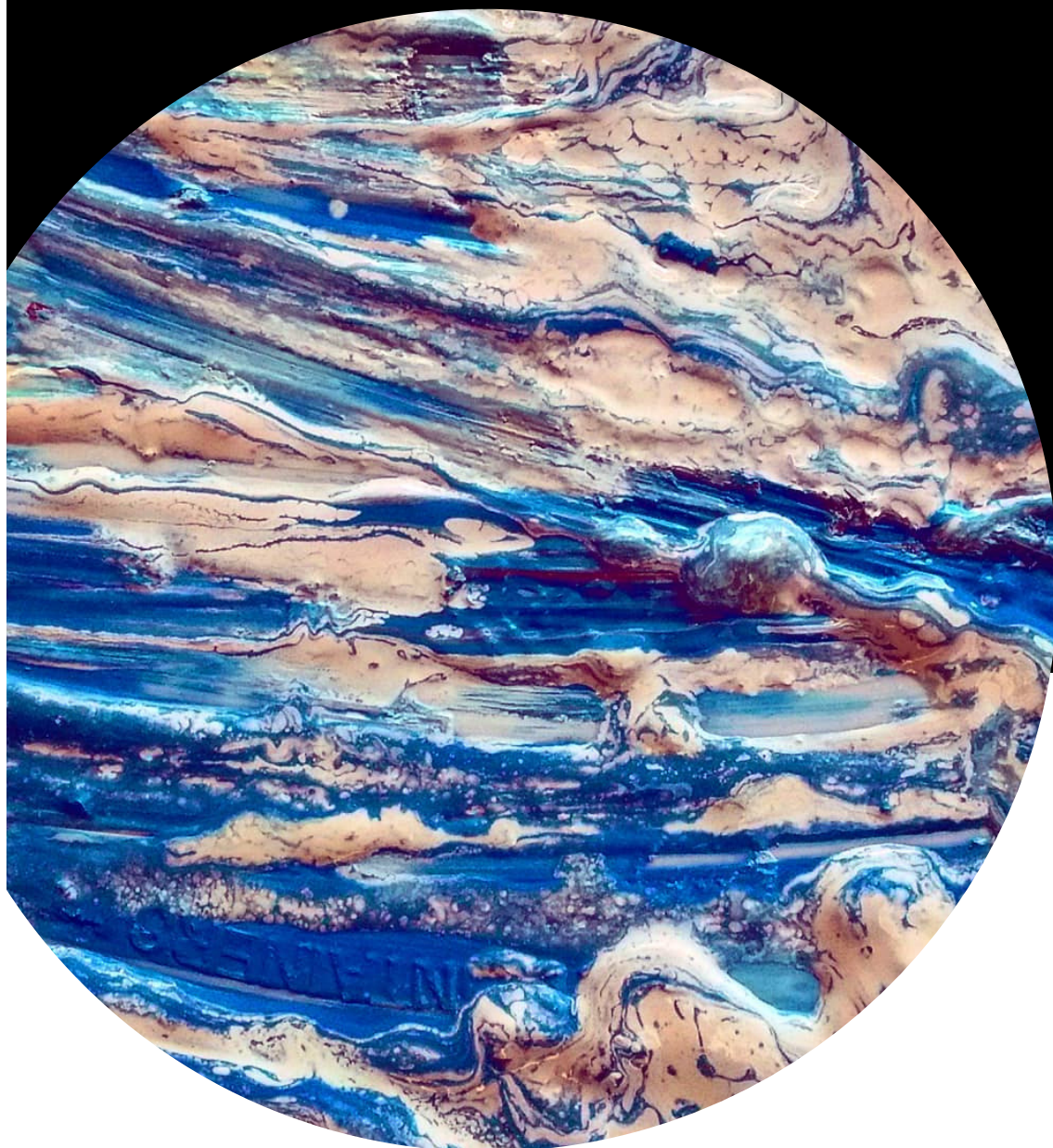


FOREST RECYCLING PROJECT



STRATEGY 2018 - 2021

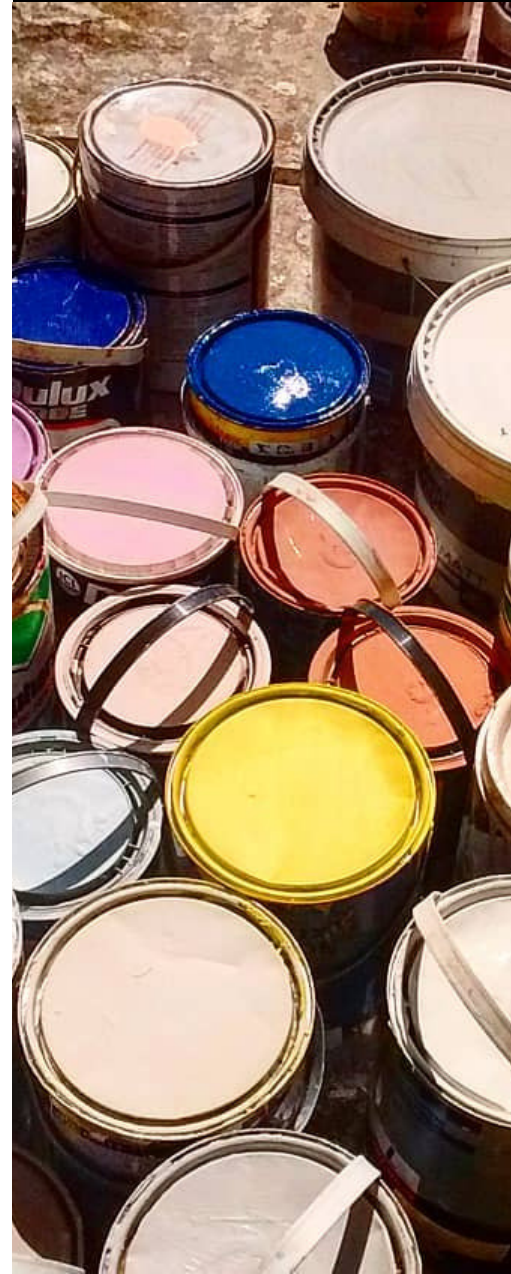
frp FOREST
RECYCLING
PROJECT

OUR STORY

FRP has a proud history as Walthamstow's oldest social enterprise and a pioneer of environmental sustainability across East London. Since our launch in 1998 we've reclaimed 650,000 litres of paint from going to landfill. We've promoted green practices, participated in community events and projects, provided affordable and sustainable recycled products for the people who need them the most, and worked with amazing volunteers who are often among the most marginalised and isolated in our society.

We're confident that we are making a positive impact, whether it's the stories of volunteers who tell us how FRP has helped them regain their confidence, or the 1,500 tonnes of CO2 we've helped to save in the last year through our paint and wood.

Our work is more important than ever. There are two, integrated problems we want to tackle: a social challenge and an environmental crisis. In our local community, people who are marginalised and living in poverty - and especially people with mental health difficulties - struggle to find meaning and work. They are faced with prejudice and inadequate professional support.



At the same time, we face a huge environmental challenge, from rising global temperatures to overuse of damaging plastics. To achieve change on the scale needed everyone has to adjust their way of life – and we believe this change can be lead with authenticity and passion at the local community level.

But a volatile financial context has created uncertainty, often leaving us on the back foot and struggling to make ends meet. We don't want to spend our time chasing funds for projects we don't believe in, nor do we wish to be a purely commercial enterprise and lose the social value that is so important to the local community.

That's why this strategy aims to set a clear focus for our future. It builds on the strides we have already made to become a more financially sustainable, resilient organization [link to annual report] and is based on a series of conversations and workshops with staff, trustees and stakeholders. It sets out our realistic aspirations for the next three years rather than our detailed annual business plans. We believe that there is great potential for FRP in the longer term.



OUR LONG TERM VISION

Our vision is to help create a greener, more inclusive community.

FRP's work builds on the recognition that individual wellbeing, community health and the state of our natural environment are closely intertwined. Our work is guided by our commitment to work to enhance all these three dimensions of life in East London.

We want to continue to refine our social and environmental operating model so that it continues to provide practical solutions and have both social and environmental value.

We want to share our learnings and learn from others to increase our impact.



OUR VALUES

Inclusive

We put volunteers at the heart of everything we do, and we believe they have just as much to teach us as we do them. We don't judge, we treat people as individuals and we involve people from right across the community in our work.

Sustainable

All of our activities are driven by the need to address environmental problems and create lasting change. We believe that social and environmental solutions go hand in hand.

Community-focused

We are firmly rooted in Walthamstow and we focus our time and attention on practical projects to make East London a greener place to live, work and play. We work with local residents and organisations to make it happen.

Enterprising

We are a social enterprise and we use creativity and commercial opportunities to help us meet our goals.

Professional

We provide an excellent, expert service to our customers. We strive for evidence-based activities and impact and we develop our staff and volunteers.



OUR PRIORITIES 2018 - 2021

This is not an exhaustive list of all that we do - but rather where we will focus our attention.

1. We will develop and diversify our volunteering and skills opportunities. FRP has found a much-needed role in the community providing unique, green volunteering and learning opportunities to people often left behind by mainstream services. To create the green champions of the future and to build on this position, we will:

- Provide longer volunteering pathways that are always guided by individual's needs and interests
- Increase our capacity to help the local community build green skills through workshops and events, with volunteers learning from each other and sharing skills
- Make the most of our volunteer network and promote peer-led learning
- Offer a range of volunteering opportunities to support people left behind by the labour market, including retail, carpentry, paint, fabrics and gardening, and connect our volunteers with further employment or training opportunities in the sector.



OUR PRIORITIES 2018 - 2021

1. We will make an even greater impact locally.

We know that we make a difference to people's lives but we need better ways of articulating our role and telling our story, including the diversity of what we do. We will:

- Reach out to partners, especially housing associations, employers and community groups, to explore ways of working together
- Monitor and demonstrate our impact, both through statistics and the stories of the people we support.
- Launch a new website and continue to grow our social media presence

2. We will strengthen our core paint business.

Feedback from our customers shows that people value the quality and pricing of our paint offer. Paint has been at the centre of our business for years. But we also have a legacy backlog of unsuitable paint and, currently, the logistical difficulties of a warehouse site that is separate to our main retail site. We will:

- Address our backlog of paint in the most environmentally friendly ways we can
- Explore new retail possibilities, including online ordering, special events and revised opening hours
- Seek to stabilise our supply chains.



OUR FUNDING & FINANCES

Underpinning all of our goals is the need to create greater financial resilience for our organization. Without a healthier balance sheet, we cannot give our staff, partners, volunteers and customers certainty, and we cannot develop or grow.

We will make our finances more sustainable Our social enterprise model means that we currently have a c. 50:50 split between self-generated income and grant funding. This is good, but we want to be more self-sufficient, building on our model to move away from grant dependency to secure future growth and impact in the community, and provide a more stable working environment for our staff. We will:

- Harness new financial skill sets at board level to improve financial oversight
- Build up sufficient reserves to protect us against any financial setbacks in the future
- Increase our earned income to work towards a 60:40 split between trading and grants
- Recruit new board members with entrepreneurial skills and experience to help develop our trading revenue.

