



4 All
FOUNDATION

Three Year Strategic Plan

September 2024 – August 2027

V3: July 2026



www.4all.foundation



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REGISTERED CHARITY NO: 1203479

Introduction

4 All Foundation has grown from the spark of an idea into a thriving charity supporting people and communities across Shropshire, Telford & Wrekin and the surrounding areas.

As our work has developed, we have taken on new hubs, built new partnerships and launched new programmes, while staying true to our original purpose: supporting community engagement, sports participation, health and wellbeing, and education and employability.

Every year, thousands of people benefit from the work of 4 All Foundation. For some, that means access to affordable holiday clubs and activities for their families. For others, it means improving their physical and emotional wellbeing, building confidence, or finding a welcoming community group that helps them feel less isolated and more connected.

As we continue to grow, we remain focused on the vision behind our name. 4 All is symbolic of our commitment to creating opportunities that are inclusive, accessible and shaped around the needs of local people. We are proud of the difference this work continues to make, and grateful to the dedicated staff, volunteers, trustees and partner organisations who help make it possible.



Social Need

♥ INTRODUCTION

Communities across Shropshire and Telford & Wrekin face significant inequalities affecting health, wellbeing, skills and opportunity. The combined population exceeds 500,000 residents, with approximately 325,000 people living in Shropshire and 183,000 in Telford & Wrekin. Around 60,000 people live in neighbourhoods ranked among the 20% most deprived in England, including approximately 45,000 residents in Telford & Wrekin and 15,000 in Shropshire.

Shropshire is one of England's most rural counties, with 98% of its land area classified as rural, while almost one quarter (24%) of its population is aged 65 or over, compared with around 19% nationally. Census 2021 also found that approximately 22% of residents across both areas report a disability or long-term health condition that limits their day-to-day activities.

In Telford & Wrekin, 26% of children live in relative low-income families, while projections indicate that the population aged 85 and over will increase significantly over the next two decades, creating additional demand for community-based support, health services and social care. Rising living costs, poor transport, digital exclusion and unequal access to services continue to widen these disparities, demonstrating the need for accessible, preventative community support that strengthens resilience, improves wellbeing and reduces inequality.

1. SAFE, INCLUSIVE AND CONNECTED COMMUNITIES

Isolation remains a major issue, particularly for older people, disabled people, carers, low-income households and those without transport. More than 24% of Shropshire residents are aged 65 and over, while over 8,000 households have no access to a car or van, making access to employment, healthcare and community services particularly difficult in rural areas.

More than 55,000 people across Shropshire and Telford & Wrekin provide unpaid care, with many providing over 50 hours of care each week, increasing their risk of social isolation, financial hardship and poor mental wellbeing. National evidence also suggests that around 7% of adults frequently experience loneliness, with significantly higher rates among older adults, carers and disabled people.

Inclusive community hubs provide trusted spaces for social interaction, volunteering, advice, peer support and early intervention. Strong social connections improve wellbeing, resilience and community participation while helping prevent problems from escalating.

2. HEALTH AND WELLBEING

Health outcomes vary considerably across the area. Healthy life expectancy is significantly lower in Telford & Wrekin than in Shropshire, and people living in the most deprived communities can expect to live 8-10 fewer years in good health than those in the least deprived areas.

Around 64% of adults in Telford & Wrekin are overweight or obese, while approximately 17% of adults smoke, both above the England average. More than 7% of adults have diagnosed diabetes, and increasing numbers are living with multiple long-term conditions including hypertension, cardiovascular disease, chronic respiratory disease and dementia.



Approximately one in six adults experiences a common mental health disorder in any given week, while emergency hospital admissions for preventable conditions remain substantially higher in more deprived communities. Deprivation is strongly linked to poorer physical health, mental ill health, loneliness and reduced access to preventative support.

Community-based wellbeing programmes provide effective early intervention by reducing isolation, improving confidence, strengthening resilience and helping people access appropriate services before crisis point.

3. SKILLS, LEARNING AND DIGITAL INCLUSION

Low confidence, financial hardship, caring responsibilities and limited digital skills continue to prevent many residents from accessing education, employment and essential services.

Around 16% of adults lack the Essential Digital Skills required for everyday life, while approximately 7% of households have no internet access at home. Digital exclusion disproportionately affects older people, rural communities, disabled people and low-income households, restricting access to healthcare, online education, benefits and employment opportunities.

Qualification levels also vary significantly across the area, with residents in the most deprived communities less likely to hold higher-level qualifications and more likely to experience unemployment or economic inactivity.

Accessible community learning enables residents to build confidence, improve digital and employability skills, gain qualifications and progress into volunteering, further education or work.

4. REDUCING INEQUALITY

Financial insecurity continues to affect many households through rising living costs, fuel poverty, food insecurity and insecure employment. Across both local authority areas, thousands of households experience fuel poverty, with rural households often facing higher domestic energy costs due to off-grid heating.

These issues frequently overlap with poor health, disability, caring responsibilities, isolation and reduced opportunities, requiring coordinated community support rather than single-service responses.

Trusted local organisations help remove these barriers through accessible activities, advice, volunteering, skills development and pathways into specialist support.

5. COMMUNITY PARTICIPATION AND PARTNERSHIPS

Partnership working between voluntary organisations, public services, schools and local residents improves the identification of unmet need, coordinates support and develops sustainable community-led solutions.

Approximately one in four adults volunteers at least once each month, contributing significant social and economic value to local communities. Volunteering strengthens confidence, develops



skills, improves employability and creates stronger, more connected communities while helping voluntary organisations respond to increasing demand.

6. SUSTAINABLE COMMUNITY INFRASTRUCTURE

Demand for voluntary and community sector services continues to increase as statutory services face growing pressures from an ageing population, increasing long-term health conditions and widening inequalities.

Community organisations play a vital role in supporting social prescribing, early intervention and prevention. Evidence consistently demonstrates that investment in preventative community services improves health outcomes, reduces isolation, increases volunteering and helps reduce demand on health and social care services through earlier support.

Investing in sustainable community organisations enables earlier intervention, improves wellbeing and delivers long-term social value through skilled staff, volunteers, effective governance and strong partnerships.

SUMMARY

There is clear evidence of need across Shropshire and Telford & Wrekin. More than half a million residents live across the two local authority areas, including 60,000 people living in the most deprived neighbourhoods, over 55,000 unpaid carers, an ageing population in which almost one in four Shropshire residents are aged 65 or over, and thousands of households affected by rural isolation, fuel poverty and digital exclusion.

Persistent health inequalities, lower healthy life expectancy, increasing long-term health conditions and barriers to learning continue to limit opportunities for many residents. Through inclusive community spaces, wellbeing programmes, lifelong learning, volunteering and partnership working, the organisation will improve health, confidence, resilience and social connection while helping people participate fully in community life. This preventative approach directly supports local priorities to reduce inequalities, reduce pressure on statutory services and build stronger, healthier and more resilient communities.



Strategic Priorities and Goals

1

Strategic Priority 1:

Expand Access to Safe, Inclusive and Connected Community Spaces



Strategic Goal

Create welcoming, accessible and inclusive spaces where people feel valued, connected, supported and empowered to thrive.



3-Year Outcomes

- Increase participation and engagement across all programmes and services.
- Broaden reach and improve inclusion among underrepresented and vulnerable communities.
- Establish and strengthen community hubs in areas of greatest need.
- Achieve consistently high levels of participant satisfaction, connection and belonging.
- Transform community spaces to improve accessibility, inclusivity and user experience.



Success Measures

- Participation levels across all programmes and activities.
- Diversity (including geographical) and inclusion of participants reached.
- Participant feedback, satisfaction levels and community insight gathered through surveys and consultation.
- Percentage of participants reporting increased confidence, belonging and social connection.

2

Strategic Priority 2:

Improve Health, Wellbeing and Resilience



Strategic Goal

Enable individuals and families to improve their physical, mental, emotional and social wellbeing, building stronger, healthier and more resilient communities.



3-Year Outcomes

- Deliver a comprehensive and accessible programme of wellbeing support and activities.
- Increase the number of people reporting improved health, wellbeing and quality of life.
- Strengthen referral pathways into specialist services and targeted support.
- Reduce loneliness, isolation and barriers to social connection.



Success Measures

- Number, reach and range of wellbeing programmes delivered.
- Improvements in wellbeing outcomes and participant-reported impact.
- Effective referrals process, signposting and access to specialist support.
- Evidence of impact through participant stories, testimonials and case studies.

3

Strategic Priority 3: Advance Education, Skills and Lifelong Learning



Strategic Goal

Unlock potential by creating opportunities for people of all ages to learn, develop skills and achieve their aspirations.



3-Year Outcomes

- Increase access to education, training and lifelong learning opportunities.
- Improve confidence, attainment, employability and progression outcomes.
- Support more young people and adults into education, training, volunteering and employment.
- Close the digital divide by improving digital skills, confidence and access.



Success Measures

- Number of learners supported and engaged.
- Qualifications, accreditations and recognised achievements gained.
- Progression into education, training, volunteering or employment.
- Improvements in confidence, skills and personal development.
- Increased digital inclusion and digital capability.

4

Strategic Priority 4: Reduce Barriers and Champion Equity of Opportunity



Strategic Goal

Break down barriers, tackle inequality and ensure everyone has the opportunity to participate, contribute and achieve their ambitions.



3-Year Outcomes

- Increase support for individuals and families experiencing social, economic, educational or health inequalities.
- Improve access to services, opportunities and community support.
- Strengthen community voice and influence in shaping decisions.
- Deliver targeted initiatives that address the needs of communities facing the greatest disadvantage.
- Reduce the impact of poverty, exclusion and inequality.



Success Measures

- Number of individuals and families supported.
- Evidence of reduced barriers and increased access to opportunities.
- Community participation in consultations and decision-making.
- Improved outcomes for priority groups and communities.
- Evidence of increased engagement and inclusion.

5

Strategic Priority 5:

Build Stronger Communities Through Partnership and Participation



Strategic Goal

Collaborate with residents, partners and stakeholders to build thriving, connected communities where people actively shape their future.



3-Year Outcomes

- Continue to develop strong, impactful partnerships that extend reach and increase community impact.
- Continue to build a strong and sustainable partnership with MMAT schools and communities.
- Increase volunteer recruitment, retention, skills development and progression.
- Co-design services and activities with residents, beneficiaries and partners.
- Create and support community-led solutions and initiatives.
- Increase the number of sustainable community-led projects.



Success Measures

- Number, strength and impact of active partnerships.
- Volunteer recruitment, retention and development outcomes.
- Number of MMAT schools actively engaged in partnership working with 4 All.
- Number and impact of community-led initiatives delivered.
- Stakeholder satisfaction, engagement and feedback.

6

Strategic Priority 6:

Strengthen Organisational Sustainability and Impact



Strategic Goal

Develop a resilient, innovative and financially sustainable organisation that delivers lasting community impact.



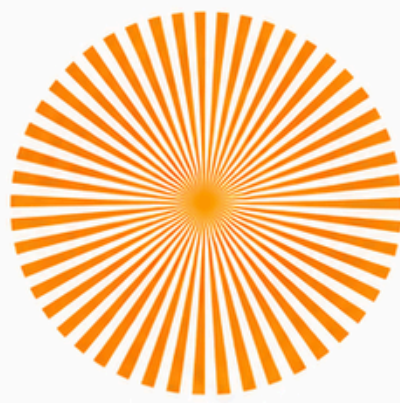
3-Year Outcomes

- Diversify income streams and strengthen financial resilience.
- Increase unrestricted income and build sustainable reserves.
- Establish a lean, scalable operating model that supports long-term growth.
- Strengthen leadership, governance, workforce capability and organisational culture.
- Embed robust systems for impact measurement, learning and continuous improvement.
- Increase organisational profile, reputation and influence across the county and surrounding communities.
- Implement effective digital systems and infrastructure to improve efficiency, insight and service delivery.



Success Measures

- Growth in annual unrestricted income to sustain current provision.
- Diversity of funding sources (i.e. government grants; grants – trusts /foundations/charities; donations – individuals; donations – appeals; donations – website; legacies; corporate – donations; corporate – sponsorship; fundraising events; in-kind).
- Progress against financial sustainability and reserves targets.
- Staff, volunteer and trustee retention, development and engagement.
- Quality, consistency and effectiveness of impact measurement and reporting.
- Improved data systems, CRM capability and reporting processes.
- Increased visibility, stakeholder engagement and fundraising success.



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