

# STRATEGIC PLAN NOVEMBER 2025 – NOVEMBER 2028

[surreycoalition.org.uk](http://surreycoalition.org.uk)



# THE NEXT CHAPTER IN OUR STORY



Since 1997 we have been determined to support and enhance the lives of Disabled residents in Surrey. Both the world and The Coalition have changed greatly over the last 30 years but our passion for our work has not. In 2023, we became a charity and are excited to create opportunities to support even more people than ever before.

Already we're making a huge difference with the Disabled community in Surrey. We run programmes to help Disabled people get more active, work with the local council and NHS to coproduce services in both Adult Social Care and Mental health, we campaign for disability rights, we offer energy and food support when people need it the most and we deliver a digital inclusion service to prevent people becoming isolated.

In the future we want to adapt and grow our services and support to reach even more of the Disabled community in Surrey. To do this we need to increase our reach and stabilise our funding streams.

# OUR MEMBERS SHAPED THE NEW STRATEGY

Over the course of a month in late 2025, we talked to our Coalition members, staff and professionals we work with about the specific priorities The Coalition should concentrate on over the next three years to achieve our mission.

1

We asked what they felt we have been delivering well, what people would like to see more of, and what they hope would be different for Disabled people in Surrey by the end of 2028.

It's important to us that Disabled people are involved in our decision making, and in how we deliver support. Through focus groups, discussions and online surveys we received comments about over 200 topics. We brought these together by theme and the frequency topics were mentioned and have created a strategy which reflects what was important to all our stakeholders. From this yearly business plans will be developed with more details to direct how we go about achieving these goals over the next three years.



# THE STATS

The findings of the 2021 census "Just under a quarter of Surrey residents (21.3%) were classified as having a disability under the Equality Act or had a long term physical or mental health condition (but day-to-day activities were not limited). One in 20 residents were classified as disabled under the Equality Act where their day-to-day activities were limited 'a lot' and represented 61,835 individuals.

Just over 100 thousand (104,266) residents were classified as disabled under the Equality Act, 8.7 per cent, whereby their day-to-day activities were limited 'a little'. The Census also collected information from people who were not categorised as disabled under the Equality Act but had a long term physical or mental health condition and whose day-to-day activities were not limited, and such individuals represented 7.4 per cent of Surrey residents (89,595).

**21.3%**

**SURREY RESIDENTS  
CLASSIFIED AS  
HAVING A  
DISABILITY UNDER  
THE EQUALITY ACT**



# GOALS

Our vision is a world where difference is valued, and diversity is celebrated. A world where everyone has the same rights, freedoms, choices, and opportunities. Our strategy will take us closer to achieving this vision by focusing on our goals. Which are to:

- Live in a world where everyone has the same rights, freedoms, choices and opportunities
- Passionately campaign and promote the rights of Disabled people to have equality of opportunity and to live independently in a world where difference is valued, and diversity is celebrated
- Use innovative ways to address gaps in support to meet the needs of Disabled people
- Enable and empower people to be an active part of the community



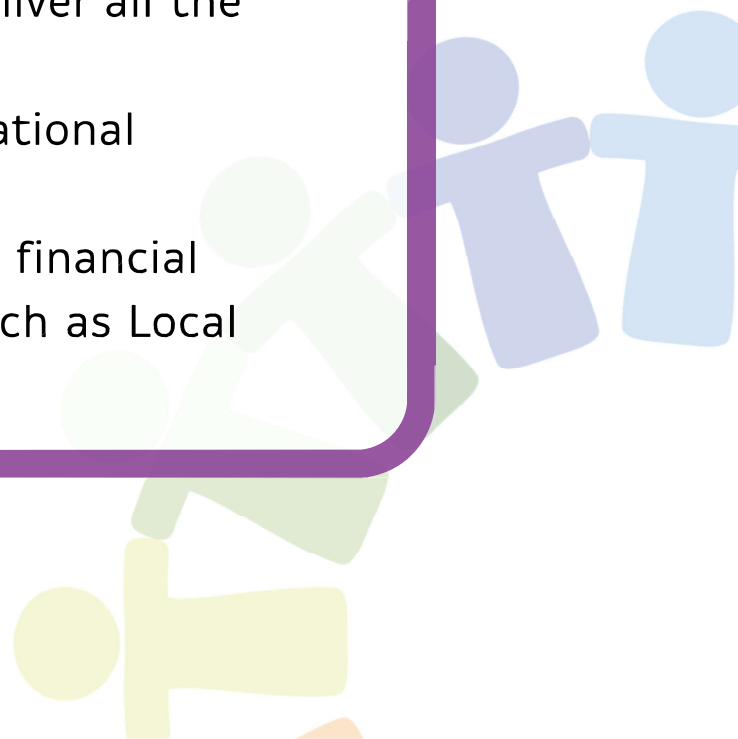
# STRENGTHS AND WEAKNESSES

## STRENGTHS

- Campaigning and championing disability rights
- Delivering social and wellbeing activities
- Building a community
- Raising awareness
- Leading co-production
- Being well connected and open to collaborate
- Helping people to live healthier more active lifestyles
- Tackling social and tech isolation
- Involving people efficiently
- Having a knowledgeable, friendly and responsive staff team

## WEAKNESSES

- Staff capacity to effectively deliver all the things we want to
- Ability to regularly influence national decisions
- Resilience to mounting system financial strain and external changes such as Local Government Reorganisation



# RISK MANAGEMENT PLAN

Financial landscape and reduction in governmental funding to VCSE sector over recent years → Diversification of funding streams.

Governmental and local governmental policy changes causing increased demand for services → Work with the local government to streamline processes and highlight any gaps that occur due to the new structure.

High level of transformation in the health and care sector, government cost-saving schemes → Diversify funding streams. Build relationships with stakeholders within the new structures.

Data capture and reporting to fulfil funding requirements → improvements to database structures and recording practices. Management burnout and changes → Organisational structure to allow sustainability within senior staff team and succession planning for all roles.

Low unrestricted funding percentage → Increase the management fee from 15% to 20% on funding bids. Build and expand our fundraising capacity

Staff continuity whilst working on short term limited hour projects → Aim to source longer term contracts for our projects. Secure a higher level of unrestricted funds to provide greater security

# OBJECTIVES



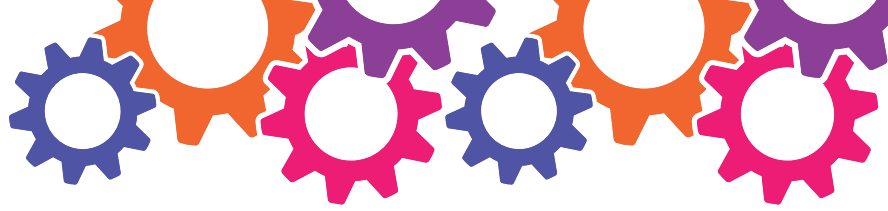
Raise our voice: Reach more Disabled people in Surrey, expand our membership, and cultivate more brand recognition

Support our community: Increase levels of involvement of our members in both the activities of The Coalition and the changes happening across Surrey



Be there for people, now and in the future: secure future funding through multi-year project contracts or grants for at least 50% of our activity by 2028

## HOW WE WORK



We are in the initial stages of building a thriving charity for that we need to build capacity and skills within our team. To make our vision of the coalition work we will need to adapt how we work, to be more efficient, develop our own skillsets and be more available to those we work with. To do this we intend to:

Enhance our database systems to ensure accurate and standardised record keeping. This will support our staff to deliver continuously improving services and understand where we need to invest our time to grow. This will also improve on our reporting to funders.



Development of the Board of Trustees. Through conducting a new skills audit of current members and recruiting into skill gaps we want to strengthen the skills and leadership of our board.

Expansion of staff team capacity, especially in the involvement and communications teams to allow us to get out and deliver more in the community. By building more effective management structures we hope to allow more capacity in our leadership team to lead the strategic direction we have set out here.



We want to develop our staff to become Access Audit qualified and to deliver a diverse portfolio of awareness training courses. Introducing personal development processes and succession plans for all roles will ensure our staff continue to grow and learn whilst members of the Coalition team.

### OUT OF HOURS ENGAGEMENT



Lastly, we had many requests for increased opportunities for out of hours engagement with members via groups and activities held in the evenings and weekends and are looking forward to the opportunity to get to know more Disabled people who are not available to get involved during the working week.

# FINANCE AND INCOME GENERATION



All charities need funding, and as a new charity we are keen to explore funding avenues which have not been available to us previously. We are realistic about the financial landscape and outlook for the next few years and expect it to be more difficult to receive continued funding at the level we have now from our current statutory sources over the next 3 years, therefore we have created a plan to diversify our funding streams as much as possible.

Through introducing these changes we hope to ensure longer term financial stability for the Coalition through diversification.

- **Firstly, by 2028 we would like to secure multi-year funding grants to support our core activities and aim to expand activities through strategically led grant bidding.**
- **Creating a 3-year fundraising strategy and case-for-support documents. Which identifies relevant trusts and foundations to apply to for support over this period.**
- **Development of income generating services such as training courses and access reviews.**
- **Begin 'Big Give' match funded fundraising in 2026.**
- **Creation of a "Friends of the Coalition" donor circle and corporate sponsorship programme.**
- **Hosting a diverse range of fundraising events.**
- **Improving our data collection to support reporting to and seeking funding.**

# AWARENESS AND EDUCATION



We need to continue to raise awareness of our work and reach more Disabled people in Surrey. Currently we're only reaching approximately 10% of the Disabled community in Surrey so there's plenty more work to be done!

- **Strengthen the Coalition's brand visibility and recognition. We want the people of Surrey to recognise who we are and what we offer.**
- **We intend to continue to be a leading voice in campaigning and challenging discrimination. To do this we would like to lead a Surrey disability charities alliance where we can collectively campaign for change, so the voice of the many working together is stronger than us working individually. We want to continue to lead by campaigning for what is important to local Disabled people like accessible transport, mental health parity, and inclusive employment.**
- **We will be expanding our Disability Awareness Training offer and creating an offer around mental health awareness.**
- **We will explore the option of appointing a patron to help amplify the Coalition's voice.**
- **Every other year we hope to publish a 'State of Disability in Surrey' report with recommendations for the year ahead.**

# INVOLVEMENT IN OUR ACTIVITIES



Involvement of Disabled people is key to everything we do at the Coalition. We will continue to develop how we work with people.

- **Increased message reach and membership, through new engagement channels like online forums and informal in-person meet ups. We would like to reach people we are not currently.**
- **Ensuring Disabled voices are central in local transformation like Local Government Reform and changes in the NHS and strengthen our working in partnership with our statutory bodies and with other local VCSE organisations.**
- **Continuing our commitment to social inclusion including though access to technology, continued expansion of our wellbeing activities and peer support. We hope to offer something for everyone.**
- **A focus on 'living healthy lives' throughout our work, especially through Get More Active and tech-enabled independence.**
- **Review our tech offer in line with the NHS 10 year plan, as well as piloting emerging technologies projects.**

# Thank You!

“

*It's very important for members to be involved and discuss strategy. It's by getting people talking that we discuss the real life challenges we all face*

- Coalition member

”

## WHY ARE MEMBERS INVOLVED?

**I really enjoy these events, they are a great social occasion and excellent for social interaction. I have met some amazing people through the Coalition and made many friends.**

**Meeting others and chatting about what people want from The Coalition.**

**Really glad I came. Thank you for all the hard work. The Coalition does, really pleased I found you.**

**Meeting the other members on our table to discuss many different topics plus all the issues discussed by the speakers.**

**Nice to be invited and help shape the structure of The Coalition good to learn about access groups.**

[surreycoalition.org.uk](http://surreycoalition.org.uk)

