



Business Plan 2017-2020

ACRE is a registered charity and our strengths encompass knowledge, understanding and experience of rural communities, combined with an extensive network of connections. This Business Plan reflects the energy and enterprise of England's rural communities and The ACRE Network, and demonstrates our intentions for working on their behalf, and how we aim to deliver those intentions.

1. Why ACRE exists

Vision:

Rural communities that are thriving, inclusive, economically active and which have the services needed to ensure equity for *all* residents.

Mission:

In line with our charitable objects ACRE will work with ACRE Network members and other key stakeholders to evidence and address need, to inform and to influence at a national level, speaking up as the voice of rural communities across England.

Beneficiaries:

All people living in rural areas of England, but especially those who are at risk of isolation and disadvantage and for whom rurality brings additional challenge and cost to their daily lives.

Values that underpin ACRE's approach:

ACRE is committed to behaviour which underpins the following values:

- Responsive – responding and listening to the needs of members and beneficiaries.
- Innovative – testing and developing new approaches.
- Collaborative – working with others to achieve results for our members and our beneficiaries.
- Empowering – enabling members and rural communities to take action.
- Solution focused – achieving results that make a difference.

Key Ambition:

To become recognised as the premier source of expertise on engaging with rural communities.

2. ACRE's current position

Whilst ACRE itself was established in 1987 to champion and address the needs of England's rural communities it builds on the work of a movement of local ACRE Network members dating back to 1919. ACRE reflects the needs and aspirations of England's 9.3 million rural dwellers who remain an essential component of England's population and culture.

The ACRE Network is made up of ACRE and its 38 independent members. There is an ACRE Network member in every shire county in England. ACRE and the 38 Network members are interdependent: ACRE provides a national voice and is a conduit for Network member's invaluable information and intelligence; whilst Network members provide the reach to ACRE's beneficiaries.

The ACRE Network is a unique and effective delivery network covering the whole of rural England. The ACRE Network is able to deliver a service or provide intelligence on an issue. It can act as the conduit for national level priorities/services to be delivered locally whilst taking account of existing local provision. Programmes which ACRE has successfully delivered include Village SOS which promoted an enterprising approach to rural service delivery. ACRE also currently delivers The National Village Hall Service and the DEFRA Grant in Aid Agreement.

ACRE's aim is to add value to Network Members by using information and intelligence in a strategic way. We do this by:

- Using Network intelligence to inform consultation responses;
- Working with Government and other partners to influence and shape policy that affects our beneficiaries;
- Providing a forum to discuss rural community issues through conferences, policy position papers and formal consultation responses.

ACRE is currently based in offices in Cirencester with a small staff team. Each member of staff has responsibility for specific areas of work although networking with members, Government and other partners is a key part of each role. As a Registered Charity and Company Limited by Guarantee, ACRE has a Board of Trustees who provide strategic overview and ensure effective governance.

3. Our strengths and weaknesses, the threats we face, and the opportunities we can take.

Strengths	Weaknesses
<p>The ACRE Network (coverage, skills, knowledge) – ACRE operates as the 39th member of The ACRE Network.</p> <p>The ACRE Network reach extends to the whole of Rural England</p> <p>ACRE has a unique focus on working with rural communities.</p> <p>There is a small and effective staff team that works well together.</p> <p>ACRE’s profile and reputation is growing in a number of areas – for example ACRE is held in high regard by DEFRA and other national stakeholders.</p> <p>ACRE can provide expert advice on specific topics – for example the Village Halls Information Service.</p> <p>ACRE is recognised as a trusted broker eg DEFRA and Smart Energy uk.</p> <p>ACRE has a recognisable history and strong track record in supporting rural communities.</p> <p>ACRE has Experience of managing grant funding and working with others to develop national programmes</p> <p>ACRE is trusted and respected by partners and there is a willingness to work in partnership with ACRE</p>	<p>There may be a lack of specialist knowledge within the staff team in some areas.</p> <p>There are competing priorities and demands which impact upon staff capacity to deliver</p> <p>Limited staff capacity means that it is difficult to engage across Government Departments and also to support members on organisational management and governance.</p> <p>ACRE’s national engagement is limited by the location of ACRE’s office</p> <p>The diversity of the membership makes it difficult to guarantee the same level of ownership and quality delivery across The Network.</p> <p>The ACRE Network’s branding is fragmented as members are not obviously recognisable to external partners.</p> <p>There is a lack of promotion/communications capacity within the current staff team.</p> <p>ACRE’s image is sometimes compromised by the nature of the work eg end beneficiaries are one step removed.</p> <p>ACRE’s key functions are not always recognised or understood by partners.</p>

Opportunities	Threats
<p>Partnerships with other national VCS organisations including Locality, NALC, NAVCA, NCVO and Plunkett Foundation.</p> <p>Linkages with other countries in the UK and the EU.</p> <p>Broadening the range of relationship and our engagement with government, for example MHCLG, DCMS, (OCS), Cabinet Office, DoT, DoH.</p> <p>Strategic working with Big Lottery, Power to Change, Princes Countryside Fund and other funders.</p> <p>Develop funding and investment opportunities.</p> <p>Marketing the work of ACRE and further developing ‘the brand’.</p> <p>Strengthening the network and encouraging collaboration between members.</p> <p>Post Brexit rural policy development.</p>	<p>Potential instability of the ACRE Network.</p> <p>Competition from other organisations.</p> <p>Government and large funders views on VCS infrastructure.</p> <p>Lack of diversity of funding sources.</p> <p>ACRE has a low profile due to lack of staff capacity and lack of marketing/communications expertise.</p> <p>The uncertainties of the policy landscape as a result of Brexit and the demands that this is placing on Government- resulting in a lack of time to focus on other policy areas.</p>

4. What we want ACRE to look like by 2020.

By 2020 we would like ACRE to be instrumental in contributing to rural communities that are thriving, empowered and diverse. ACRE will become recognised as the premier source of expertise on engaging with rural communities. Together with The ACRE Network we will reach more beneficiaries and deliver our services in more innovative and sustainable ways.

As a membership organisation, ACRE is committed to collaboration with members but it will also further strengthen **partnership working and broaden engagement** to ensure that the vision and mission is achieved. ACRE’s role as the 39th member of The ACRE Network will be to:

- gather **evidence and conduct research** to improve outcomes for rural communities;

- articulate a **voice for rural communities** at the national level;
- **influence** decisions that impact on rural communities;
- **deliver** programmes which directly improve the lives of our beneficiaries and which increase the resilience of rural communities.

The following have been identified by members as priorities for ACRE at the national level:

- Access to essential services
- Affordable housing
- Health and social care

ACRE and Network Members have significant experience and expertise in **affordable rural housing** and in **access to rural services**. Expertise and experience in **rural health and social care** is emerging across The Network; it is also a key issue facing rural communities where Network Members and ACRE can add real value and where there is considerable scope for further expansion. ACRE will prioritise these issues, which are reflected in our outline work programme in Section 6. For each issue there will also be a focus on shared learning across the Network and engaging Government and other voluntary and community sector partners to deliver innovative solutions to our beneficiaries.

As part of ACRE's ambition to be the premier source of expertise on rural communities, trustees recognise the importance of horizon scanning to identify social and/or political changes most likely to impact on rural communities in the future. Linked to ACRE's financial strategy is a commitment to explore digital solutions to improve and potentially transform ACRE's service delivery. ACRE aims to make its services more accessible to members and beneficiaries and maximise the value and accessibility of digital technologies.

ACRE's strategic priorities for the next three years are to:

- **Innovate to improve service delivery and the sustainability of existing and new products and services;**
- **Strengthen and broaden key relationships at the national level and diversify income streams;**
- **Maximise and facilitate the strategic use of the ACRE Network information and intelligence;**
- **Support and progress ACRE Network ambitions providing transparency in terms of ACRE's contribution to this.**

By delivering these priorities ACRE will work towards achieving three longer term outcomes:

Outcome 1

People who want to make a difference in rural communities or understand the impact of future policy change will come to ACRE to access expertise and information.

Outcome 2

Rural policy at the local and national level will be influenced and improved as a result of ACRE and the Network working together.

Outcome 3

Rural communities across England will benefit from consistent access to ACRE Network services.

It is envisaged that, in the future, ACRE’s staff team will remain small but that expertise will be contracted from The Network and from elsewhere to enhance further the organisation’s skills, experience, knowledge and delivery as required. ACRE’s trustees will continue to provide oversight and effective governance and will aim to comply with the Charity Code of Governance (2017) over the lifetime of this Business Plan.

The ACRE Network Development Plan, produced in tandem, has informed the design of this Business Plan and will continue to inform and shape the associated work streams contained within this plan.

ACRE will implement a monitoring and evaluation framework which clearly demonstrates the impact of this Business Plan.

5. Our key stakeholders and how we work with them

WHO	THE RATIONALE	THE POTENTIAL
Network Members and those organisations our members support e.g. village halls, community groups.	ACRE’s key strength is the reach, expertise and intelligence that members provide. The communities that our members support are recognised as our end beneficiaries and are therefore fundamental to the mission and vision of ACRE.	The potential to work effectively with our members is greater than ever before. The development of this Business Plan alongside the Network Development Plan means that by working collaboratively we can improve intelligence and be more successful in influencing the policy and practice affecting rural

WHO	THE RATIONALE	THE POTENTIAL
		communities; and wherever possible deliver programmes that will improve the lives of people living in rural communities.
DEFRA	A key Government Partner and strategic supporter of ACRE and Network Members. ACRE has an established relationship with DEFRA which is mutually beneficial.	Ensuring that we are clear about the impact of DEFRA funding and able to evidence the impact that investment has had on rural communities. Alongside this there is great potential in ensuring that DEFRA investment is used to 'transform' the Network by supporting the aims of this Business Plan and the Network Development Plan
Department of Health, NHS England and Public Health England.	ACRE Network Members are responding to the Health and Social Care needs of rural communities by delivering innovative projects. Health and Social Care is seen as a key growth area for the Network.	To work more closely with the Department of Health and the wider NHS to influence policy and practice relating to Health and Social Care delivery in rural areas.
Department for Communities and Local Government. (DCLG)	ACRE Network members are responding to the agenda of DCLG in their day to day work in relation to community assets, localism, affordable housing and neighbourhood planning.	To build on the existing linkages with DCLG and to work more closely over a wider range of issues specifically to ensure that new policies and initiatives are effectively rural proofed.
NCVO	A key deliverer of generic support to the charity sector.	To offer a seamless service to beneficiaries ensuring that they have access to generic support and information but also specialist rural support where appropriate.
Locality	A key deliverer of support to community owned assets.	Closer working with ACRE network members in rural communities to ensure that advice and support is not duplicated and that the unique context of 'rural' is understood. At a national policy level to maximise influence by ensuring that our collective approach to 'communities of place' is coordinated and coherent.
NALC	As the umbrella body for the County Association of Local Councils, who support parish and town	To work with NALC to identify key issues affecting rural communities and particularly explore the

WHO	THE RATIONALE	THE POTENTIAL
	councils, NALC is a prominent partner for ACRE.	potential for joint influencing and local activity on key issues.
NAVCA	A key deliverer of support to place based communities	To work more collaboratively with NAVCA at the national level to maximise influence on the policy agenda by ensure that our collective approach to 'communities of place' is coordinated and coherent. Closer working nationally should also result in more joined up working at the local level between ACRE members and CVSs, and improved services to local communities.
Plunkett Foundation	A key deliverer of support to rural social enterprises	The potential is to offer integrated support for rural communities. Ensuring that where appropriate communities have access to the specialist support offered by Plunkett and the ACRE Network in a more coordinated and effective way.
Rural Coalition	An opportunity to work in partnership with other key partners to mutual benefit.	To work with partners and influence Government policy.
Rural England	An opportunity to work in partnership with other key partners to mutual benefit.	To collaborate on research activity and to influence Government policy.
Rural Services Network	ACRE's beneficiaries are users of rural services and ACRE Network members value the services delivered by RSN,	To work more closely with RSN on the impact of rural service decline and of market failure in rural communities.
Academic Institutions	An opportunity to work in partnership in relation to research, evaluation and evidencing rural needs, issues and solutions.	To collaborate on research activity and to influence Government policy and practice.

6. Achieving our Strategic Priorities – Key areas for investment

AREA FOR INVESTMENT	KEY ACTIONS	OUTCOMES/INDICATOR	RESOURCED THROUGH
<p>1. Research and Intelligence</p>	<p><u>Year One</u> Establish a baseline of activity of the priority areas (Housing, Health and Social Care and Access to Services) within the Network. Collate data and intelligence relating to the priority areas. Establish networks for each priority area e.g. basecamp and/or physical to share information and expertise.</p> <p><u>Year Two</u> Working with other partners and members identify research projects relating to the priority areas. (Research projects to increase our knowledge about community led solutions). Secure funding needed to undertake research</p> <p><u>Year Three</u> Commission research</p>	<p><u>Outcome</u> People who want to make a difference in rural communities or understand the impact of future policy change will come to ACRE to access expertise and information.</p> <p><u>Indicators</u> ACRE has a more strategic approach to collecting intelligence from across the network</p> <p>Working with other research partners, ACRE develops a programme of research</p> <p>The expertise within the network is fully utilised</p>	<p>ACRE Reserves Grants Funding Public Funding Sponsorship</p>
<p>2. Voice and influencing</p>	<p><u>Year One</u> Provide secretariat for Rural Coalition Update the position papers relating to the ‘priority issues’ Effectively use the evidence base by utilising case studies and research. Develop a network wide strategy which achieves maximum influence on the priority areas.</p> <p><u>Year Two</u></p>	<p><u>Outcome</u> Rural policy at the local and national level will be influenced and improved as a result of ACRE and the Network working together.</p> <p><u>Indicator</u> Increased recognition of rural community issues at a local and national level An increase in the number of community led solutions developed at the local level.</p>	<p>Membership Fees Public Funding Sponsorship</p>

AREA FOR INVESTMENT	KEY ACTIONS	OUTCOMES/INDICATOR	RESOURCED THROUGH
	Provide secretariat for Rural Coalition Review and Implement the influencing strategy <u>Year Three</u> Provide secretariat for Rural Coalition Review policy papers for the priority areas Review and implement the influencing strategy. Produce a rural manifesto to include an ACRE position on the priority areas.		
3. Collaborating with key partners	<u>Year One</u> Undertake a review of the key stakeholders that ACRE needs to work with (relating to the priority areas and wider) Implement a process of stakeholder management Develop links with the Health and Wellbeing Alliance <u>Year Two</u> Develop protocols for key relationships (BIG, NALC, NAVCA, RSN, Plunkett, Locality) Establish a position on the priority areas with key partners. <u>Year Three</u> Review stakeholders and key partnerships	<u>Outcome</u> People who want to make a difference in rural communities or understand the impact of future policy change will come to ACRE to access expertise and information. <u>Indicator</u> ACRE works effectively with partners to improve the services delivered to rural communities	Membership Fee Public Funding Grant Funding
4. National Programme Development and Delivery	<u>Year One</u> Deliver outcome of the DEFRA funded programme Maintain and develop the current Community Buildings Service (CBS).	<u>Outcome</u> Rural policy at the local and national level will be influenced and improved as a result of ACRE and the Network working together.	ACRE Reserves Membership Fees Sponsorship

AREA FOR INVESTMENT	KEY ACTIONS	OUTCOMES/INDICATOR	RESOURCED THROUGH
<p>(neighbourhood Planning, VSOS, CL Housing, Health etc)</p>	<p>Develop/promote the new CBS model and secure 'buy in'</p> <p>Further develop and launch Sport England project. Establish a partnership to develop an enterprise programme and secure funding. Ensure resources are available in a loan fund accessible to Village Halls. Secure resources to deliver a training programme to inform and increase the knowledge and skills of intermediaries in relation to community led housing (CLH) options across the Network.</p> <p><u>Year Two</u></p> <p>Deliver outcomes of the DEFRA funded programme</p> <p>Launch the new CBS model</p> <p>Evaluate Sport England Project and secure funding for roll-out.</p> <p>Develop a pilot programme for community led solutions to Health and Social Care services.</p> <p>Launch an enterprise programme</p> <p>Ensure resources are available in a loan fund accessible to Village Halls.</p> <p>Complete the delivery of the CLH training programme and build on the lessons learned.</p> <p><u>Year Three</u></p> <p>Deliver outcomes of the DEFRA funded programme</p>	<p><u>Indicator</u></p> <p>An increase in funding available for rural community buildings/ rural community solutions.</p> <p>An increase in the number of rural professionals and intermediaries informed and confident about CLH.</p> <p>Strengthened relationships between local, regional and national organisations working together to support rural communities in the CLH field.</p>	<p>Public Funding Grant Funding</p>

AREA FOR INVESTMENT	KEY ACTIONS	OUTCOMES/INDICATOR	RESOURCED THROUGH
	<p>Evaluate and roll-out a programme for community led solutions to Health and Social Care services. Ensure resources are available in a loan fund accessible to Village Halls. Continue to deliver the new Com Buildings Service</p>		
<p>5. Supporting the ambitions of the Network Members</p>	<p><u>Year One</u> Agree and endorse the recommendations of the Network Development Plan (NDP) Begin to implement the NDP <u>Year Two</u> Implement the NDP <u>Year Three</u> Review and evaluate implementation</p>	<p><u>Outcomes</u> People who want to make a difference in rural communities or understand the impact of future policy change will come to ACRE to access expertise and information.</p> <p>Rural policy at the local and national level will be influenced and improved as a result of ACRE and the Network working together.</p> <p>Rural communities across England will benefit from consistent access to ACRE Network services.</p> <p><u>Indicators</u> ACRE works effectively with partners to improve the services delivered to rural communities.</p> <p>An increase in funding available for rural community buildings/ rural community</p>	<p>ACRE Reserves Membership Fees Public Funding</p>

AREA FOR INVESTMENT	KEY ACTIONS	OUTCOMES/INDICATOR	RESOURCED THROUGH
		<p>solutions.</p> <p>ACRE has a more strategic approach to collecting intelligence from across the Network.</p> <p>Working with other research partners, ACRE develops a programme of research.</p> <p>The expertise within the Network is fully utilised.</p> <p>Increased recognition of rural community issues at a local and national level.</p> <p>An increase in the number of community led solutions developed at the local level.</p>	
<p>6. Developing digital solutions</p>	<p><u>Year One</u> Commission research to explore digital developments for the Network which will explore:</p> <ul style="list-style-type: none"> • What are the expectations of our Network, and of our wider audience? • How could a digital approach by ACRE help them? • How could we improve our organisation, and further our mission through digital development? • For what kind of change could digital be a catalyst? <p>Develop a knowledge management framework</p>	<p><u>Outcome</u> Rural communities across England will benefit from consistent access to ACRE Network services.</p> <p><u>Indicator</u> ACRE and Network Members deliver services via digital platforms.</p>	<p>ACRE Reserves Sponsorship</p>

AREA FOR INVESTMENT	KEY ACTIONS	OUTCOMES/INDICATOR	RESOURCED THROUGH
	<u>Years Two and Three</u> Develop, pilot and roll out digital solutions		
7. Horizon scanning/future proofing ACRE and the Network	<u>Year One</u> Working with stakeholders, identify the issues which are likely to impact on rural communities in the future (for example; Brexit, break up of UK, new technologies) <u>Year Two</u> Where appropriate commission research to understand the extent of the impact Explore the feasibility of developing a consultancy vehicle to improve ACRE’s research function but also to diversify income streams	<u>Outcomes</u> People who want to make a difference in rural communities or understand the impact of future policy change will come to ACRE to access expertise and information. <u>Indicator</u> ACRE and the network positively engages with national and local policy changes.	ACRE Reserves Membership Fees Public Funding
8. Marketing and Communications	<u>Year One</u> Undertake a Skills Audit and network member leads and capacity audit. Develop a communications network Develop a marketing plan for ACRE and the network. (To include a protocol for dealing with media enquiries across the network). Hold an ACRE birthday event Explore the feasibility of hosting a centenary event <u>Year Two</u> Review amend marketing plan Review programme of ACRE and network events <u>Year Three</u>	<u>Outcome</u> People who want to make a difference in rural communities or understand the impact of future policy change will come to ACRE to access expertise and information. <u>Indicator</u> ACRE’s profile is raised with Government and other influential stakeholders	Membership Fees Sponsorship

AREA FOR INVESTMENT	KEY ACTIONS	OUTCOMES/INDICATOR	RESOURCED THROUGH
	Review and amend marketing plan Hold a centenary event		

Detailed annual Delivery Plans and an Evaluation Framework support and underpin the implementation of the Business Plan.

ACRE Risk Assessment

Risk Scales

Risks are categorised against the potential impact to the organisation and against the likelihood of the risk being encountered on a scale of 1 to 5; 1 being the lowest impact and 5 being the highest impact.

The Risk Impact and Risk Likelihood is then multiplied to give a total risk score, 1 being the lowest and 25 being the highest possible risk.

A total risk score of:

- 8 or below - 'green' risk;
- Between 9 and 15 - 'amber' risk;
- 16 or above - 'red' risk;

The key focus will be on 'red' risks as these have the greatest chance of arising and are likely to impact the organisation most severely. Consideration will also be given to 'amber' risks and 'green' risks in order to:

- Keep the risk at as low a level as is practical;
- Be prepared to respond to the risk should its severity level increase;
- Ensure that 'green' or 'amber' risks do not increase the chance of a 'red' risk being encountered.

Risks will be discussed at Staff Team meetings and monitored periodically by the Board.

Key Risks

A: Governance, Leadership and Management					
Risk	Impact on ACRE	Likelihood	Impact	Score	Mitigations
Difficulty recruiting/retaining skilled Trustees	Lack of skilled and experienced trustees/poor decision making/Breach of mem and arts.	2	4	8	<ul style="list-style-type: none"> Targeted recruitment of trustees Effective support of trustees Raising the profile and reputation of ACRE Annual appraisal of trustees and the Chair
Unmanaged conflicts of interest	Poor governance/reputational damage	1	5	5	<ul style="list-style-type: none"> Clear conflicts of interest policy Skilled Chair Open and transparent culture Collective corporate responsibility for decision making
Executive Director lacks relevant skill, knowledge and key competencies	Organisation fails to focus on and deliver the agreed business plan/ reputational damage/ break down of trust with key stakeholders	1	5	5	<ul style="list-style-type: none"> Regular communication between Chair and Executive Director Updates on progress against the business plan provided at board meetings Annual review of performance of the Executive Director

B: External Factors					
Risk	Impact on ACRE	Likelihood	Impact	Score	Mitigations
Insufficient 'buy in' from ACRE Network	Lack of co-operation from Network members resulting in Business Plan	3	4	12	<ul style="list-style-type: none"> Effective communication with network members which includes clearly outlining the rationale for

B: External Factors					
Risk	Impact on ACRE	Likelihood	Impact	Score	Mitigations
members to the aims of the ACRE Business Plan	priorities not being achieved				<ul style="list-style-type: none"> priorities and progress towards achieving them Demonstrating success and celebrating achievement Evidence of positive outcomes for communities
Lack of willingness from partners/ stakeholders to work in partnership with ACRE	Isolation of ACRE Increase in competitive behaviours Negative impact on end beneficiaries	3	4	12	<ul style="list-style-type: none"> Demonstrating and evidencing positive outcomes for end beneficiaries Prioritise building and resourcing effective partnerships in the work programme Ensure that ACRE priorities are clearly articulated to partners Identifying and securing the support of others with influence and a positive reputation in the working environment Demonstrating confidence and positive partnership behaviours

C: Regulatory and Compliance Factors					
Risk	Impact on ACRE	Likelihood	Impact	Score	Mitigations
Failure to comply with the reporting requirements of Defra and other funders	Reputational damage Contracts withdrawn Network delivery threatened	2	5	6	<ul style="list-style-type: none"> Skilled staff and contractors Enforceable agreements with Network members Collective Corporate culture of delivery and mutual support

	Rural communities suffer Additional cost to ACRE to rectify the shortfall				<ul style="list-style-type: none"> Quality standards for delivery
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D: Financial Factors					
Risk	Impact on ACRE	Likelihood	Impact	Score	Mitigations
The contract with DEFRA ends earlier than expected	Loss of income to ACRE and the network increasing the likelihood of a fracturing of the Network	3	5	15	<ul style="list-style-type: none"> Ensure compliance with the terms of the contract Continue to build effective relationship with Defra and Defra ministers Demonstrate the added value of DEFRA investment Strengthen partnership working with other Government departments Develop a 'Plan B' to enable working continuity whilst alternative funding is explored Broaden the external funding base of ACRE to reduce the overall proportion of, and reliance on, Defra funding
ACRE members become unsustainable and close	Reduced membership subscriptions for ACRE The USP of the Network and ACRE is diluted and reach is compromised	3	4	12	<ul style="list-style-type: none"> Improve communication with the Network continue to support the work streams in the Network Development Plan Support the transfer of undertakings to other organisations to ensure rural coverage of ACRE

D: Financial Factors					
Risk	Impact on ACRE	Likelihood	Impact	Score	Mitigations
					Network services
Over reliance on use of reserves to support service delivery and business as usual.	Reduced financial stability danger of further loss of contracts risk of insolvency	2	5	10	<ul style="list-style-type: none"> • Robust reserves policy • Prioritise the investment from reserves to unlock new opportunities • Regular and rigorous review of priorities and activities

E: Operational Factors					
Risk	Impact on ACRE	Likelihood	Impact	Score	Mitigations
Lack of appropriately skilled experienced or knowledgeable staff	Poor quality delivery Damaged relationships with partners and funders Reputational damage Loss of contracts	2	5	10	<ul style="list-style-type: none"> • Training and staff development • Use of contractors and freelance personnel • Restructuring the team
Staff illness or unexpected absence of key personnel including the ED	Lack of continuity for projects Increased demand on remaining staff time	3	4	12	<ul style="list-style-type: none"> • Staff briefed on all projects • A team approach is adopted and supported • Regular updates and information sharing at staff meetings • Project notes and relevant documents available on

E: Operational Factors					
Risk	Impact on ACRE	Likelihood	Impact	Score	Mitigations
	Loss of internal leadership				Sharepoint and Basecamp <ul style="list-style-type: none"> • Use of freelance or Network members where beneficial • Agree 'plan B' in case of extended ED absence
Failure to raise the profile of ACRE	Loss of visibility and reputation	3	4	12	<ul style="list-style-type: none"> • Develop a marketing and communications strategy, using expertise from across the ACRE Network • Use of social media, blogs and news items • Develop further relationships with national and local media, reporters and researchers etc