



Gloucester Community Building Collective

Business Plan 2021 - 2026

1.0 Who GCBC is

Gloucester Community Building Collective (GCBC) is a dynamic, and ambitious social enterprise. Our business is to foster and grow relationships amongst neighbours thereby growing community capacity across the City.

1.1 Vision and Mission

Vision – Gloucester is a great place to live, where everyone can have a good life.

Mission - Catalysing people lead action to build strong and resilient communities.

1.2 Values

GCBC's work is:

- **Resident Led.** Residents will lead the change they want to see in their community. The role of the organisation is to be the catalyst, through building community capacity. It does not advocate for or align with political parties or candidates but works closely and constructively with everyone.
- **Asset Based.** Communities are abundant, full of strength and assets. The starting point is to unearth these strengths and connect people and assets.
- **Relationship Focused.** Through intentionally building relationships between residents and with each other, the organisation will create a culture of trust that enables effective collaboration.
- **Rooted in local communities.** Whilst there are challenges on a global scale, there are many solutions that can be found at a local level, where solutions are owned by local people. The organisation will come alongside communities, supporting them to find solutions from the ground up.
- **Everyone can be involved.** Everyone in a community is valued, so inclusion will be at the forefront of GCBC's work.

GCBC works with others and the community by:

- **Being a Learning Organisation.** GCBC is committed to creating a learning culture, where knowledge is shared through reflective practice, sharing gifts, being generous with time, sharing stories, and creating trust between colleagues and partners.
- **Sharing Responsibility.** GCBC supports colleagues to take shared responsibility for the success of the organisation. It will help the team to achieve shared goals and offer constructive advice to improve practice.
- **Growing Resilience.** GCBC acknowledges the challenges that come with creating something new and commit to supporting colleagues to embrace change.

- **Having Fun - Celebrating Together.** GCBC recognises that celebrating colleagues' successes and having fun together is important, so it will intentionally celebrate when it succeeds.
- **Ensuring Open Communication.** GCBC is committed to openness and honesty within its team and respects different views. It endeavours to speak with intention, listen with curiosity and compassion, withholding judgment, ask for what is needed and offer what it can.

1.3 How it started.

GCBC is an initiative born out of a successful collaboration between Gloucester City Council, Gloucestershire Police and Barnwood Trust. Following a 2 year 'test and learn' project, the partners felt they had a strong proof of concept and agreed to create an independent organisation that could proliferate community driven change across the city. Following the success of this project, it is now an independent Community Interest Company (CIC), whose vision is for Gloucester to be a great place to live, where everyone can have a good life, by catalysing people led action to build strong and resilient communities.

GCBC was started by Gloucester City Council, who is the single shareholder. A member agreement governs the relationship between both organisations. The organisation aims to achieve a community owned governance model by 2021, broadening ownership beyond the Council.

1.4 What it does

GCBC's method is rooted in 'asset-based community development' (ABCD). It employs Community Builders who talk to residents about what they love about their neighbourhoods and the change they want to see. Community Builders connect people. They help neighbourhoods to discover and use the skills and assets they already have, to realise their visions and plans.

The organisation intends to help people build relationships before they are needed. Put simply, it intends to grow community resilience.

Recently during Covid19 the organisation played a critical role in encouraging neighbours to help each other. Working alongside the Councillors, it delivered postcards to all 57,000 households in the City encouraging neighbours to look out for each other; it supported 500 Street Champions across the City and worked with residents to distribute play equipment and arts activities to isolated people.

2.0 Strategic Priorities & Activities

The SOAR analysis conducted in February 2020 (Appendix A) revealed two key strategic themes. These remain priorities in our strategic plan.

- Direct Community Capacity Building
- Influencing Systems Change

There are several actions under these themes, outlined below.

Direct Community Capacity Building		Influencing Systems Change	
Increase social connections through the application of community building practice.	Work with Active Gloucestershire to build on place-based community capacity building. <ul style="list-style-type: none"> • Barton & Tredworth 	Develop intentional partnerships that influence systems change.	Conduct 'Test and Learn' Projects, reframing traditional issue-led projects through an asset-based lens. <ul style="list-style-type: none"> • Diabetes Prevention • Pursue Violence Prevention
	Gloucestershire County Council – Adult Social Care <ul style="list-style-type: none"> • Linden • Elmbridge and Longlevens • Abbeydale <i>(this will be revisited should further covid19 outbreaks occur)</i> 		Increase the number of 'Test and Learn' initiatives.
	Work in a total of 10 to 12 communities/ neighbourhoods over the next 5 years through grant funding.		Develop a learning partnership that equips Police Community Support Officers (PSCO's) with community building tools. 2-3 PCSOs per year on rotation for 5 years.
Increase investment partners	Establish the Neighbourhood Fund, working with Active Gloucestershire and corporate investors.	Increase investment partners	Continue to enhance understanding of community building with colleagues working in organisations across Gloucester.
	Increase investment through Gloucester Lottery.		Grow strategic investors fund. <ul style="list-style-type: none"> • Clinical Commissioning Group • Office for Police and Crime Commissioner • Gloucester City Council
	Stakeholder/ Partner/ Funder Mapping to identify new opportunities.		Stakeholder/ Partner Mapping to identify new opportunities
Build the long-term capacity of the community.	Build the capacity of mutual aid groups (that have emerged from covid19) for long term sustainability.	Community Led Governance	Work with the Board to identify alternative governance models for community ownership.

	Grow a Community of Practice across the City for residents and professionals who want to Build Back Better.	Grow intentional self-management practices	Develop policies, systems and processes that contribute to a self-management organisation.
Nurture inclusion	Build the capacity of underrepresented groups.	Develop training and consultancy	Develop a training offer that enables the spread of community building practice, whilst generating an income stream.
Working across both strategic themes			
Research and Learning: <ul style="list-style-type: none"> • Collaborate with a suitable learning partner. • Lead Ripple Effect Mapping and engage in analysis, identifying what works, most significant impact and where future opportunities lie. • Disseminate learning through reports, blogs, and videos. 			
Communications: <ul style="list-style-type: none"> • Have a clear communication strategy. • Develop a campaign for mobilising and sustaining community driven social change, inspiring people to be able to shape the communities that they live in. • Dissemination of learning, that influences systems change. 			

2.1 Strategy Timeline

	2021	2022	2023	2024	2025
Community Building Activity	<p>Work in a total of 7 communities</p> <p>Maintain relationships in the communities the team have worked in, but ensure direct support is gently tapered.</p> <p>Continue to grow a network of community and street champions across the City.</p>	<p>Work in a total of 8 communities</p> <p>Expand areas where place-based work is happening. Maintain relationships in the communities the team have worked in, but ensure direct support is gently tapered.</p> <p>Maintain network of community and street champions across the City.</p>	<p>Work in a total of 9 or 10 communities</p> <p>Expand areas where place-based work is happening. Maintain relationships in the communities the team have worked in, but ensure direct support is gently tapered.</p> <p>Work with other local organisations to adopt community building practice, thus increasing the number of areas where community building is happening.</p>	<p>Work in a total of 10 or 11 communities</p> <p>Expand areas where place-based work is happening. Maintain relationships in the communities the team have worked in, but ensure direct support is gently tapered.</p> <p>Work with other local organisations to adopt community building practice, thus increasing the number of areas where community building is happening.</p>	<p>Maintain relationships in the communities the team have worked in, but ensure direct support is gently tapered.</p> <p>Work with other local organisations to adopt community building practice, thus increasing the number of areas where community building is happening.</p>
Partnerships	<p>Continuation of the work with Active Gloucestershire to build on place-based community capacity building in Barton and Tredworth.</p>	<p>Extension of 2nd 'Test and Learn' project</p> <p>Seek additional investment from partners in new 'test and learn' projects focused on prevention.</p>	<p>Seek additional investment from partners in new 'test and learn' projects focused on prevention.</p> <p>Continuation of learning partnership that equips PCSOs with</p>	<p>Continuation of learning partnership that equips PCSOs with community building skills.</p> <p>Seek to influence policy and practice.</p>	<p>Continuation of learning partnership that equips PCSOs with community building skills.</p> <p>Seek to influence policy and practice.</p>

	<p>Continuation of partnership with Gloucestershire County Council Adult Social Care</p> <p>Extension of 'Test and Learn' Diabetes Prevention</p> <p>Secure investment in a 2nd 'Test and Learn' Project</p> <p>Continuation of learning partnership that equips PCSOs with community building skills.</p> <p>Work with the Hotspots network connecting community building with social enterprise.</p>	<p>Continuation of learning partnership that equips PCSOs with community building skills.</p> <p>Work with the Hotspots network connecting community building with social enterprise.</p>	<p>community building skills.</p> <p>Seek to influence policy and practice across statutory provision.</p>	<p>across statutory provision.</p>	<p>across statutory provision.</p>
Fundraising	<p>Advance Fundraising strategy to secure additional strategic investors and grants.</p> <p>Leverage corporate investment in Neighbourhood Fund.</p>	<p>Advance Fundraising strategy to secure 2 additional strategic investor and grants.</p> <p>Leverage corporate investment in Neighbourhood Fund.</p>	<p>Continue to advance fundraising strategy with priority on strategic investors, contracts, supported with grant funding.</p>	<p>Advance fundraising strategy in line with new strategic priorities.</p>	<p>Advance fundraising strategy in line with revised strategic priorities.</p> <p>Develop support for areas outside of</p>

	<p>Increase community support through Gloucester Lottery.</p> <p>Secure additional contracts on 'Test and Learn' initiatives</p> <p>Develop and deliver training and consultancy offers.</p>	<p>Increase community support through Gloucester Lottery.</p> <p>Secure additional contracts on 'Test and Learn' initiatives</p> <p>Develop and deliver training and consultancy offers.</p>	<p>Secure additional contracts on 'Test and Learn' initiatives</p> <p>Develop and deliver training and consultancy offers</p>	<p>Develop and deliver training and consultancy offers</p>	<p>Gloucester who might wish to replicate a similar model to GCBC in their area.</p>
Research and Learning	<p>Continuation of researching the impact of place-based community capacity building using Ripple Effect Mapping</p>	<p>Publish research finding on place-based community capacity building in Barton and Tredworth.</p> <p>Dissemination of learning from 'Test and Learn' projects that influence local systems change.</p>	<p>Dissemination of learning from contract work, particularly 'test and learn' initiatives.</p> <p>Continue to develop innovative responses to evaluation and research that seeks to understand the impact of community led action.</p>	<p>Dissemination of learning from contract work, particularly 'test and learn' initiatives.</p> <p>Continue to develop innovative responses to evaluation and research that seeks to understand the impact of community led action.</p>	<p>Continue to develop innovative responses to evaluation and research that seeks to understand the impact of community led action.</p>
Governance	<p>Work with Board on a governance inquiry into models of community ownership.</p>	<p>Apply the outcomes of the governance inquiry.</p>	<p>Embed the outcomes of the governance inquiry.</p>	<p>Continue to review governance approach to reflect community involvement and ownership.</p>	<p>Continue to review governance approach to reflect community involvement and ownership.</p>

2.2 Priority Actions

The organisation will review/ refresh its action plan every 3 months to ensure it is responsive to changing conditions, particularly relating to Covid19 outbreaks. However, below are key actions for the next financial year.

2021/2022			
	Activity	Success criteria	Target Date
Governance	Recruit and induct new board members	Board membership increased to 7	April 2021
	Start work with the Board to plan a revised governance structure that reflects shared ownership principles.	Plan in place and expertise on the board to enable its delivery	April 2021
Internal Management	Resolve employment status of full-time Community Builders	Community Builders are under the direct employment of GCBC	April 2021
Evaluation	Evaluation findings from Ripple Effect Mapping are produced and shared.	Summary report is produced and disseminated	July 2021
Delivery	Report on initial year of project delivery.	Annual report produced	June 2021
	Maintain investment in project delivery, securing revenue for existing 2 FT Community Builders.	Income secured	April 2021
Fundraising	Secure additional investment to resource 1 additional FT Community Builder	Additional Project investment secured	July 2021
	Extend 'Test and Learn' project – Diabetes Prevention	Funding secured for a second year	Start July 2021 for 1 year
	Attract investment in the Neighbourhood Fund working with Active Gloucestershire	Target agreed (approx. £10,000 in yr1)	Start in Jan 2021.
	Grow strategic investors fund to 2.	Second strategic investor secured for 2021/2022.	April 2021
	Increase investment through Gloucester Lottery	Sell target number of tickets (100).	April 2021
Partnerships	Review learning partnership that equips PCSOs with community building tools.	Partnership agreement in place	Review April 2021
	Secure ongoing secondees from Adult Social Care	A clear pathway mapped and implemented.	May 2021

Communications	Secure investment in part-time Communications Role. Initially through Government Kick Start programme.	Post recruited to	July 2021
	Further develop the website content to include training and development services.	Additional content added	July 2021

3.0 How is impact created and measured?

GCBC recognises that there are three levels of impact to the work of the organisation.

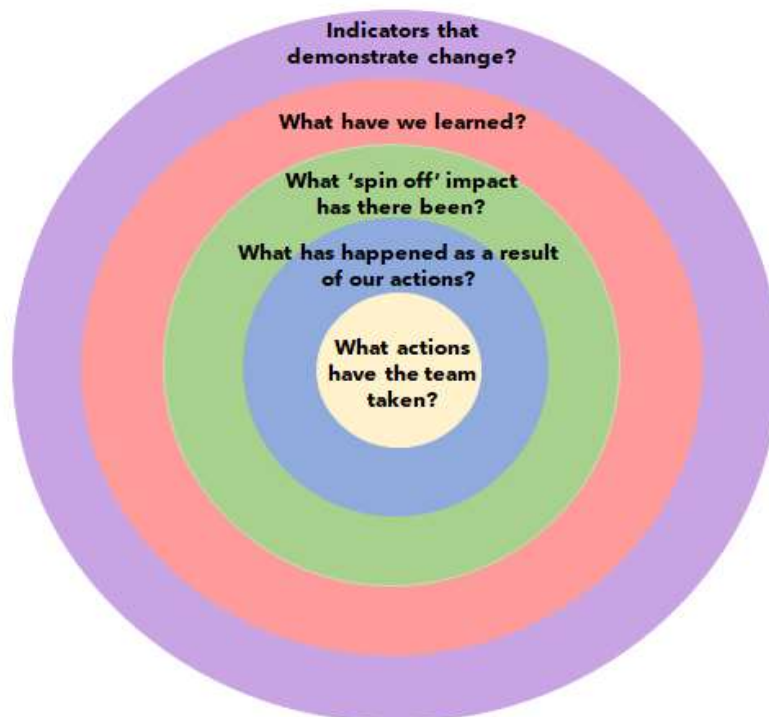
INDIVIDUAL. Directly improving the lives of residents in Gloucester, through encouraging community led change, improving individual wellbeing, nurturing neighbourliness, and collective action, and reducing loneliness and isolation.

COMMUNITY AND ORGANISATION. Influencing and supporting service providers in the city, helping them to change their practice in ways that grows community capacity, resilience and reduces dependency on professional support. This includes understanding when professional support may be unhelpful.

SYSTEM. Stimulating local systems change, through encouraging investment in place-based responses and strengthening local neighbourhoods and communities. We are working in partnership with local investors to stimulate systems change.

3.1 Creating a ripple of social change.

GCBC uses a Theory of Change to help explain how it enables change to happen. This represents a ripple, starting at the centre with the input made by the organisation. As the capacity of the community increases and residents start to act, the impact ripples out and spreads across the area.



In Practice this looks like this

In practice...

What actions have the team taken?
Community Builder meets residents at Willowleaze in Elmbridge who share that they want to keep fit.



What has happened as a result of our actions?
Residents apply for £1000 to run outdoor fitness sessions on Willowleaze Green supported by Elmscroft Community Assoc.



What 'spin off' impact has there been?
As a result of inviting neighbours they discover other opportunities to bring people together, including an IT group.



What have we learned?
Community Builders meet people in unusual places in the community. One conversation can lead to diverse outcomes.



Indicators that demonstrate change?
Improved health outcomes for individuals, reductions in loneliness and isolation, improved use of public spaces.

Data at each stage is collated through a programme dashboard, which is summarised into a monthly report. This process will be reviewed every 6 months to ensure the process remains relevant and useful.

3.2 Project Evaluation

Through working with Active Gloucestershire and the University of Bristol, the organisation will be using 'Ripple Effect Mapping' to record both intended and unintended outcomes from Community Building. The process intends to reveal the ripple of community building as it gently spreads across the city and shows how residents weave connections in their neighbourhoods.

'Ripple Effect Mapping' offers a way of understanding the wider, intended, and unintended, impacts of a project over time. This is important as it demonstrates the catalytic role that organisations play in enabling citizens. The process works by initially mapping your intended course of action, and, over time, mapping what happened, as well as what unintended outcomes occurred.

3.3 Key Performance Indicators

		2021/2022	2022/2023	2023/2024	2024/2025	2025/2026
INPUT	Number of wards Community Builders are active in	6/7	8	10	10	Maintain 10
	Number of Community Builders that are over seen by the GCBC (including secondees)	7	7	7	6	6
	Number of conversations with residents	3500	3000	3000	2500	2500
OUTPUT	Evidence of significant stories of change. (selected stories that demonstrate change)	60 stories (increasing by 25% per year)	75 Stories (increasing by 25% per year)	94 Stories (increasing by 25% per year)	118 Stories (increasing by 25% per year)	148 Stories (increasing by 25% per year)
	Social media – Facebook follower	675 (50% increase on previous year)	1012 (50% increase on previous year)	1518 (50% increase on previous year)	2277 (50% increase on previous year)	3415 (50% increase on previous year)
	Social media – twitter follower	517 (50% increase on previous year)	776 (50% increase on previous year)	1164 (50% increase on previous year)	1746 (50% increase on previous year)	2614 (50% increase on previous year)
OUTCOME	Evidence/ stories that demonstrate successful capacity building of residents leading change without direct community builder involvement.	30 stories	38 stories (increasing by 25% per year)	48 stories (increasing by 25% per year)	60 stories (increasing by 25% per year)	75 Stories (increasing by 25% per year)
	Dissemination of research findings	Production of annual report summarising learning and research findings	Production of annual report summarising learning and research findings	Production of annual report summarising learning and research findings	Production of annual report summarising learning and research findings	Production of annual report summarising learning and research findings
FUNDRAISING TARGET	Income generation target, inclusive of contracts, grants and traded services. (based on the capacity levels set out in budget)	£213, 736	£225, 787	£239, 801	£242, 603	£246, 964

4.0 Management and Operation

Priorities this year are focused on securing investment in the current structure and resolving employment status for those employed directly by Gloucester City Council with potential TUPE transfer to the GCBC.

The current structure will not change in 2021/ 2022, except for adding an additional Community Builder, subject to securing funding for a second 'Test and Learn' initiative and the employment of a part time Communications Lead, subject to securing funding.

Secondments from Gloucestershire County Council end in September 2021. This will be reviewed, with consideration to a potential extension.

The arrangement with Gloucestershire Constabulary working with attached PCSOs will also be reviewed in 2021, with consideration to a potential extension.

5.0 Fundraising Strategy/ Plan

There are five pillars to our fundraising strategy. These are as follows.

5.1 Strategic Funders

GCBC is seeking Strategic Funders who can contribute to core costs without specific project involvement.

Gloucestershire Clinical Commissioning Group have committed to 3 years funding at £30000 for 3 years, starting in Aug 2020.

Gloucester City Council have been approached as a strategic partner over a 3 year funding period starting in April 2021.

5.2 Community Investment

Gloucester Lottery. GCBC intends to continue to build its support base through Gloucester Lottery. In Aug 2020 is had sold 35 tickets raising £910 a year. Through marketing and promotion, the intention is to increase revenue to £2,000 in 2021/2022.

Neighbourhood Fund. In 2020 GCBC worked with We Can Move to build a Neighbourhood Fund, that offered small amounts of money for neighbours to do things together. In 2020/ 2021 the total budget is £10,000. This will be extended in 2021/2022 as part on the place based project with We Can Move

5.3 Contracts and Commissioning

In 2021 GCBC will continue to work with We Can Move on the implementation of the place-based project in Barton and Tredworth. This will include ongoing evaluation of impact using Ripple Effect Mapping with the University of Bristol.

Following a trial 'Test and Learn' Diabetes prevention project, we seek to extend investment for a further year, with establishing a second 'test and learn' project, potentially focused on obesity prevention or domestic violence prevention. The 'Test and Learn' Projects seek to reframe traditional issue led initiatives through an asset-based lens. The intention is to create learning partnerships with commissioning teams, to introduce a new way of working that uses community building as an approach to traditional issues facing communities.

5.4 Grants

The organisation seeks to secure traditional grant income from funding institutions. Applications will specifically seek to increase community building capacity with a contribution to core costs, including management overheads. Applications will focus on medium term funding opportunities of 1 to 3 years. Funding institutions who the organisation is currently in contact with include Lankelly Chase and Big Lottery Community Fund.

5.5 Training and Consultancy

An additional income stream will be developed focused on delivering training and consultancy work to other organisations seeking to embed community led action. This started in 2020 working with local stakeholders on their internal training and providing mentoring support to Community Builders through Devon Community Foundation.

