

Aims and Objectives



**Wellspring
Settlement**

Aims

- **Locally led:** To build and develop all services, activities and responses in an innovative and flexible way based on evidenced local need and priorities.
- **Create opportunities:** To create opportunities for the individuals we work with by defining and developing our community anchor role.
- **Ambitious organisation:** To deliver the vision by building a new organisation that has ambitious targets, aims for the highest quality, challenges inequalities and builds on the strengths of our communities.
- **Powerful connected communities:** To have strong connections at all levels with the communities we serve and build connections within communities to create local power and reduce isolation.
- **Increase local resources and influence:** To raise the profile of the area by promoting its strengths to increase resources and influence for the communities we serve.
- **Restore, protect and promote a sustainable neighbourhood.**
- **To be sustainable and independent, financially and socially.**

Aim 1: Locally led

To build and develop all services, activities and responses in an innovative and flexible way based on evidenced local need and priorities.

Critical Targets

1. All hubs have a functioning local participation group in place and co design methodology agreed.
2. Complete 1000 collaborative community organising based discussion in Lawrence Hill about what's important to local people, what matters to them and how they want to be involved in the future.

Objective 1.1 Relationships and service design

Identify and implement a new structure of decision-making opportunities for service users and local people in all services at Wellspring Settlement. Ensure discussions between staff and all service users and local residents encourage access to the decision making roles in the organisation.

Develop and resource stronger two-way communications with our community, including:

- A community consultation group with well-connected reps, or 'influencers' from every block and street in our area, who are offered training as part of give-get consultative opportunities.
- Create a regular bulletin which contacts the above groups plus other friends of WS, service users and volunteers.
- Create a service design framework which involves local input in a variety of ways including local people (see bullets above). Build a network of organisations and partners' to influence and develop responsive, timely services.

Objective 1.2 Research

Create a new research team from across the organisation to lead and oversee our research and knowledge management function including:

- Drawing in those from outside the organisation into the research function, for example, work with the University of Bristol to develop our use of Focus internally and to other community anchors to create a larger data set to influence City policies.
- Oversee the preparation of community-based evidence for locality and city-wide strategic boards using the data we collect to support both more locally driven initiatives and individual empowerment.
- Ensure we triangulate community evidence with service providers to jointly assess the impact of their interventions.

Aim 2: Create opportunities

To create opportunities for the individuals we work with by defining and developing our community anchor role.

Critical targets

3. Create a core local partnership who will have the opportunity to work together to maximise our shared power and influence. To finalise the partners and negotiate and agree MOU agreements. Somali Resource Centre/ St Luke's Church/ Tawiq Mosque.
4. To agree with the BNSSG wide community anchors the role of the partnership in the broader regional agenda.
5. To develop the Make it Local Partnership into a coherent voluntary sector voice to influence strategic policy resulting in at least one additional contract.

Objective 2.1 With smaller groups

- Build relationships with a group of 3 or 4 smaller local community organisations to define roles and ambition with, including working on joint opportunities or opportunities for them.
- Build partnerships with those organisations close to specific communities, who are most disadvantaged in their quality of life, to ensure joint work has the best impact.

Objective 2.2 With strategically placed community anchors

- Work with community anchors in the Social Justice Project and other forums to engage, remove barriers and campaign with all sectors in the City, regionally and nationally to influence place-based resourcing, equity, commissioning opportunities and improving local quality of life.
- Build a community anchor alliance across the Bristol, NE Somerset and S. Glous footprint of the Clinical Commissioning Group to support influencing and response to commissioning opportunities, including the development of social prescribing.
- Scope an inner City/ East Bristol alliance.

Objective 2.3 Create a Development Hub

Build a development hub to champion the skills of local people by:

- Offering quality volunteering opportunities.
- Co-ordinating and growing resources for skills and training to be delivered from our site (City of Bristol College, UoB, UWE etc) including scoping the establishment of our own provision and providing progression routes.
- Establishing an Employer Community Forum, scope business start ups and work with the Temple Quarter development to increase access to good quality employment opportunities.
- Creating opportunities for local people with all new funding streams, involving local people in the direct delivery of services through designing services, employment opportunities, apprenticeships and volunteering as pathways to work.

Aim 3: Ambitious organisation

To deliver the vision by building a new organisation that has ambitious targets, aims for the highest quality, challenges inequalities and builds on the strengths of our communities.

Critical Targets

6. Ensure the necessary City-wide partnership is in place and effectively operating to lead on the development of an anti-poverty strategy.
7. To have an integrated plan for recruitment and volunteering that ensures that at least 50% of people involved in the Settlement are from ethnically diverse groups.

Objective 3.1 Internally

- Develop the 'Community First' idea with a view to reorienting all services around this and ensuring the welcoming approach is extended further into the community.
- The detailed actions and activities in this plan will be set by reviewing all existing targets, creating new ones where necessary and setting ambitious KPIs and ensuring health and wellbeing is embedded in everything we do.
- Wellspring Settlement will be an exemplary employer in terms of supporting and retaining staff and volunteers, succession planning the diversity of its constituency and ensuring the workforce's wellbeing and development.
- Develop integrated teams, building on strengths, of staff and community members to promote shared ownership and high levels of ambition.
- Ensure we offer a mixed portfolio of services at different scales to meet community need and the sustainability of the organisation.
- Ensure volunteer and employment recruitment, mentoring and training opportunities are targeted at under-represented and marginalised groups to ensure culturally appropriate service delivery.

Objective 3.2 Externally

- We will identify and work to reduce inequities between this part of the City and the rest of the City.
- Have an effective internal and external communications strategy and working team to create purposeful visibility for this community so we can share our stories and successes between our staff/vols/Board and with the community and use this to trouble-shoot high priority, pressing and seemingly intractable problems.
- To work with partners city wide and nationally to bring focus on current issues, finding joint solutions, taking the lead where necessary, including creating a new Bristol Anti-Poverty Strategy.

Aim 4: Powerful connected communities

To have strong connections at all levels with the communities we serve and build connections within communities to create local power and reduce isolation.

Critical Targets

8. To agree the demographic profile against which we benchmark our activities for Lawrence Hill and Inner City and East.
9. To agree and begin implementing the strategy for the Family Hub. In the first 3 months we will have made a decision whether we are planning to deliver youth services or work in partnership based on recent research with young people.

Objective 4.1 Community development strategy and family hub

- Agree and implement our community development strategy.
- To act as and develop a family hub for the community, building social capital and cohesion across generations and seek out those who are isolated.
- Include the needs of young people as a priority in our work by working with others to make the Barton Hill and or Lawrence Hill area the most vibrant and interesting place in the City for young people to grow up in.

Objective 4.2 Local forum

- Facilitate a local forum of schools, housing, councillors, GPs, faith groups and others, building stronger connections and exploring partnership work to build collaboration into our shared ambitions and campaigns for this area.
- Develop (or build on) mechanisms so representation of individuals/groups within the community is effective.
- In partnership, responding to opportunities to distribute local grants for start up schemes.

Aim 5: Increase local resources and influence

To raise the profile of the area by promoting its strengths to increase resources and influence for the communities we serve.

Critical Targets

10. Develop an influencing strategy which identifies key partners and gives voice to campaigns at local, city-wide, regional and national levels.

11. To deliver a community leadership programme with at least 6 local residents.

Objective 5.1 Communications strategy (see objective 1 and 3)

Objective 5.2 Local strengths

- To use the skills within the community to benefit others, raise aspirations and publicise this City wide and nationally.
- To advocate for the community and represent the area based on knowledge, use of our data and evidence provided by and with local people.
- Work on community leadership at all levels, including our Board, and create influential and credible leadership that is open to emerging leaders.
- Work with a range of voluntary sector organisations in the City to increase resources for our communities.

Objective 5.3 Strategic positions

- Work with regional and national partners to create policy campaigns such as Locality's Keep it Local to influence hyperlocal investment opportunities.
- Work strategically with funders and other investors to influence local strategic assessments and to attract additional funding and resources.

Aim 6:

Restore, protect and promote a sustainable neighbourhood.

Critical Targets

12. Complete the internal environmental strategy, take the final draft to the Board for approval by September.

13. By the end of the year an action plan is in place.

Objective 6.1 - Create sustainability environmental plan

- Commission an environmental strategy for WS.

Aim 7:

To be sustainable and independent, financially and socially.

Critical Targets

14. To raise £200k off the bottom line.

15. Ensure we have the finance teams and systems fit for the new organisation

16. Strong financial governance

Objective 7.1

- **To be financially sustainable and independent, employing innovative income generation techniques where appropriate**
- **To support and promote a work/life balance to ensure quality of life and community capacity as well as local services.**
- **Work to the triple bottom line (people, planet, profits) agenda.**
- **To have up to date IT systems and digital security, with staff well trained in using them effectively to ensure we are efficient and maximising our communications.**
- **Maintain a national profile**

Get in touch

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