



Strategic Plan 2024-2027

Dear Community

Wellspring Settlement is a charity. We are here for the community and want to be run by the community. Our services should be the ones you want and need. All of the money we receive is used to provide services for you. Many of our staff and trustees are or have been members of the community. We want to work in partnership with you to help make sure this community is the best it can be. This document sets out our plans for the future and how we intend to achieve our goals. It has been developed using input from community members. We welcome feedback.

Beth Wilson, CEO



Contents

- Page 3: History and Context to our aspirations
- Page 4: Vision, values and charitable objects
- Page 5: Our Why
- Page 7-9: Our Ambitions for the next 3 years
- Page 10: Our Approach to Wellbeing and Health
- Page 11: Our Approach to Community Participation
- Page 12: Other Language we use
- Page 13: Factors Critical to Success
- Page 14: About Us and Contact us



History and Context to our Aspirations

- Wellspring Settlement is a community anchor organisation based in Inner City East Bristol, working primarily in Barton Hill and the surrounding areas including the Lawrence Hill ward, The Dings and St Philips Marsh.
- Our organisation is the product of a merger which brought together the strengths and assets of two community organisations - Barton Hill Settlement and Wellspring Healthy Living Centre - into one charity which aims to provide the biggest benefit possible to our communities. Barton Hill Settlement began life in 1911 as part of the University Settlement movement and Wellspring Healthy Living Centre formed from community members' aspirations and New Deal for Communities in 2004. The merger was completed on 1 February 2020.
- The Covid-19 pandemic followed closely by the cost-of-living crisis, have escalated long-term challenges faced by people living in our community into crises; money does not go as far and more and more are living with poverty. Statutory services are increasingly underfunded and eroded, all of this is happening at the same time as funding for charities is becoming harder to come by and sustain.
- Our organisational culture is shaped by our vision, values and charitable objects (see page 4). We believe in being here for and working with the community we are part of; we believe in building on the strengths that already exist (see pages 5 and 6).
- Whilst our two organisations had a long history, Wellspring Settlement is still new and our identity and relationship with the community continues to form. Considering this history and context our priority for the first two years of this Strategy is to continue to build trust, relationships and partnerships with the community and to focus on resilience and stability. By year three, we want to be ready to be more aspirational with and for the community and to be looking forward to the future (see pages 7 and 8).



Vision, values and charitable objects

Vision

Strong dynamic communities where everyone has a good quality life

Values

- Integrity of word and deed forms the basis of all relationships.
- For us, real leadership is serving the community first.
- Celebrating diversity; this is our strength
- We will demand equity in all our work
- We will dedicate long-term stamina to achieve our goals
- Nobody is a stranger and everyone feels safe and welcome
- We will do everything we can in partnership.

Charitable Objects

- Advancing awareness and issues around good mental and physical health, adopting and maintaining healthy lifestyles, and provision of support, education and practical advice reducing health inequalities.
- Providing or supporting facilities for recreation or other leisure activities for the benefit of people who would not otherwise have access to them
- Maintaining and managing community assets, and developing further assets for activities of benefit to the community.



Our Why: Challenges and Opportunities

This is a community with many assets:						
People who come together and support each other in times of crisis	People who build long lasting friendships	People who want the best future for their children	People who work hard	People who have developed self-care routines*	Safe, green, outdoor spaces*	People who are passionate about their community and neighbourhood
People who run their own business	People who are professionals	People who have a vision of a colourful, clean, healthy neighbourhood *	Community buildings	Different languages, cultures and religions	Temple Quarter major development on the doorstep	Lawrence Hill earmarked for major regeneration (Bristol Local Plan)

NB: Lawrence Hill data is based on Bristol City Council Ward Profile Report April 2023

* These are things we heard in our 23/24 Creative Research Project



Our Why: Challenges and Opportunities

But People in our community face multiple complex challenges and have many needs including:

- Social isolation
- Poor health and wellbeing
 - Trauma
- Public transport challenges

- Economic and social disadvantage
- and imbalance
- Lack of a sense of belonging
 - Stress

- Lack of agency / purpose
- Poverty / cost of living crisis
- Cultural deprivation
 - Language

- Lack of education and/or opportunity
- Weak cross-community links
- Speed of local change and short-termism

38% were born outside the UK and 23% main language is not English (both more than double the Bristol average)

The number of people claiming unemployment related benefits is more than double the Bristol average

68% live in flats compared to a Bristol average of 35%

Underfunded and eroded statutory services including physical and mental health services

44% of housing is socially rented (Bristol average is 18%)

Lawrence Hill: Significantly higher than Bristol average number of over 65 year olds receiving a community based service /domestic service (and significantly lower than average in care homes)

Lawrence Hill: 46% of children living in lowincome families (more than double the Bristol average)

Lawrence Hill: higher than Bristol average rates of crime

Lawrence Hill: life expectancy for men is 5 years lower than Bristol average

NB: Lawrence Hill data is based on Bristol City Council Ward Profile Report April 2023

* These are things we heard in our 23/24 Creative Research Project



Our strategic Aims

Aim 1: Person centred, community informed services which deliver our overall organisation impact

By 2027 we will offer a range of services, which: address community need; are strength-based; and help us achieve our vision and deliver sustainable impact.

Aim 2: Community Voice, celebrating the community and the work we do
By 2027 we will have positive and strong relationships with a defined community who we celebrate and work with.

Aim 3: Investment in sustainability and resilience – people, money and buildings

By 2027 we willhave invested in the sustainability and resilience of people, money and buildings; we will be in a strong position to grow and thrive whilst achieving our vision and impact.



The threads that run through our Aims

1 – Partnerships:

We recognise that working in partnership can bring significant benefits for our community; we work in partnership with organisations and community members to achieve more and better impact; where appropriate we make space for partners to lead; we will embed partnership working and ensure it informs everything we do.

2 – Influence:

We are independent of statutory organisations and we see and take opportunities throughout our work to influence change by others to the benefit of our community; and to address inequalities our community experiences.

3 – Inclusion:

Inclusion and diversity and challenging inequity runs through everything we do, how we do it and why we do it; people feel connected and everyone in the organisation has an awareness of how to make people feel more included.

4 – Communication:

Sharing knowledge and information internally and externally; consistent messages; telling stories of our work in an asset-based way; using language people understand.



Our Services and impact

What we do

- A community hub providing access to advice, information and support
- Person centred, community informed services that tackle poverty and health inequalities
- Person centred, community informed services that provide opportunities for personal development
- Activities which bring communities together and build strong communities

What we aim to achieve

- People feel welcome, belonging, reduced isolation, build connections and resilience
- The impact of poverty and health inequalities is alleviated
- Increased confidence, purpose and new opportunities for personal development and growth
- Sustainable communities

The overall result we expect to see – Wellspring Settlement's overall impact on people and community:

- Building a thriving, inclusive and socially connected community where people are able to choose and influence their future



Our Approach to Health and Wellbeing

Wellbeing and Health are extremely important to Wellspring Settlement; in part due to the legacy of Wellspring Healthy Living Centre. Wellspring Settlement's approach to health recognises that much of today's ill health is linked to social causes and the wider determinants of health. Our health approach is focussed on working with people and communities, going beyond treating and preventing illness to health creation: enabling people to live to their full potential, creating healthy communities.

Wellspring Settlements aim is to reduce health inequalities through Health Creation ensuring our work is delivered to the following 3 Cs of health creation: -

- People feel a sense of control over the circumstances of their own life, rather than be dependent on services.
- People have meaningful and purposeful social contact/connections and activity and are not socially isolated.
- People gain confidence to take responsibility and to deliver actions that have a positive impact on their lives and those around them, promoting self-care and the skills and tools to be able to make informed decisions.

Health creating practices are those activities and approaches that when embedded into practice at the front-line will help people to create and improve their health.

The five features of health creation: listening and responding; truth telling; strength focus; self-organising and power shifting speak directly to Aims 1 (person centred services) and 2 (Community Voice) of this Strategy and to our Theory of Change, and our overall outcomes and impact. Whilst some of our services have a clear "health" focus as they are directly aimed at improving a mental or physical condition, we consider all of our services to contribute to our health creation approach and improving people's health and wellbeing.

Our organisational strategy is our Wellbeing and Health Strategy.



Our Approach to Community Participation

As an organisation we strive to have meaningful relationships with our local community and community leaders. In order to achieve this we need to have a common, organisational understanding of who our community is and how we want to work with them.

Our Community – the distinction between Service Users and the Hyper-Local

Many of our services and activities are universal and drop in and therefore are open to anyone who comes to us; some have funder driven accessibility criteria. Some of our services are unique to Inner City and East or even the wider Bristol area and so attract people from across the city. This is our Service User Community.

We are a community anchor organisation (anchors are organisations which are multi-purpose, community-led and based and aim to build community capacity) based in Barton Hill and therefore in delivering our Aim 2 (community) there are circumstances in which we will prioritise those who are hyper-local to us. Working with other community organisations in the area (Eastside and Trinity) we will define who we consider to be in our hyper-local community area where we want to prioritise building relationships and getting to know the patch well, and supporting voice and influence and community development. At the time of writing this strategy, this area primarily includes Barton Hill and The Dings but may change over time. This is our Hyper-local community.

Community Participation:

We have a broad understanding of the meaning of Community Participation and consider it to include all of the following: service users, volunteers, staff, trustees, event attendees, community engagement, community groups and development, feedback groups, membership of the organisation, voice and influence activities.

It is an organisational priority as part of this strategy to embed participation in all of these areas.

We want to explain what we mean by some of the other language we use in this document:



Language

Person centred

Person centred means that we focus on the needs of the individual, treat everyone as unique, work with people and offer flexibility in how we work with people.

Grow our own

This refers to an approach to recruitment, retention and professional development which aims to create opportunities for service users, community members, volunteers and staff to develop within the organisation.

Voice and influence

By voice and influence we mean working with, listening to, responding and acting on the voices and lived experience of people in the communities we serve.

Community engagement versus community development

Community engagement is the term we use to encompass events, activities and opportunities we create which allow us to connect with the community and the community to connect with each other.

Community development refers to a longer-term relationship with the community or an element of it in which we would expect to be led by what the community wants from us.



Factors Critical to Success

Stakeholders, Partners and People

- Staff, volunteers and trustees
- Service Users and community
- Tenants and Room hirers
- City wide partners
- Educational institutions (schools/unis)
- Local support organisations (Food banks, housing providers, among others)
- Local authorities (community development team, homelessness teams, Social Services, police, commissioners)
- GP and Health providers, Integrated Care System, Sirona
- Local businesses and Places of worship (St Lukes Church, Tawfiq Mosque)

Resources

- Income and Funding – grants, contracts, self-earned
- People
- Premises/buildings
- Technology
- Communication
- Policies and risk management
- Training
- Time

Delivery Plans and Clear Priorities

- Action plans and Key Performance Indicators(KPIs) on:
 - Influence
 - Equity, Diversity and Inclusion
 - Services
 - Fundraising
 - Assets
 - Finance and resources
 - Comms and Digital
 - Community participation
 - People, Culture and Wellbeing
 - Relationships and partnerships

Monitoring Progress

- Quarterly reviews of progress against actions, KPIs and of quantitative and qualitative monitoring of outputs and outcomes
- Monthly report to Board on strategy progress
- Annual refresh / update of strategy, KPIs and action plans



About Us, and Stay in Touch

About us:

Wellspring Settlement is governed a Board of Trustees; we aim to have at least 50% of the Trustees from the local community. Trustees are elected by local community members.

Wellspring Settlement has a comprehensive list of policies which are an active part of governance and running of the organisation.

Wellspring Settlement is run by a Chief Executive Officer who is supported by an Executive Team including two Deputy Chief Executives.

A staff team of 49 people / 32.1 FTE (as at 1 March 2024) works with volunteers to deliver front line services and run our buildings.

Risks are managed through Wellspring Settlement's Risk Register which is regularly reviewed by Trustees

- **Wellspring Healthy Living Centre Site: Beam Street, Barton Hill, Bristol, BS5 9QY**
- **Barton Hill Settlement Site: 43 Ducie Road, Barton Hill, Bristol, BS5 0AX**
- **0117 955 6971**
info@wsb.org.uk
- www.wellspringhillsettlement.org.uk

Wellspring Settlement is a company limited by guarantee, registered in England and Wales under number 05031499, and is a charity, number 1103139.