

Creative Sustainability aims to create inclusive, resilient communities that can support mental, emotional and physical health and wellbeing for everyone.

Community – people with Common Unity - experiential, geographical, social, cultural, systemic.

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May 2023
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Culture and Values at the Heart of Finance

As a not-for-profit organisation operating for the benefit of people and communities, and planet, Creative Sustainability must demonstrate exemplary financial conduct for stakeholders, including people and communities it serves, staff and volunteers, funders and commissioners, partners and collaborators. We have guiding principles that underpin how we finance what we do, and can exercise choice:

1. We consider the needs of local community sector partners and collaborators fairly and equitably in our choice of funding bids, and what we are looking to fund
2. We are not driven by service delivery but are values-led and our values guide our choices
3. We use our five community development principles to decide if funding partners or collaborations are right for us so we can always be user led; asset based; inclusive; real world and ongoing.

In terms of public transparency, for annual accounts we are bound by the regulation for CICs, which expects less information than classic charity accounts. We do however include additional information about our income sources which is not compulsory. We also publish our CEO's quarterly report, which is not required by law, on our website and with our full accounts declaration on companies house. There is scope for further financial transparency that might include publication of salary scales, specific programme budgets and forecasts for the year ahead.

Financial year 2023/24 Overview

We finished the year with a very much more positive outlook than we began it, due to highly anticipated support from Barnwood Trust and Lottery for the next three years, and smaller grants and commissions.

Fig 1, Cashflow forecast in November 2023 gave us a year assured delivery.

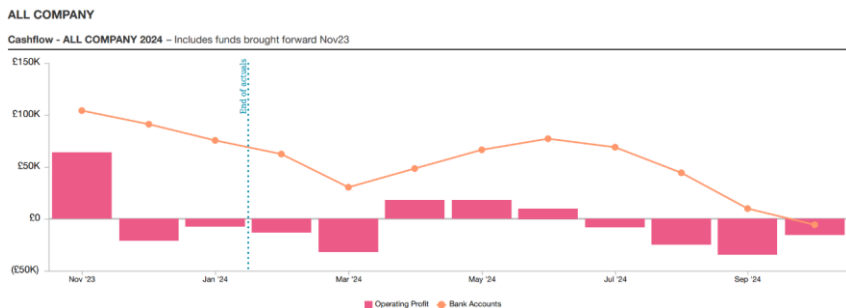
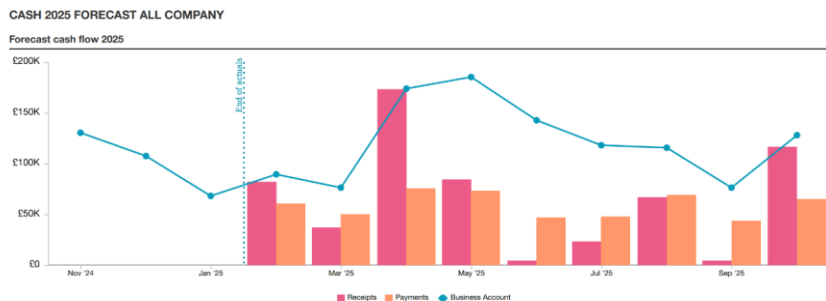


Fig 2, by the end of October 2024 we have a very positive outlook



With huge thanks to Claire Hatfield for her precise management accounts and use of forecasting tools to enable CS to navigate the year with accuracy and foresight, and to the whole CS team who pulled together on our fundraising strategy with enthusiasm and heart.

Forecast year 2024/25

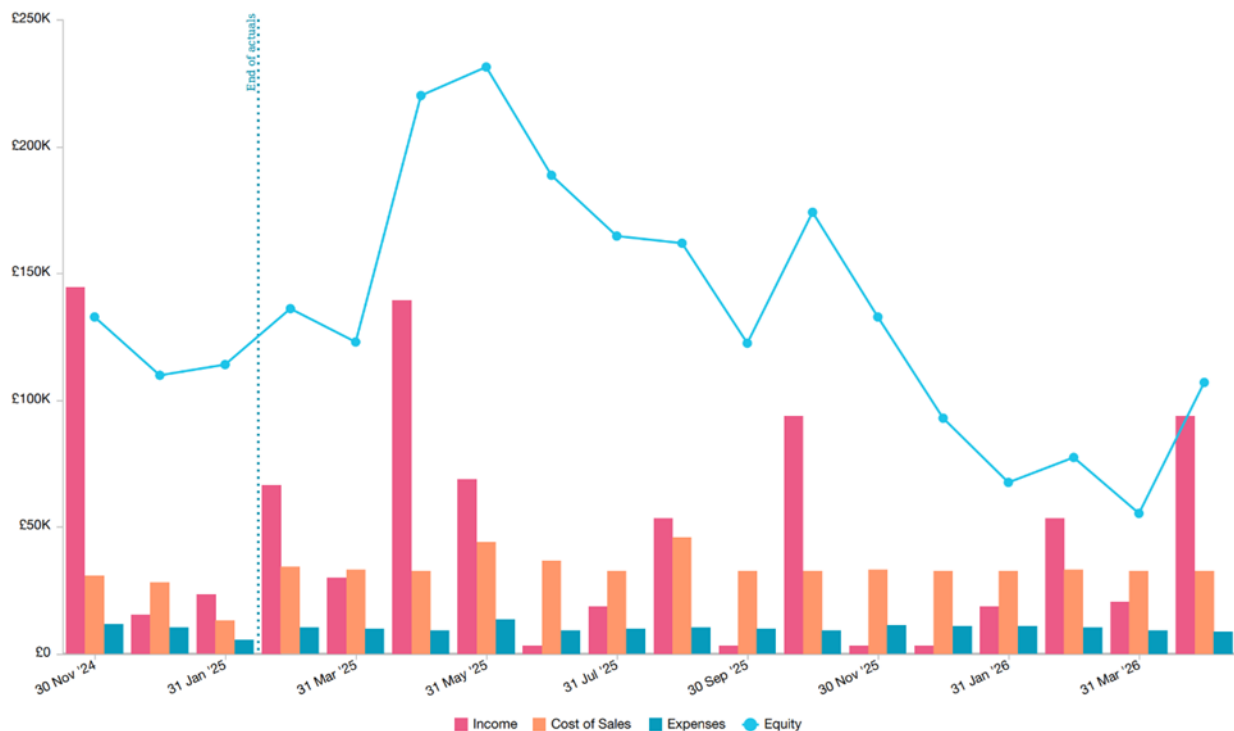
It is hugely encouraging to be able to look ahead 18 months and see the organisation is fully funded. Our forecasts only include guaranteed income and expenditure. Given that this is currently pretty unusual in the sector we have much to be proud of. With a considerable underspend currently showing we will review areas for additional resource and capacity input, and including strategic development that will underpin continued support from major funders for our delivery.

We are 100% confident in this forecast:

- Financial systems are all automated, using accounting software to manage and track income and expenditure according to source, projects and type.
- Forecasting software used to forecast against same with accounting software automated for monthly updates to real income and expenses.
- CEO and Bus Admin review tracking and allocation of specific and detailed items in both income and expenditure at year end, and rectify any discrepancies.

Profit & Loss by month - ALL COMPANYY

NOTE actuals replace forecast each month so TOTAL for year is more accurate forecast for current year than Quarterly View tabl...



Recommendations

- Team discusses financial transparency in the public realm
- Review programme budgets for capacity and resource building
- Review strategic development spend, in areas including marketing, partnerships, building development and improving spaces.
- As per pay review strategy agreed in 2024, a second 5% pay increase is made as of April 1st, that brings salaries in line with inflation since 2020, noting that the forecast takes this in to account.

Expenditure controls

We have very robust and clear procedure around expenditure, budgets and how we ringfence funds, and is a key factor in our current financial position:

- Delegation of Authority, and Finance and Business Policies, clearly state processes for all staff and expenditure
- Programme Managers work with Business Administrator each month to update understanding of budgets, using live information as oppose to using excel budget sheets.
- Business Administrator and CEO have bi-weekly updates across all income and expenditure. of specific work (projects) budgets not ringfenced and delivery costs not available.
- All income - grants, services delivery, and revenue – that is linked to programmes is accounted for in accounting software against a project.
- Unrestricted funds are allocated where most needed, and this might be core funding or activities
- Annual Accounts finalise c/f for each programme budget in to following year.

Recommendations

- Current processes are upheld for this financial year, including the clear allocation of funds to specific programmes.
- In anticipation of the following year we review the case for merging budgets where the outcomes expected against specific income streams are so similar there would be no need to discriminate.

Reserves

Our Reserve policy describes CIC not-for-profit constraints and complexity around corporation tax, restricted funds and earned income, staff contracts in relation to project budgets. We are, however, still subject to the policies of some funders with different views on reserves. We also have an issue in our published accounts in that the language used around profit and loss is not understood by some funders who interpret incorrectly.

Recommendations

- Need to understand more about redundancy pay, and costs of running minimum period of programmes that is appropriate for all stakeholders, in the event of programme closure.
- Included in our annual statement are key points from our [CSCICP04 - Finance and Banking Policy.docx](#) that describe our reserves policy:

We use all available funds to meet the needs of the community as defined in The Articles. CS holds a back a suitable level of reserves to ensure all legal and moral responsibilities and obligations can be met at all times, and particularly in the event of the company being closed down.

Constraints

- *CIC's may be subject to corporation tax on profits shown as such at the end of a financial year, which includes any new funds generated in that year that are not designated or restricted.*
- *All programmes and projects are run only if there is designated or restricted funding available. Budgets for all aspects of running a project are planned in advance and adhered to. No work is undertaken that is not fully funded.*

Target Reserve Fund

- *The target Reserve Fund is equal to 3 months average core operating costs, based on the previous financial year, currently £25,000*

Authority to use reserves

- *Authority for the use of reserves is in accordance with CSCICP24 Delegation of Authority Policy.*
- *In the event of company closure the Board will plan the closure strategy to ensure all legal and moral obligations are met and the reserves are put to best effect to achieve this.*

Fundraising Strategy

The time invested in creating and updating our fundraising strategy has no doubt underpinned our current financial comfort. In combination with our forecasting strength we have been able to plan priority actions and ensure our focus is in the right area and that we plan well ahead:

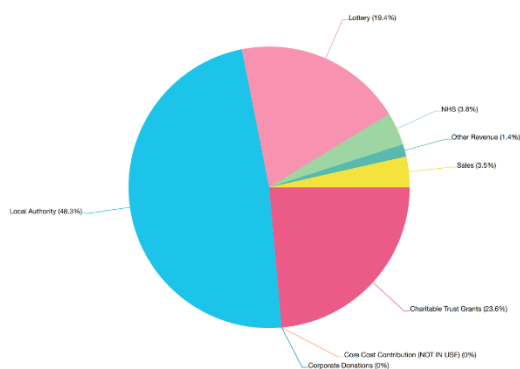
- The Fundraising Strategy identifies 'live' project and core costs in order to identify priority actions
- We have a named fundraising team and delegation of priorities for them
- There are principles and values in order to mitigate reputational risks by association, as above p1.
- It identifies the need to diversify and spread risk between different types of income.

I have been working with Jo Jeffries to enhance our focus of time and energy and efficiency in fundraising, and after a few sessions we have developed a good direction of travel together. Jo has created a portfolio of trusts and foundations, awards and resources for us, and has proposed she creates a monthly bulletin with specific opportunities for the CS team to work on that month. It has been a very encouraging and supportive process too. Jo is and I hope will continue to be a good ally.

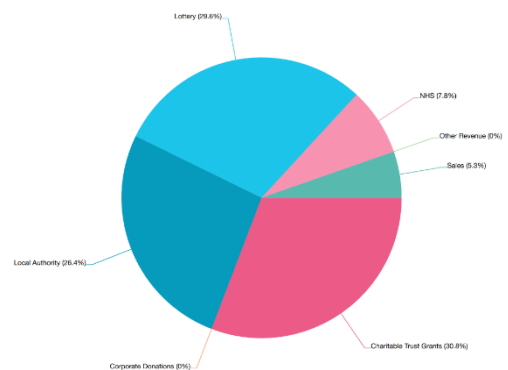
Given our great financial position this is the time to develop relationships with the NHS with a view to understanding the opportunities that relate to health and wellbeing funding. We need to be ready for the huge shifts in the health sector that are promised by the current government, and be ready to influence and participate in our local offer.

In terms of diversification of income we can see the shift from 2023/24 income streams to our forecast for 2024/25, where there is a more robust spread and particularly noting increase % sales and NHS:

Total Income by source proportion 2024
Actuals to 31 Oct 2024.



FORECAST Total Income by source proportion 2025
Forecast to 31 Oct 25.



Recommendations

- Fundraising focus on priorities 1. Access Bike, 2. John Street, 3. core costs
- Continue to work with consultant fundraiser consultant one day per month for bespoke funding opportunities register and data compilations
- Improve ratio of NHS income through forums and opportunities to participate in finance, decision making and influencing commissioners, particularly to break down the current limited views and narrow focus on what constitutes community health and wellbeing initiatives in Gloucestershire.
- Explore more options for earned income (sales) through mentor programmes, chargeable activities, sales of services, goods and skills.

Programme Reports

This quarter we will be publishing our organizational report on activities, audiences, outcomes and a timeline of CS achievements, using data of the kind we see in the Summary Reports, below.

- [3rd Space Programme Summary Report 2024.pdf](#)
- [Access Bike Programme Summary Report 2024.pdf](#)
- [Digital Inclusion Programme Summary Report 2024.pdf](#)
- [GYCG Programme Summary Report 2024.docx](#).

Reports for Community Hub Strategy and John Street Community Hub will be due in the Summer 2025.

Culture and Values at the Heart of Governance

As a not-for-profit organisation operating for the benefit of people and communities in the Stroud District and Gloucestershire, and planet, Creative Sustainability must demonstrate exemplary leadership and governance to all stakeholders, including people and communities it serves, staff and volunteers, funders and commissioners, partners and collaborators.

We are a values-led organisation and our governance is underpinned by inclusion, sustainability and empowerment, where these values inform our purpose, practice and culture. Our governance structure allows for highly skilled and experienced directors who enable and support compliance with relevant legislation and regulation, and also who can promote, embed and practice approaches that fulfil Creative Sustainability's vision and missions.

When we undertook to have a complete governance review in early 2022 we were clear that it needed to start with the culture and values, and that a robust strategy would emerge if we held these fiercely close. After nearly 3 years of hard graft from the whole team, the organisation has a very solid foundation across all domains of governance with those values at the heart of everything we do. An esteemed colleague working at Fairshares recently told me we stand out as an organisation led by our values, and another told us we were clearly committed to our values inside and out, for people we work with, staff and volunteers alike.

Going forward we now have increased capacity to give attention to extending our work to more people and communities, improving our workplace for our team and spending significant time on our relationships with key stakeholders and partners, including focus on our comms strategy, to increase our organisational presence, and on our long-term funding strategy.

The Governance Policy will be reviewed annually to ensure continued relevance for the people and communities we work with and that keeps up with an uncertain world and the challenges ahead.
[CSCICP22 - Governance Policy.docx](#)

Leadership

This year we were delighted to welcome two new directors to the board, extending the breadth of expertise on the board, Philip Douch and Tosca Cabello – Watson. James Beecher retired after a good two years service and we thank him for his invaluable contribution.

Achievements

1. Code of Conduct for existing and new directors
2. Board of 6 spreads workload and achieves a broad range of expertise in our desired list

Recommendations

1. Recruitment Guide needs review including process and inclusive and appropriate messaging
2. Appropriate ratio of staff: independent directors ideally to 4:4
3. Skills gap audit for
 - Beneficiary experience, voice, and participation
 - Organisational strategy and direction
 - Creative thinking and solutionism, innovative and bold practice
 - Asset-based community development
 - Inclusion and Diversity and equitable decision making
4. Training needs identified and programmed according to time constraints of directors.

Organisational Purpose

As part of our review in 2024 we reviewed our constitution to see if it reflected the current and future values and direction of the organisation. This was in part instigated by a Barnwood funded partners offer, highlighting the fact that we work primarily to support disabled people and people with mental ill-health and this was not clearly described in our constitution to date. [Creative Sustainability CIC Constitution Articles of Association](#) Our new objects read as follows:

5. **Objects**

1. *The objects of the company are to create inclusive communities that can support mental, emotional and physical health and wellbeing for everyone, through*
 - *responding to the specific needs of people and communities, with multiple opportunities to access resources, connections, support, advocacy and representation, towards inclusion and empowerment.*
1. *addressing and challenging marginalisation and exclusion at community, societal and systemic levels through amplifying voices, influencing and facilitating change for sustainable and cohesive communities.*
2. *Definition of Community – People with Common Unity – experiential, geographical, social cultural, systemic.*

We work for the benefit of marginalised, disabled and minoritised people, people with mental-ill health, isolated people and people who are adversely impacted by the complexity of societal systems they have to navigate.

Achievements

1. Organisational Strategy developed and used [CS Organisation Strategy 2023-24.docx](#)
2. Quarterly reports on Programmes by managers and CEO for the board focus on SWOT to focus minds

Recommendations

1. CEO to review programme frameworks with programme managers to support SWOT reviews, challenges and progress
2. Fundraising challenges identified by CEO with support from consultant fundraiser expert Jo Jeffries will follow purpose closely
3. Coproduce objectives and outcomes for each programme with participants, and anticipating these will be the backbone of our Annual Report
4. CEO develops 'Principles for Action' that identifies when we do or don't get involved in specific activities, including partnerships and collaboration and joining in with consultancy.

Integrity

Over the last year every policy has been reviewed, integrated with associated documents and most have been assigned to a senior member of staff or member of staff with significant experience in the topic. Priority policies have been 'adopted' by a board member for proactive oversight.

Achievements

1. We have introduced new policies and updated others to underpin our integrity and accountability. Significant of these are
 - Complaints Policy
 - Conflict of Interest and Anti-Bribery Policy
 - Harassment, Bullying and Grievance Policy
 - Whistleblowing Policy
2. All Directors sign the [Directors Code of Conduct.docx](#) and a specific Staff Code of Conduct is in draft form.
3. Clear processes described in Governance Policy such as number of Directors to be maintained, definition of quorate, declaration of interests, relationships between directors, financial controls and decision making process.
4. Conflict of Interest guidance includes independent advice and referencing
5. Policies published on website – with more to come including Staff Handbook

Recommendations

1. Skills identified for policy leads, with any training required lined up asap.
2. Informal conversation with policy leads to check on their confidences and competencies
3. Whole staff training sessions to raise awareness of key policies, their rights and responsibilities.

Decision Making, Risk and Control

The considerable work done on policies, risk management and financial management tools in the last two years has given us all confidence in prioritising our attention and actioning accordingly. The Risk Register continues to be the point of reference to identify and prioritise action each quarter.

Achievements

1. Policies that underpin decision making, risk and control are fully developed and in use. Significant of these are
 - Finance Policy
 - Delegation of Authority Policy
 - Salary Scale Policy
 - Risk Management Framework
 - Health and Safety Policy, including 4 levels of risk evaluation and mitigation
2. Programme reports are focused more on SWOT analysis, giving more guidance to the board about issues arising that may need support, decisions or controls put in place.
3. Clear, simple guidance for all staff and Board of Directors about GDPR and adherence to policy and procedure where this particularly emphasises the compliant storage of information and transfer of data.
4. Regular update of policy and procedure with audit and tracker document used by a number of staff members.
5. Risk Register identifies priorities for each quarter and actionable mitigations to work to.
6. Policies identify specific staff and board members where there are significant key responsibilities
7. Fundraising Strategy, Operations Summary both developed and used

Recommendations

1. Use of Principles of Action to support decision making for future strategic direction.
2. GYCG risk evaluation and mitigations drawn up (from discussion and notes in September).

Board Effectiveness

Our board has the advantage of including members of staff, who have their finger directly on the pulse of the day to day impact of what we do at CS. This is certainly an advantage over a remote or less integrated board of trustees in terms of effective decision making, advisory and ideas contributions. Missing is the direct voice of young people, a key priority for the CEO.

Achievements

1. 6 Directors share burden of work and responsibilities including staff members to take on specific time heavy tasks within working hours, with clear role definition for their board functions.
2. Quarterly review and board meeting cycle supports specific focus on the four critical functions – Strategy, Risk, Finance and Governance.
3. Cyclical focus creates space for discussion by the board and issues can be drilled in to more deeply by the CEO.

Recommendations

1. Ask board about their capacity each quarterly board meeting, along with training or support needs to participate as they wish to
2. Set up Youth Advisory Group led by member of staff on the board, including process for young people to take a seat at the board as and when they are ready.

Equality, Diversity, and Inclusion

Breadth of Diversity on the Board is currently limited, although staff have lived experience across a number of issues that we work with. Clearly missing is the youth voice which we want to address meaningfully and supportively. This is something we cannot rush in to.

Achievements

1. Understanding of issues and pitfalls, including following CEO training with Transform and ongoing awareness with Texthelp resources,
2. With all the measures we have in place joining the board is a safe prospect for anyone.
3. EDI policy includes board diversity approach

Recommendations

1. Youth Advisory Group to be developed with TCW and CEO including
 - Mentor support to ensure safe, supported, meaningful and long-term participation.
 - Description of the aims of the youth advisory group that will inform their initial interest.
 - Review recruitment guidance and draft version for more appeal to young people.
 - Pathway for all young people that supports their personal development to become board member.
 - Monitoring and evaluation plan developed to ensure EDI, function and ambitions for yp are met
2. Board to re-do the diversity survey in 2025 when the youth advisory group is underway.

[CSCIC Lived Experience](#)

[CSCICP01 - Equity, Diversity and Inclusion Policy.docx](#)

Openness and Accountability

Achievements

1. Clear process of communication from project managers to CEO to Board
2. Clear boundaries set and agreed for board members where there is to be no communication of board matters directly to staff by them.
3. Specific policies developed to support organizational accountability

[CSCICP15 - Conflict of Interest and Anti-Bribery.docx](#)

[CSCICP12 - Complaints Policy.docx](#)

[CSCICP27 - Whistleblowing Policy.docx](#)

[CSCICP17 Harassment, Bullying and Grievance Policy.docx](#)

4. Accountable to staff with our new staff handbook, a comprehensive guide to support staff to know their rights, processes and policies about everything we do that affects their work life with us. [CSCICP08 Staff Handbook.docx](#)

Recommendations

1. Whole team day to review culture, values, next steps to openness.
2. Publication of relevant policies and staff handbook on website.

Risk and Mitigation

Using our Risk Register to understand and prioritise what we need to do to be a responsible and robust organisation is proving really useful across the domains of governance, operational, financial, compliance and external risks management. Updated every quarter it shows what we have in place to mitigate risk for each section, and then what we need to do in the current quarter. This quarterly board meeting focus on risk means that there is more detail than other quarters in terms of actions, and risks are colour coded in terms of importance and urgency. [Risk Management Framework Creative Sustainability CIC.docx](#)

Governance Risks

The priority for 2025 is to improve our board in terms of breadth of expertise on the board and improving diversity, where the risk is to our reputation as an inclusive organisation. Actions identified -

- Board to identify additional expertise needed to hold management to account on the competencies we have identified as desirable
 - Beneficiary experience, voice, and participation
 - Organisational strategy and direction
 - Creative thinking and solutionism, innovative and bold practice
 - Asset-based community development
 - Inclusion and Diversity and equitable decision making
- We develop a Youth Advisory Group with staff board member to lead and support engagement, participation and communications.
- We re-do our diversity survey in 2025 when the youth advisory group is underway and another external director is on board, to satisfy all desired competencies
- Review the recruitment guidance and draft version for more appeal to a wider audience
- Draft a description of the aims of the youth advisory group that will inform their initial interest

Less urgent but important nonetheless is to ensure directors have the capacity to fulfill their duties achievable responsibilities, with support needs met, and any training needed/wanted offered.

For more information about our Governance Policy ref. [CSCICP22 - Governance Policy.docx](#)

Operational Risks

Our operational risks are minimal currently, with our competencies and systems having developed hugely over the last 2 years or so. There are no urgent operational risks to address but rather there is ongoing practice to ensure we are up to date on matters for best practice, and the majority of potential issues arising have been anticipated. Actions identified -

- Review of core costs for financial year 2024/25 at end of 2023/24 financial year.
- CEO review staffing with programme managers and explore options for adaptation or growth

according to budgets available.

- Health and Safety Policy to include information about landlord responsibilities and building security.

Claire has drafted a comprehensive new Staff Handbook, for existing and new staff that will clarify both legal requirements of us as an employer and our internal culture around some more ambiguous issues – this being something that can give rise to dissatisfaction among employees.

We had thought that Programme Plans would help mitigate programme operational risks, specifically about tracking and accessing shared information, but this hasn't worked as we hoped. So we are developing better systems for naming and filing documents, cross-links in associated documents, deletion of obsolete documents and copies, and awareness for all staff about existing resources that sit in the wider organisational operations.

Possibly the most pressing action is to review Risk Assessments (RAs) on each level where these do all exist already but involving teams to review their own RAs again would be empowering and timely. These comprise Organisational, Programme, Place-based, Activities and Individual Risk Plans.

We now have a [CS Operations Summary.docx](#) document which is the origin document for a great deal of information, which will help the mission to avoid inconsistencies and error, for all staff use.

Financial Risks

We have excellent financial systems in place, making the tasks of tracking and control very straight forward, not least due to Claire's very high level of competency in using them and sharing information with the team.

Our funding strategy is very helpful in identifying our priorities for fundraising. Whilst we have greatly improved our financial situation since Q2 of the financial year we still need to pay urgent attention to 3 current priority budgets where these have the shortest existing budget life, in order of priority 1. Access Bike; 2. John Street climate hub; 3. Core costs.

As our bank account is the healthiest it has ever been we have engaged a consultant fundraiser to advise on unknown donors, and perhaps to focus on core costs which is the hardest area to fund with grants – speculate to accumulate while we are able.

For more information about prioritisation and funding values ref. [CS Fundraising Strategy 2024-25.docx](#)

Monitoring and External Reporting, Risks

There are no evident gaps in our practice currently that represent a risk to our reputation or failure to meet our commitments. However, that is not to say our processes couldn't be better with room for improving efficiency around sharing information between team members. There is, however, a risk to our progress as an organisation where we must raise our profile in the county, and particularly to highlight the breadth and depth of our work. We should consider investing in a visual impact report for external comms, to raise awareness of our rich programmes. As with investing in a fundraiser now would be the time to do this, while we are able.

There are no risks associated with this section that need to be addressed with any urgency.

External Risks

Interestingly this section describes the greatest continuity risks to CS at this time, and with two areas for urgent action needed -

The dramatic rise in the cost of living over the last 2 years has been a challenge for our budgets, and the impact on some staff has been really tough. All salaries were brought in to line with our salary scales indicative targets early in the year, with a further 5% staff salary increase in November 2024. Another increase of 5% tested in the forecasts will be implemented on 1st April 2025.

This goes hand in hand with the need to keep ahead of the drastic change in the funding landscape, which is undergoing considerable disruption. Engaging a fundraising consultant with understanding of this issue is key. We will also begin to clearly demonstrate current income sources by proportion, and action the plan to shift towards more sustainable future income sources as proposed in the funding strategy. These include more earned income opportunities – consultancy, participant donations, referrer contributions and membership models – positioning for more contractual funding, and using available crowdfunding opportunities for programmes with public appeal.

Very important but not urgent in the sense that we all want to get this right by taking our time to work deeply on it, is the need for staff to know where they stand as employees with their personal views and righteous anger about world issues, and how this works in terms of our collective views. Together we are creating the CS [Campaigning and Activism Policy.docx](#) which will enable us to take agreed action under the CS banner with pride and conviction, openly and as a team. We are also exploring how we support employees to follow personal volunteering ambitions.

Strategic Review

How are we doing against our 2023/24 strategic objectives?

Governance and Transparency

The Risk Register has been a great prompt for regular review of governance, and we can be very confident of our policies, procedures and processes that underpin our values and integrity. This has made us confident to publish documents online, supporting our intention to model openness, transparency and accountability to all stakeholders, with a view to challenging culture and systems in the sector. The board needs continuing improvement however, particularly in terms of diversity, as described above.

Finances

With a number of large 3 year grants in place, more competency among all staff, clearer fundraising staff roles and a defined strategy to support them, including how to define priorities, we are confident about our short and medium term future. Our priorities are described above.

Partnerships and Collaborations

Communities of Practice

The communities of practice we participate in are variously highly successful and proving challenging.

Particular successes sit with the Building Circles group, where we have secured 'permanent' funding from GCC to further the aims of our Welcome Group and also to lead on monitoring and evaluation for this year, and the group of participating organisations are working really nicely together. This is emerging as the group to bring together more disabled youth work organisations that can work together to identify gaps in provision for disabled young people, best practice models and joint funding to improve provision and collaboration both within the Stroud District and Gloucestershire.

The Barnwood funded Short Breaks community of practice is also going very well, developing evidence and models to support change-thinking at GCC about the very meaning and purpose of short breaks, and the resources and capacity needed to deliver on their statutory obligations. Our work with the Ernest Cook Trust funded Outdoor Learning community of practice is proving very valuable in terms of our nature based practice reputation, and we are the first organisation to be able to use their land for our groups. Polly's incredible networking with GYCG has an organisational stakeholder list of 149 organisations!

Challenges in collaborative working for both the Digital Inclusion team and the Community Hubs team have been growing and both come to heads this last quarter. For both the issues arise from differences in values and purposes of other members of the groups, and for Community Hubs it is also around communications. We need to prioritise responses to collaboration requests and choose those with mutual benefit; continue to develop and consolidate youth voice and participation best practice with collaborations; consolidate and share community engagement practices and exemplar models.

Trusts and Foundations

Trusts and foundations are on a mission to review their form of giving, with the trend being towards 'spending out', but also to look at investment in the right ways. AB is in the Summerfield Trust advisory group to guide the Summerfield Trust on their new model of philanthropy for the trust, and will campaign for no/low cost loans. The youth team is working with Barnwood on one of their focus strands – Short Breaks – to influence GCC commissioning. We hope to join with future strands.

NHS and Local Authority

In the same way there is growing consciousness among some people to review how they work with the community sector. We are growing connections with NHS representatives on all levels. The ICS seems to be a fairly blunt instrument at the moment, and how it develops remains to be seen. Disappointingly there has been no community engagement in the Stroud District, as promised, where there has been in other districts. AB has joined the Healthy Communities Together collaboration, led by Create Gloucestershire which has led to a number of great connections and we look forward to developing ideas. We are delivering an evaluation of health and wellbeing work in district hubs, commissioned by NHS and hope to draw attention to the real ROI of community based health initiatives - ICS Community Health and Wellbeing initiative for better M and E in community practice.

Team-Work Makes the Dream Work

The organisational culture and values are clearly strongly felt by a close and highly conscientious team, and we have collectively produced some particularly great attributes of working at CS, namely

- More cross-fertilisation of ideas and opportunities for both staff and participants
- Inclusive, kind and supportive working environment and practices and no-blame adjustments
- Responsibility for policies and practices according to strengths and interests
- Clearer line management, with more supervision and reflection time
- More programme planning and programme team comms time
- Team days!
- Re-definition of individual's roles where these have adapted to both individual and preferred tasks, and where they might need to fill gaps as they emerge.

Organisational Operational Practice

A summary of key operational areas supports a deeper understanding of our organisation, particularly in areas of interest to funders and partners. For our turnover around £500k there are a number of topics

A not-for profit community interest company working with communities in Gloucestershire Reg 7407799

requiring detail. [Organisational Operational Summary.docx](#).

Demonstrable Impact

The need to have a robust mechanism for monitoring and evaluating true, meaningful and useful data is increasingly on the radar of funders. We are ahead of the game, pleasingly, and becoming a bit of a leader in the county! Whilst we still need to work on the methods we know to be of great value we have achieved some landmarks and may well be working towards a full time role in this field, with Tosca currently great at the helm for internal and Building Circles work -

- CPIE Workshop at 1st Gloucestershire's Neurodiversity conference and at DATA Day.
- Lead on M and E for Building Connections community of practice
- Great data produced by all our programmes on outcomes, outputs and audiences!
- Interest from the sector in practice that works for communities

Publicity

In the last year we have made significant improvements to our website but work needed on programme pages to update and complete information. We have begun to draft our publicity strategy with the whole team and responsibilities identified, to include an Annual Report publication, unified branding, bi-annual open day, greater attention on linked in, an organizational newsletter to match the enviable Access and GYCG examples.