



**Will Mansell**  
CEO

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“First, before running through the key developments over the past year and the impact of the support, I would like to state my thanks to all involved with Caplor Horizons, especially Richard, Kay, Ian, Lorna, Rosie, Dan and Spencer for the time, effort and support we have received. The past month, in particular, has been a tumultuous time for the team and myself, with the many direct effects of the Covid-19 virus pandemic on our local communities here in Gloucestershire, and to have Caplor Horizons providing their continued support, now running into its third year, has been a real blessing. The original objective of the collaboration between Caplor Horizons and The Grace Network was to help discern and develop our vision, strategy and tactics; and, whilst doing this, to contribute to leadership and team development. This objective continues to be relevant today and has been expanded to include strategy implementation advice and support, review of strategy progress, continued analysis of each individual enterprise with-in The Grace Network group, funding support and ideas, and regular mentoring inputs for myself.

### **Grace Network Strategy Review**

In November we held a one day, all staff workshop, to review our strategy and to plan key targets for each enterprise for the next 12 months. This process, from it's initial planning phase, though to the workshop itself and the progress being made since then over the past 6 months has been facilitated and supported by Dan and Spencer to a highly professional standard. I was particularly pleased to see each enterprise develop a specific and highly effective and focused strategic Plan On A Page (POAP), as a result of the workshop. Our enterprise performance across the board has been exceptional and we now have a trading turnover in excess of £400k and employ more than 30 staff, which is almost a four-fold increase in activity over the past 18 months.

### **Grace Network Leadership and Staff Development**

With direct support from Spencer through the regular monthly mentoring sessions, we have developed our leadership team and recruited a new member to this team, which now includes myself, Jo, Tim, Tom and Helen. We have given priority focus to directly developing our staff team and with Helen's expertise as a coach and development specialist all staff members are receiving regular, one-to-one, tailored support to develop their skills and knowledge.

### **Grace Network Sustainability**

The Caplor Horizons team have put significant emphasis on The Grace Network securing it's long-term future by prioritising key sustainability parameters such as funding and security of tenure on the buildings it occupies. Many discussions have been held on these subjects over the past 3 years which have yielded some significant developments, such as secured funding from the Vinci Foundation for a new vehicle for the Furniture Bank enterprise and ongoing support from this



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foundation into the future focused on all the social enterprise initiatives. The Grace Network has also been able to secure a new property for its operations which has been fully funded by our Diocese and will allow tenure for all activities for many years to come.

### **Engagement with Caplor Horizons team**

Although intangible, conversations with Lorna, Ian, Rosie, Dan and Spencer have all been a vital element in the value we have received from Caplor Horizons. Wide ranging conversations about, for instance, strategy and the way we talk in public. These have all helped to re-shape and re-define what we are doing and how we explain it to others. This is hard to quantify but is significant.

In summary, what is the main learnings and impact of this work?

- Grace Network now knows thyself in a way that was previously not possible. This will allow us to grow intentionally towards the vision and strategy we have created with the Caplor Horizons team. Also we have been able to be able to reflect on the steps of the past that have caused confusion and slowed down some of our growth and development.
- We now have an effective and clear strategic direction that is helping to act as a guide as we move forward. This will be combined with a process to help create a shared language that can communicate our vision and message in public (without the need for constant and significant explanation from the team).
- The Strategy review has provided us with a roadmap for some basic improvements and developments that will move our current operations towards even greater sustainability. This will create a growth in our resource base and ultimately give us the platform for further development.
- The Strategic Impact Report, produced in 2018, continues to focus our actions to engage new stakeholders and to act as a centre point for understanding how we can help change lives. We also use the report as a catalyst to help us ensure we collect impact data that is relevant to our approach to bringing about change and desired impact.