

Nudge Community Builders

Annual Report March 2021- April 2022

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Nudge Community Builders is a Community Benefit Society registered under the Co-operative and Community Benefit Societies Act 2014. Registration number 7632

Welcome to the 2022 Annual Report!

Nudge has had a year of challenge, creativity and laying the foundations for bigger dreams along the street. As a small team with big ambitions we have been tackling complex build projects, supporting our community with the aftermath of the pandemic, supporting small businesses in our spaces through hugely challenging times, and continuing to take steps to make big and fun stuff happen!

It's been a complex mix of consolidating, building and collaborating together to create the spaces and places we love to spend time in. We continue to learn every day, try our best and stay brave and generous. **Thank you for being on this journey with us and all the support to keep nudging.**

This report sets out how we are progressing towards our aims and values. Gives a little flavour of what has been happening in our buildings and on the street; and updates you on the board, staff team and finances.

It includes:

- **A message from the Chair of our board.**

100% of our board live or work within a mile, they've worked really hard this year to make sure we are listening to our community, secure investment to make big things happen and keeping our 'nudgeness'.

- Some of our **highlights and challenges** across the buildings and on the street. So much going on, it's hard to keep track, but hopefully this helps you to see how we are growing as an organisation.
- **A quick look at our finances** - what's coming in, going out and our approach to spending and recruiting locally. This is an important part of what we do as it supports our community and the local economy to be more resilient.
- A reminder of our **aims and values** and future plans.

We would like to say a massive **thank you to the funders, small businesses, partner organisations and volunteers** that have supported us along the way.

We hope you find the report a useful summary of some of the nudging that has been going on!

You know where we are, so if you have any questions or want to know more please stop by and have a chat with us or any of our board members.

Hannah, Wendy and all at Team Nudge x



‘Local communities can imagine themselves getting jobs there, they can imagine their kids performing there; people can really dream differently.

We want to harness people’s excitement, because it’s not our journey, it’s everyone’s journey and everyone can have a piece of it.’

Wendy Hart, Co-Director of Nudge in the Guardian, July 2022

Chairs update

Nudge has had another inspiring and life giving year . We all love to see the colour and life in the street . We have continued to make brave and bold decisions which can leave us breathless and biting our nails.

Wendy and Hannah keep inspiring us with their determination and resilience as we push through perceived limitations. At Nudge we aim to be joyful in our endeavours and in spite of many challenges , we still achieve this.

We are so grateful to all our funders and partners who continue to believe in us and are willing to take risks with us . As economic challenges face us all we will keep supporting as many businesses and individuals as we are able , still inspiring hope .

This year we have welcomed Ruth onto the Board and we are saying a reluctant goodbye to Sue who has been so helpful with her thinking . I am handing the role of Chair onto Andi but I won't be leaving the board.

Nudge continues to be a thought leader locally and nationally and we are excited about the coming year with continuing development of our current assets and innovative new collaborations .

We are so thankful to our investors, supporters and volunteers who keep cheering us on ; standing with us with each new Nudge .

Mary Embleton



About Nudge Community Builders

Nudge was set up in September 2017. after Hannah and Wendy had been Chair and Vice Chair of Stonehouse Action for 10 years and realised the importance ownership has in how communities can change. As local residents they wanted to find ways to respond to what the community wanted to see change on Union Street.

As a Community Benefit Society we have 595 investors who have supported The Clipper, and the Millennium. We run four buildings – Union Corner, The Clipper, The Plot, and The Millennium which we own with our partner Eat Work Art.

We recognise the impact that empty neglected buildings have on the street and how this combines with the complex issues many local people are living with. It results in an environment that can feel unloved, unsafe and difficult to thrive in. Nudge is focused on finding alternative ways to address this.

Nudge vision:

Union Street - a street the whole world loves

Nudge mission:

We nudge lasting change in surprising and enterprising ways to build a strong local community and economy.

Nudge aims:

1. Place

We nudge local buildings and spaces to be safe and loved.

2. People

We nudge local people and businesses to be brave, creative, resilient and healthy, supporting themselves and their local community.

3. Power

We nudge local and national change by using our voice and leading by example.

How Nudge work

We build trust - Our community's trust in us is precious and something we have nurtured and developed over time. It enables us to build strong and diverse personal connections, form lasting local relationships, and enables people to take their place as decision makers and participants.

We don't over promise - This community is used to failed promises. We are carefully raising expectations and deliver.

We trust our instincts - Our approach has developed naturally from our instincts as residents, parents and volunteers. We use our learning, local knowledge, experience and connections in our community to make good decisions.

We listen and question all the time - Everything we do is led by residents. Nudging from behind we nurture individuals to reach their potential. We are always listening and using what we hear to inform our decision making. We learn from mistakes.

We build on little things with love and care - we join dots, people leave their mark and we make time for the little things that mean a lot. We know that this adds up to long term impact whilst showing day to day love and care.

We say yes - we create a culture where things feel possible. We create permissive environments, creatively negotiating barriers and formal requirements and supporting others to do the same.

We recognise whole people - We bend and flex to adjust to peoples' needs, skills and interests. We monitor wellbeing of staff, volunteers and associates. We hope to make lasting impact by offering great experiences and opportunities for individuals.

We love joy and colour - our community says they want to see more of this and love the creativity and surprises that happen on the street.

We are angry -we have had to learn to be resilient and stand up for what we believe, we seek to support others to do the same. We challenge power structures that have held our community back and look for alternatives. We encourage each other and our community to find their voice.

We create space for magic to happen - we create spaces for local people to thrive; creating environments where people feel valued, equal and comfortable to

step-up and be part of the solution. By energising people in this way, we welcome connections as we allow space for people to join in. Our community is hesitant and nervous of new things. There will always be space for whoever comes along.

We talk about money and value -This community is poor. With that in mind we seek to show good value in tackling some of the areas they are concerned about with fun and creative solutions, to be open about budgets and to recruit and spend locally.

We work through making connections - we are well connected across our community through personal relationships, a shared purpose and friendship. We share information to raise awareness about issues and opportunities and are open to making new connections.

We are brave and take risks - we are tackling long term issues with new solutions requiring us to be brave, be different and take risks.

We care about the future - we are growing a community and organisation that talks about and acts on key issues affecting our futures such as the climate and the young peoples chances. We reuse materials and buildings. We create opportunities with and for young people - showing alternative pathways and listening to their views.



Key moments and updates

Millennium

We bought the Millennium building on Union Street in partnership with Eat Work Art in September 2020. This building has been standing empty for 15 years. **It holds really special memories** for lots of people. Built in 1931 as The Gaumont Palace it's been a dance hall, roller disco and much loved nightclub.



This year we launched our Community Share offer as planned. We had a huge amount of support on social media, locally within our community and even got a mention in Private Eye! It was tough to raise the amount we needed. It confirmed how grass roots we are and despite our track record we only secured investment from a small number of businesses or larger investors, but the local love for the building saw us through at the final hour.

- 491 people invested £351,250.
- 27% of investors live in PL1 and invested 67% of investment raised

- 72% of investors invested between £50-£100
- 27% of investors lived outside the PL postcode area with investment coming from as far away as Australia.

This investment alongside grant support from the Architectural Heritage Fund has enabled us to:

- Do a series of surveys and investigations to push forward and be ready to develop the ground floor
- Start development on the ground floor
- Remove the vegetation and do investigative works to the outside of the building
- Make the building safe and secure to enable tours and volunteers to be in the building
- Prepare the plans and submit a planning application for change of use.
- Repay the short term finance that the Rank Foundation provided to purchase the building

We have hosted tours for over 160 people, support the University of Plymouth to have a degree show in the space, hosted the Hatchling after party, hosted the Arts University Plymouth to sketch in space, opened the spaces up for film and photography, and supported local band The Native to record a video for their new single in the building.

We have also worked with The Box to begin collecting peoples memories of the building and have been sharing some of these images on the walls outside. There are regular volunteer days for people to help improve the spaces – so lots of opportunity to get involved!

***'It will be incredible to see this place back up and running and there's no one better equipped to make it happen.'* Nick**

***This is my first EVER investment and I feel honoured, I am so excited to see what happens and be part of this journey.'* Josephine**

At The Clipper

Omnium Community Radio moved in to the ground floor and used the back units for their radio studio and the café space for food and workshops in partnership with Try Thai. They hosted events, ran the café, ran the radio station, put on workshops and created a welcoming space that supported people they work with. In January 2022 after they decided to move into The Plot and consolidate their activity.

We continued to invest in the building, replacing the floor and improving how the space can be used. Small businesses continue to use the space out the back and Nudge still has a small office in the back.

The residential tenants are now settled and happy. The homes are having a significant positive impact on their lives.

'This home means everything to me. I can't put it in to words what a difference it makes to have my own space, my own front door.' Craig,

We then welcomed Maryam and the Plymouth Jollof Kitchen into the space after an open call out for people interested in the space. After clearing and repairing the space. They began to set up and get ready to open. Maryam had a space at the back of The Plot for over a year and grew her business to a point she needed larger premises and is going from strength to strength.

We offered our 165 investors in The Clipper up to 3.6% on their shares and began to repay investments as promised in our share document.



'Maryam and her team are so warm and friendly. The food is fresh, beautifully presented and very very tasty! Give it a try you won't be disappointed!!.'

At Union Corner

Union Corner opened back up to activity and events. More diverse activities have been happening thanks to our grant from the National Lottery Community Fund. This included craft and art workshops, discussions on climate change, vinyl nights and much more.

A flourishing women's group now meet every week. We connected the Hatchling art project with local people through workshops and a lantern parade. We continued to have the monthly Manor Street Market, creating a space on the street for people to connect. Wonderzoo hosted a Valentines event with a performance, food and projections on to the mural by Tim from Made of Paper Media.



Volunteers helped Inner City Seeds to refresh and care for the garden and we finally tackled the outdoor space at the back creating a quiet decked area for people to use and enjoy.



On the street

It was the 12th Union Street Party and it went was a great one. We welcomed the Theatre Royal Plymouth to the street for the first time, had a climbing wall, lots of local organisations bringing joy, local skills and entertainment to the street and lots of creative activities for people to join in with.



'The joy I get when I walk out on to the road and it's filled with people – it's the best day of the year around here.'

'Wow, I just love it, you can't describe the love out on the street today, you have to be here to feel it.'



With support from the Creative Civic Change fund we continued to bring art and creativity to the street in whole range of different ways. From the little advent box to big murals the activity really started to build up

We also invested in electric points on eleven different businesses along the street – making it easier for them to have lights or music outdoors.

The street has started to attract other artists and creatives so there is more and more art work out on the street thanks to groups like Plymouth Artists Together, Oxford House and Victor Fraser from Toronto who created work in response to the Keyham tragedy.



The Plot

As a community of 19 small businesses The Plot continued to grow as restrictions eased.

We said good bye to Poppy from Original Fruitcakes and Joe from the Buddha Hut as they scaled their businesses in new premises. We welcomed Azza and Wonderzoo. Clarice and her business African Delights joined the Jabulani team.



We started to hold more workshops and larger events bringing new audiences in to the space. From Jar Squad hosting cook ups, to tie dye with Free Radical Creations, bespoke felting workshops with Mary and bike workshops with Plymouth Hope, and rock pooling with The Rock Pool Project the space has been used in lots of different ways. The Greenhouse has also been growing it's activity working with local people and tenants in the Plot to create and develop ideas using technology.

It goes without saying that a visit to The Plot is not complete with enjoying the tastes in Jabulani Food Court – Elsie's Habesha Cuisine and African Delights having been buzzing throughout the year, not just in The Plot but catering at lots of events around the city.



Sharing and working together



Outside of our spaces we work on a range of other projects that fit with our values and local need. This year we continued to work with the Office of Police Crime Commissioner to support the Stronger North Stonehouse work. Wendy worked with local families and Plymouth City Council to invest in the play park at the back of The Plot and Plymouth Artists Together added new graffiti to give the space a fresh look.

We also supported the new Health and Wellbeing Hub to engage with local people and organisations on their exciting new plans for a facility in the local area.

Nudge was featured in a campaign for a High Street Buy Out Fund and Wendy went up to the Houses of Parliament. We went to the Labour Conference and joined a panel discussing community ownership and high streets. We have featured as case studies by different thinktanks, funders and networks including the New Economics Foundation, Power to Change and CLES. We also joined in with some research about Public-Commons Partnerships.

We continued to take on some consultancy work that fitted with our values and skills. We now prioritise work that directly relates to our work, this includes contributing to the network of community of businesses across the country, supporting others locally to grow and projects that directly impact our community. This year that has included working for Hannah supporting Firestone Society, the School for Entrepreneurs and the team supporting Plymouth City Council, Plymouth University and the NHS on a range of projects.



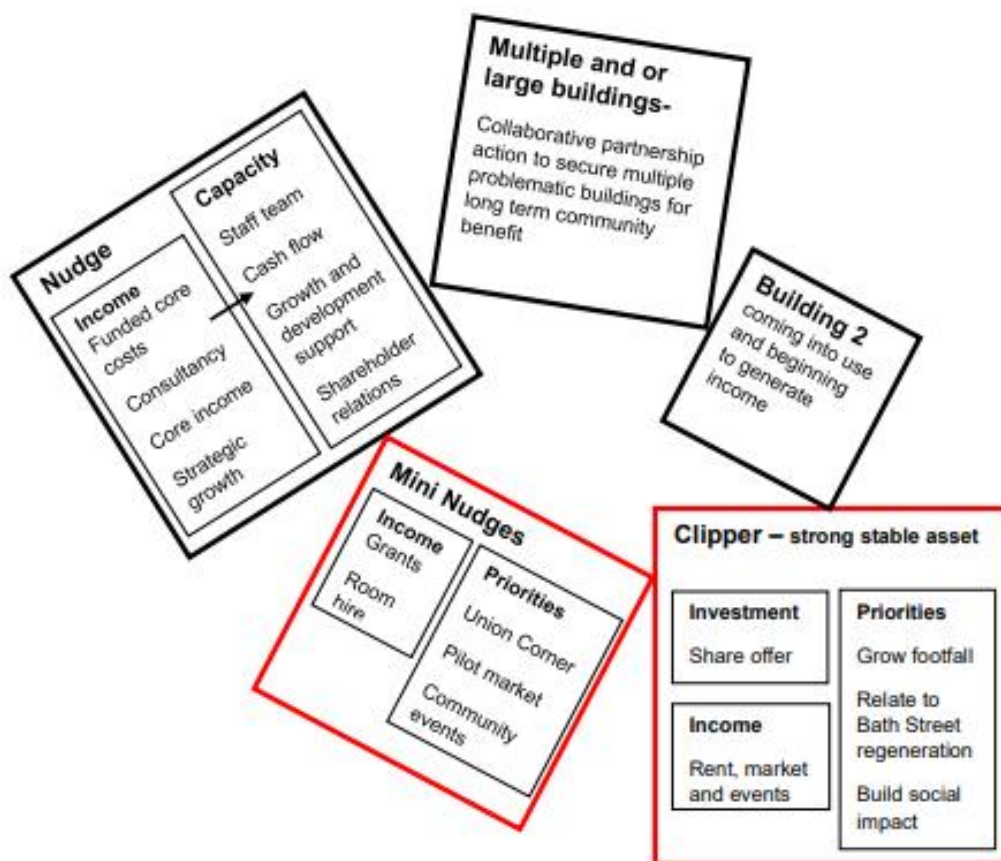
We started planning for the future!

Back in 2017 we put together a 5 year plan – this is a summary below.

We have now delivered this. With support from the Community Renewal Fund we have been having discussions with a wide range of people to develop a strategy for change on the street together which can then inform what Nudge does to contribute to this.

2020 – 2023

- Nudge is providing strong resilient staff and resource to drive forward building 2.
- The Clipper is a stable income generating asset well loved by local people and contributing to the vision for Bath Street
- Building 2 is securing shares, capital investment and progressing redevelopment
- Nudge is collaborating to secure large or multiple buildings along Union Street
- Mini Nudges are building the audience and growing our community connections and local impact.
- Local people can easily identify social and economic impact as a result of our activity



This started with review of all the buildings along the street and some events to start to explore what would work best. We've had discussions with local people and organisations, worked with students around possibilities and started to weave in what we hear from local people to create a plan that works for the street and our community.

We have looked at the economic impact this could have on the street, and investigated different ways we can secure finance to make change happen.

Working with Incremental Urbanism and Vacancy Atlas we are finding ways to write a plan that embeds the Nudge processes, values and community ownerships principles into long term changes that could happen along the street.

Look out for more opportunities to be part of this plan in the autumn of 2022.

'A fantastic ambition, lead by inspiring people.' Jon Linstrum

'A little nudge combined with a whole load of community spirit, we're with you all the way.' Stringer family

'We want this to happen, the buildings, the locality and the people want to make this change.' Peter Warm and Sue Johns

'The buildings of Union Street have a place in the history of Plymouth and need preserving for the future. The best people to do this are the ones living in our community.' Lynette



Our finances

Nudge's summary of income and expenditure since we started is given below. This year we doubled our traded income and doubled our grant income.

	2018	2019	2020	2021	2022
Income	19,320	22,343	35,565	57,642	107,848
Grants	16,762	118,499	143,701	308,140	605,950
Expenditure	44,111	126,000	176,191	242,946	698,650
Profit	-8018	11,832	-1,605	76,181	14,020

Traded income

In 2021 – 2022 we increased our income from **traded activities**. Traded income was **£107,848** and came from

- Income from the Plot with all units filled in 2021 - 22
- Meanwhile uses in the Millennium
- Rental income from the 2 flats above the Clipper, with a new tenant moving in Sept 21
- Consultancy income from work for Plymouth City Council (new health hub), University of Plymouth (greenhouse digital hub), Power to Change, SSE, Locality, OPCC, Oxford Brookes and Thirty Percy

Grant income

Nudge claimed **£605,950** of grants which included

- deferred income from the previous financial year, that we were unable to spend due to lockdowns in 2020 - 21
- new grants
- existing grants running for more than 1 financial year
- grants we claimed on behalf of others
- grants we gave out that were administered on behalf of Office of Police and Crime Commissioner
- and government support for Covid 19

We shared **£302,700** (50%) of these grants with partner organisations and small grass roots groups, including; Albion Workshop CIC, Borrow don't Buy, Care Nest, Creative Curiosities, Jabulani, Jar Squad, Omnium Radio, Street Factory, University of Plymouth and Sparks recipients in North Stonehouse. Which one funder has said demonstrates "Nudge's generous leadership".

New grants

- Architectural Heritage Fund (paid this year for work on the Millennium which was incurred in this financial year)
- Community Renewal Fund claimed in partnership with 4 organisations
- Co-ops UK Community Share Offer support

- Rank Foundation – Loneliness and isolation grant (which we shared 53% with partners); Crowdfunder fees (making sure we had the full amount pledged by shareholders), Time to Shine Leader salary for Tom Costelloe

Existing grants covering more than one financial year

We continued to receive grants from

- National Lottery – Community fund for Union corner
- Local Trust – Creative Civic Change

Government grants

- Bounce-back support
- Discretionary grant
- Lock-down re-opening grants
- Small amount of furlough

Grant versus Traded income split

Nudge's board has set a target for the first five years for Nudge to trade 40% of its income through rents and 60% of its income through grants with a target to reduce grants for each building as they become more established.

This year taking out the money we claimed on behalf of others our traded income was 35% of overall money received and grants solely for Nudge accounted for 65%.

Share holder equity

In this financial year Nudge has repaid community shareholders **£17,200** of their investment they made in 2018 in The Clipper and paid out 3.6% interest to shareholders.

We offered shares in the Millennium in October 2021 and closed with a balance of £351,250 (of which Co-ops UK invested £100,000 – this will be paid to Nudge once we have agreed Heads of Terms with Eat Work Art).

Loans

Nudge has just one year left to repay the Social Enterprise Investment Fund (£12,000) the loan they offered in our first year.

We repaid Rank £235,000 of their £285,000 re-cyclable grant from the money raised in the share offer. We have started to repay the £65,000 each quarter in the current financial year and will clear this loan within 2 years.

Assets

Nudge has two properties where we own the freehold and two where we have leases with a net asset value of £681,504. (This does not include our most recent purchase in 2022).

Challenges

Our business model is to bring back buildings that have remained empty into use on Union Street so that the street becomes active and vibrant offering opportunity for people living on or near to Union Street. Often the buildings we are bringing back into use have stood empty for more than 7 years.

We are also renting out spaces to established, new and emerging social businesses who are also vulnerable to market forces and can find it hard to pay their rent. We have had to carry high rent arrears in the last year in both The Plot and The Clipper and work with our tenants to support them in being able to repay them and prioritise their rent going forward.

Local Spend, local skills and local love

Nudge continues to prioritise spend with local organisations, contractors and to employ local people.

We set ourselves a target to employ as many people locally as we could, out of our current staff team all of our staff live within a mile of Union Street with 4 living in Stonehouse.

The only things we spend money on outside of the city is for insurance and utilities and items we can't source locally. This amounted to 8% of our spend which gives us a 92% local spend in Plymouth for this financial year.

We are exploring with our new accountants whether we can create a report within our accountancy software to be able to accurately report on how much we spend within just one mile of our activities.



Nudge Board

Mary Embleton (Chair) – Mary is a local GP and resident. She was born and raised in Plymouth . Mary is part of Nudge because she believes it can make a difference to the wellbeing of local people with its approach to community change and involvement.

Sue Johns – Sue is a local resident with a background in energy efficient construction. She created a local garden in her community and brings a brilliant mix of professional regeneration experience alongside an understanding of the challenges in creating sustainable projects in our community.

Sue is standing down at this AGM. She has been part of the board since the first shadow board meeting, she was the first Chair of Nudge. We know we will still see her along the street but we want to take this opportunity to say a huge thank you for all her support, guidance and love over the past 5 years.

Patrick Knight - Patrick has a long track record in Economic Development at Plymouth City Council including being key to the success of the City Centre and Waterfront Business Improvement Districts. He is currently involved with the National Marine Park.

Andi Higginson – Andi is a big believer in 'sharing' spaces and facilities and works with people who are physically disabled and who may have learning difficulties. He has worked within the arts as a dance practitioner and is interested in how living spaces can create better health for everyone.

Kitty McEwan - Kitty is a Stonehouse-based illustrator and comic artist studying at Plymouth College of Art. She is the creator of the comic strip The Stonehouse Detectives, and also curates the Plymouth Zine Library, she also leads the Plymouth branch of Laydeez Do Comics.

William B Milon - Will lives locally and loves technology. He is a freelance developer, creating websites for businesses, teaching people how to use technology, and working together with the local community on how we can use technology to bring people together.

Wendy Hart (Founder and Co-Director) - Wendy is a local resident with professional experience in housing and community development. For many years she was a senior manager for a housing association leading on housing improvements in key regeneration areas in the city. She has an amazing ability to connect with communities and supporting local people who want to make things happen. She is a powerhouse of passion for the local area, has fantastic links with local businesses.

Hannah Sloggett (Founder and Co-Director) - Hannah is a local resident who is nationally recognised for innovation and community engagement she managed whilst working as Neighbourhood Planning Manager at Plymouth City Council. Previously she led on audience development programmes at Plymouth City Museum, the Ragged School Museum and the Science Museum in London. She loves finding creative ways forward with tricky challenges, she is passionate about communities finding their own solutions.

Growing a team to keep nudging

Over this year Team Nudge continued to grow alongside the two Co-Directors Hannah and Wendy..

Our staff team look after our four buildings, all the activity we make happen in them and on the street, and all the work behind the scenes to keep Nudge running smoothly.

Our staff team have been recruited with our values and impact in mind. This means we:

- **Prioritise local people for interview**
- **Employ people with direct experience of living in our community**
- **Put in place additional support to enable them to thrive recognising they may have additional barriers to work.**

It is vital that the Nudge team reflects our local area so that we continue to be an organisation that local people connect with.



Lacey started in September 2020 fund through the RAP programme from the Rank Foundation for a year. She was front of house at The Plot making sure everyone feels welcome and the place is running smoothly. She stayed with us after the funding finished and then moved on to new adventures in February 2022.

Amie started in December 2020 as Volunteer Coordinator funded by the National Lottery. She has been giving lots of love and care for Union Corner, looking after our volunteers and the List of Love, and supporting more people to get involved in Nudge.

Nichola started in February 2021 on the Time to Shine programme and now continues with us full time. She immediately got involved with planning the mural for Union Corner and picking up some of our social media communications. She now

supports a range of events and opportunities for people to access and use our buildings.

Yvonne joined us in May 2021 as a part time book keeper but she's got involved in all sorts of project and has supported us to manage and monitor funding we've received. She has also shared her knowledge with other local organisations and individuals involved with us helping us all get stronger with how we manage finances.

Tom joined us in January 2022 as a Site Manager funded through the Rank Foundation Time to Shine Programme helping to pick up the day to day maintenance and running of our buildings.

Nadine then joined us in May 2022 as Front of House Manager at The Plot. If you have been in to The Plot you will have met her and seen some of the improvements she's made to how we run the space.

Fiona continues to be our regular cleaner, she is brilliant and we can't imagine being without her.

We said goodbye to Laura in September 2021 as she left for new adventures in Germany and Ireland. She was Nudges first employee and played an important part in shaping what Nudge is today.



Looking ahead to 2022 - 2023

Since April 2022 we have bought another building on our priority list with support from MSubs investing as a local business. C103/JFKs is a building that's been standing empty and having a negative impact on the street for some time. It's going to take a lot of work but the impact in could have is huge.

We have already started looking at options for this building, please get in touch if you have ideas or would like to get more involved.

We have always focused on our community and creating as much direct benefit for local people. We are now also declaring climate and ecological emergency and exploring what this means for our buildings and community.

After a year consolidating and building capacity we are getting ready to accelerate the change we are making. The Mistress Plan has put us in a position where we have a really strong base to work from, we are in discussions with investors and advisors to support us to do this

We now need to make sure that our core work is supported as we grow and consolidate in a way where we remain open, brave and generous. We also are working to reduce the barriers to others taking a space on the street, building trusting partnerships and finding ways to collaborate that brings about the diverse, inclusive change on the street we all want to see.



‘This is just the beginning!’ Jim Baldwin, investor

‘The pioneering work Nudge are doing is important for the whole country, if not beyond.’ Keir Milburn, investor

‘Let’s make good things happen!’ Emily Watkins, investor

‘Neighbours help each other out when they can, and you’ve helped us loads over the years, so we want to help. Keep being awesome!’ RAAAY, investor

‘Go, go, go! Nudge, nudge, nudge!!!’ Kevin Rowley, investor



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