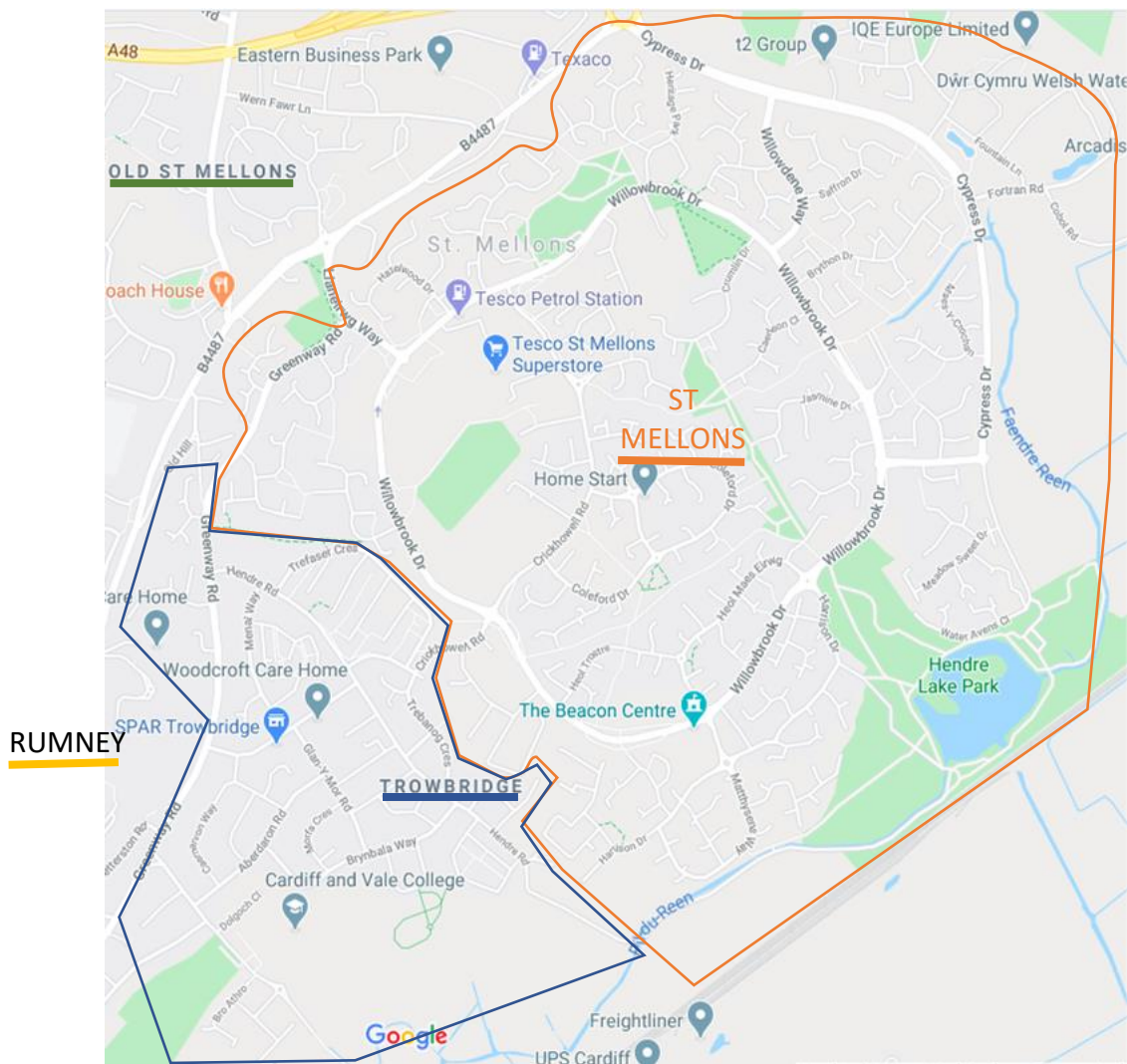




DRIVING CHANGE PLAN 2

April 2023-March 2026

Map of Trowbridge and St. Mellons



| CONTENTS | PAGE |
|---|-------------|
| Plan Summary | 4 |
| Introduction | 5 |
| More about the area | 6 |
| Journey so far | 10 |
| Summary of Our Achievements | 11 |
| Key Partnerships and Developments | 12 |
| Vision and Priorities | 21 |
| What we will do and How we will do it | 23 |
| Plan proposal and budget | 26 |
| Budget table | 28 |
| Evaluation and Monitoring | 30 |
| Annex 1 -Key Achievements | 34 |
| Annex 2- Here For Good Collective Business Plan | 39 |

Summary

Welcome to Together for Trowbridge and St. Mellons (T4TSM) second Driving Change Action Plan of the Invest Local programme. This is a 3-year plan leading us towards the second half of the 10-year journey building on all the work done to date.

Together for Trowbridge and St. Mellons is a steering group of local residents and groups set up to help make the Invest Local programme as beneficial to our community as possible. We have spent the last 2 years since our first plan was created, navigating the storm of Covid-19 pandemic, and trying to listen to the people in the community and adapt support the best we could.

We have built many community connections and relationships with local residents, community groups and partners in our community. We respect the views and input of residents of all ages and backgrounds. T4TSM strongly believes that as a community we can work together, strengthening what is already happening in Trowbridge and St. Mellons. We will be ensuring that both Trowbridge and St. Mellons are represented.

This plan outlines some of the key statistics in the area, the achievements of Together 4 Trowbridge and St. Mellons from the first Driving Change plans and what we will be working on for the next 3 years. We have some very clear projects that we are supporting from the beginning of the plan, and will be creating more defined plans for the key areas that are highlighted areas of development which we will share at a later date.

Introduction

Trowbridge and St. Mellons make up the ward of Trowbridge, one of 13 areas across Wales to receive £1 Million to help residents make their community a better place to live. Known as Invest Local, this programme is funded by the Big Lottery, managed by Building Communities Trustee Ltd (BCT) and is led by residents.

The Invest Local Programme supports communities to look at its unique strengths and skills, decide how it wants the local area to develop, then plan and deliver activities and projects to make it an even better place to live. This is done through 3 main stages: The Getting Going phase, The Driving Change phase and ongoing Shared Learning.

In the Trowbridge ward it is we the residents who decide how we want our community to develop, how the money will be used, which organisations we want to work with and how decisions are made.

After over 5 years' hard work in the Getting Going phase and our first Driving Change plan, we are proud to have produced our second Driving Change Plan which will enable us to continue building on all the fantastic work done to date and make further investment across the ward of Trowbridge.

After all of the hard work put in by the steering group, volunteers, community development officer, community organisations and key partners we have lots of wonderful things to celebrate. But none of this could have happened without the ongoing support and involvement of our incredible residents who help us to do the best for our community.

Between mid-2020 and winter 2022 several things have happened. We took on a community development worker and the steering group re-named itself and went from Together TRuST to Together for Trowbridge and St. Mellons following feedback from the community. T4TSM is still made up of community residents, representatives from local community groups and individuals with a genuine interest in Trowbridge and St. Mellons.

We carried out reviews of our membership documents, application packs and other related paperwork and procedures. We have set up 2 additional sub-groups in order to meet our priorities and have funded many projects and events. Most importantly the T4TSM group is here to make sure that as many people as possible find out about Invest Local, have the chance to be involved and make our community even stronger.

Our group has been meeting regularly to talk about how to deliver our first Driving Change Plan and meet our priorities. The initial excitement of the first plan was most certainly tested by the Covid-19 pandemic and we had to navigate safely communicating as a group alongside addressing urgent needs within the community.

The group's appointed Fund holder, Action in Caerau and Ely (ACE) will be continuing its role for this second Driving change plan. The reason that ACE has been chosen to continue is due to the valuable support provided to us so far and also the added value and experience they have brought to us in order to support individuals and communities to build on their strengths, building sustainability.

We have formed our plan based on many different factors including what we have learned during our first plan and also developments of projects as a result of providing funding support and partnership working. We have carried out various reviews, including the impact of covid and more recently looking at all of our priorities, projects, involvement and sustainability moving forward.

This has allowed consolidation of what has worked well and areas we wish to continue in this new plan, key projects we wish to fund that are bringing many benefits to the community but also areas that we wish to develop further to ensure the programme is as inclusive as possible and benefitting the whole community.

We recognise that we have a responsibility to continue to include people as the programme develops. The door is open and will continue to be open to all. With many Trowbridge and St. Mellons residents both identifying as distinct communities within the Trowbridge ward as a whole, the T4TSM group will be working hard to ensure that the Invest Local programme is both representative and supportive across both areas within the ward.

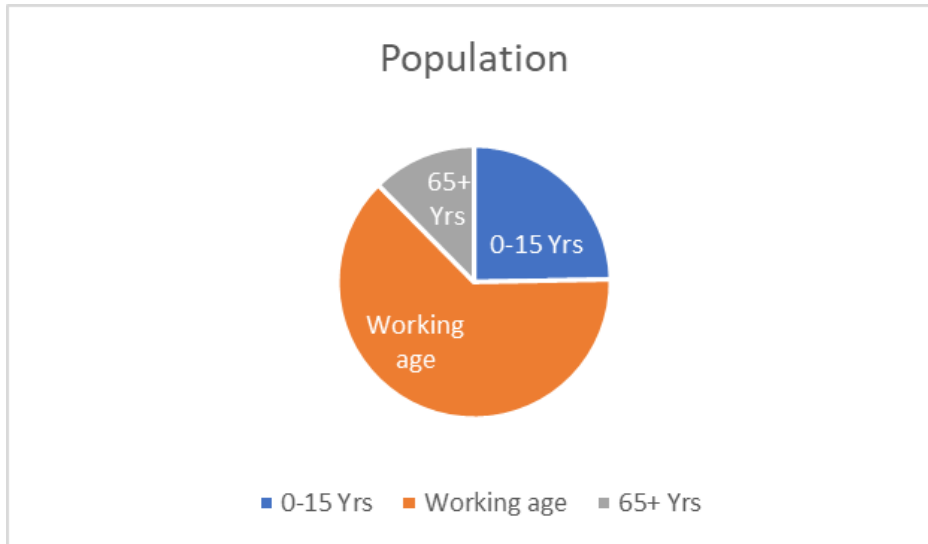
Complementing our plan is our Community Profile, which collects the facts and figures about our area. Some of the Profile is included in the section below and it will continue to be an important part of project development. We have used the most up to date data that we were able to access at this point, which does include information from the latest Census collated.

More about the area

Trowbridge is a large ward in Cardiff encompassing the two localities of Trowbridge and St Mellons, with a total population of approximately 17,282 people. It is the largest of the 13 Invest Local areas involved in this programme. It is within 10 miles of another Invest Local area, Pillgwenlly. The following information has been provided by Coalfields Regeneration Trust, Community Insight Programme.

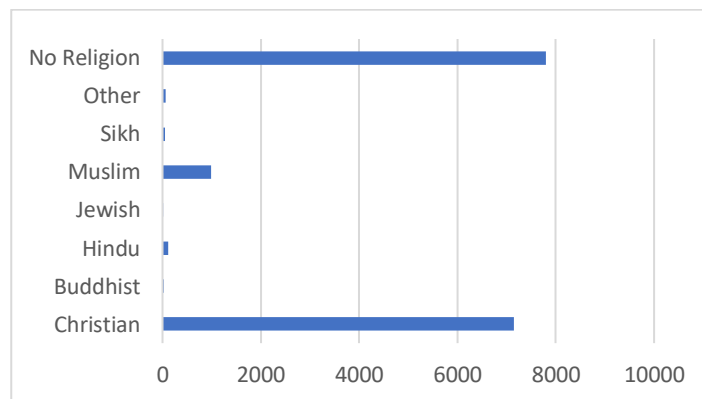
Population

17,282; the proportion of 0-15 year olds is 24.7% which is 7% more than the Welsh average and totally opposite to the proportion of residents aged 65 and over which is 12.4%, 9% lower than the Welsh average. The graph below shows the proportions of the population. The gender split of the population is pretty even with 47.5% female and 52.5% males. Over 2000 of the residents in the ward were born outside of the U.K.



Religion

As can be seen in the graph below, of the reported religions recorded outside of no religion, Christian is the majority with Muslims being the next highest of the religious groups in the area.



Location

The levels of disadvantage still vary considerably within the ward of Trowbridge itself. With over 56% of the population living in the most deprived 20% of areas in Wales.

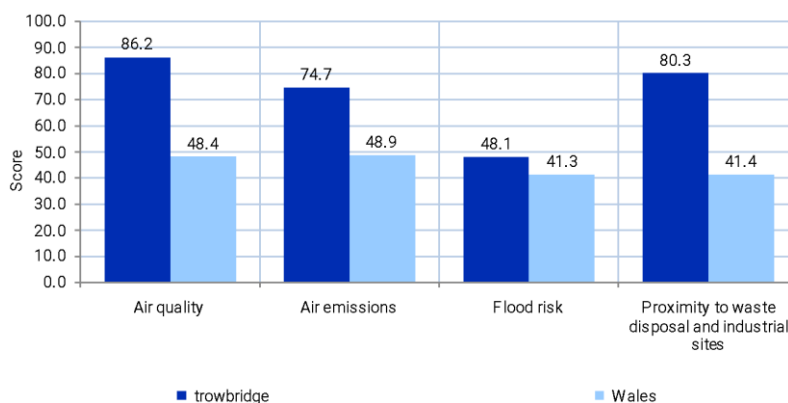
Environment

The quality of the local environment remains strong with a total of 3.3% green space. The graph below shows the well above average air quality, however above average areas which are at risk of floods.

Households

| | | |
|-------------------------------|---------------------------------------|---|
| Pensioner households | One person households (aged under 65) | Lone parent families with dependent children |
| 990 | 1,473 | 1,094 |
| 14.2% (Wales average = 24.8%) | 21.1% (Wales average = 17.3%) | 43.8% of all families with dependent children (Wales average = 28.7%) |
| Married households | Cohabiting households | Other households |
| 1,790 | 865 | 234 |
| 25.6% (Wales average = 28.7%) | 12.4% (Wales average = 11.6%) | 3.3% (Wales average = 0.0%) |

Transport



25% of households have no car in Trowbridge compared with 19% across Wales.

Child poverty

Child poverty remains higher than the Welsh average with 31% of children aged 0-19 are in relative low-income families in Trowbridge compared with 26% across Wales.

Health

There are 65.3% of the residents living in health deprivation hotspots, this is over 45% of Wales' average.

Crime

The overall crime rate is higher than the average across Wales, which includes higher levels of antisocial behaviour also.

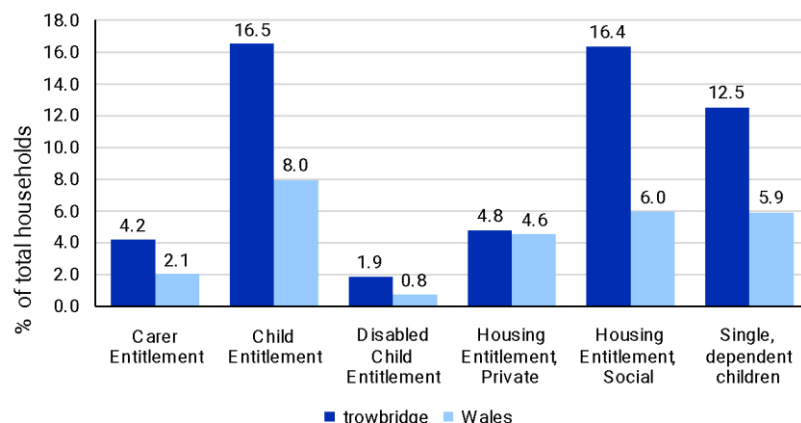
Education

25% of people have no qualifications in Trowbridge compared with 20% across Wales with a lower level of school leavers entering into higher education than the Wales average, the attainment levels of pupils however are in line with the Wales average.

Employment

We have higher than Wales average residents who are economically active, in both full or part-time employment. Alongside that 5.2% are claiming unemployment benefits in the ward, only 2% more than the Wales average. Youth unemployment however is nearly double that of Wales as is the over 50 years unemployed. Universal credit claimants are also higher than the Wales average across all categories.

The graph below shows the levels of the various benefits claimed by households, comparing them to the Wales average, all are much higher in Trowbridge.



Community buildings and facilities

The main community buildings and facilities within the area include:

| | | |
|-----------------------------|--------------------------|------------------------------|
| Seven primary schools | Hendre Lake park | Scouts hut |
| Eastern Community Campus | Skate park | Several nurseries (3) |
| Trowbridge Community centre | Several play areas/parks | Supermarket |
| The Beacon Centre | Shops and businesses | Industrial site |
| St. Mellons Library and Hub | Community Garden | Doctors surgery |
| Garden Centre | Golf club | Country Club – Wedding Venue |
| Pharmacies | Pub | Places of worship |

Running out of these buildings and elsewhere in the area are a broad range of social and community groups which include:

- ❖ Knit and Knatter group
- ❖ Walking group
- ❖ Food bank
- ❖ Youth activities
- ❖ Community garden activities
- ❖ Parent toddler groups
- ❖ Education sessions
- ❖ Adult Keep fit groups.
- ❖ Sports clubs
- ❖ Rotary Club
- ❖ Hope St. Mellons/Here for good collective
- ❖ Regular activities through Housing associations, youth service and other partners.
- ❖ Community Clean ups
- ❖ Community fun day
- ❖ ECSOPA
- ❖ Trowbridge pantry (CAST)
- ❖ St Mellons Pantry
- ❖ Coffee mornings
- ❖ Nature club
- ❖ Judo Club
- ❖ Clubs and Scouts

The Journey so far...Driving Change Plan 1

Impact of covid

There's no underestimating the impact of COVID-19 and that includes its effect on T4TSM. The first Driving Change Plan was finalised and agreed during the early days of covid-19 with restrictions in place. T4TSM were very quick to adapt to the needs of achieving its aims and were very quick to transition into accessible online meetings and accessible ways of decision making. We moved all of our meetings to on-line via Zoom until it was safe to meet in person again. During lockdowns, many of our steering group members had more time to volunteer and actively take part in meetings and sub-groups however as life began to return to some sort of normality, several members no longer had the capacity to continue with the T4TSM meetings and had to take a step back in order to give time to their community commitments. This has meant that the steering group has reduced in size for now, but we have a very committed membership with everyone attending regularly.

Although the lockdown restrictions meant that our plans had to slow down, we were very fortunate to appoint ACE (Action in Caerau and Ely) as an employing body and were able to advertise and recruit our community development worker during this time and in December 2020, the group appointed Sarah. Sarah has been a great asset to T4TSM and has helped us to develop even stronger relationships with the community as well as being able to support local projects, new leads and develop initiatives.

During the lockdown, T4TSM opened out our Covid funding to organisations who were supporting the community with the complex and developing needs. We created an easy to access application form and process for groups to approach us and request funding. We financially supported several groups, some of which are still ongoing. Two of these groups have gone on to access additional funding and developed local pantries in both Trowbridge and St.Mellons.

T4TSM also set up 2 subgroups, one for communications and the other for small grants, they re-branded their name to a more identifiable and approachable name (Together for Trowbridge and St. Mellons- T4TSM), supported many local initiatives, shared information and resources, sign-posted to wider support services and celebrated all the hard-working volunteers.

Due to the change in focus and the uncertainty created by COVID-19 T4TSM members extended their 1 year plan for an additional year as we were slowed down and unable to achieve all of our intended goals. We then further extended from July 2022 as we decided to use this time to develop our new plan.

Summary of our achievements...

Although we originally set out with 7 clear areas to work on within our first plan, due to the circumstances out of our control we later added a covid-19 specific budget and more recently a cost-of-living budget due to the current community need which has resulted due to a combination of factors.

| Project | Achievements |
|---------------------------------------|--|
| Covid-19 | <ul style="list-style-type: none"> ● Set up of a Covid-19 emergency fund. ● Provided startup costs for Coronavirus Action St. Mellons and Trowbridge (CAST) ● Funded a variety of initiatives across the ward including food provision, growing, Mutual Aid Fund, emergency support, well-being and volunteering. |
| Open Grant Fund | <ul style="list-style-type: none"> ● Sub-group of T4TSM members set up ● 24 applications received to date ● 17 grants approved and given ● Beneficiaries across the whole ward with varied ages, genders and backgrounds. ● larger grants also administered, which has led onto further development of many projects and services. |
| Youth and Children's Provision | <ul style="list-style-type: none"> ● Regularly attend Cardiff East Youth Action Group meetings ● Collaborated on local fun days for engagement with the community. ● Supported several youth initiatives, benefitting varied age ranges and locations. This has included indoor and some with an outdoor environmental focus supporting well-being. |
| Support Community Events | <ul style="list-style-type: none"> ● In partnership with Trowbridge CF3 we organised a potato seed 'give-away' and a veg plant 'give-away' in Trowbridge and St Mellons ● A sponsored walk up Pen y Fan to raise money for the pantry and Hope St Mellons Mutual Aid Fund and the Stroke Association ● In partnership with Hope St Mellons we have run craft activities at the Fun Days held at St Mellons Hub ● Funded tickets for a Posh Club event for over 60's residents. |
| Communications | <ul style="list-style-type: none"> ● Sub-Group established ● Communications Strategy created ● Contents for a website created ● Active social media presence |

| | |
|---------------------------------------|---|
| Community Investment | <ul style="list-style-type: none"> • Several projects supported to date including the Common Wealth theatre, Hope St. Mellons core organisation costs supported and recently agreed support towards the new Here For Good Collective. • lots of development support and signposting provided to community groups and organisations. |
| Supporting Community Provision | <ul style="list-style-type: none"> • The Beacon Centre Trust was provided funding towards the roof repairs of the building. • Collaboration with Beacon Centre Trust and Hope St. Mellons to develop St. Mellons Pantry. • Supporting the pantry Mural Project. |
| Co-ordination and Management | <ul style="list-style-type: none"> • Appointed Action in Caerau and Ely (ACE) as an employing body. • Set up a sub-group to oversee the Community Development Officer job role and recruitment process. • Appointed Sarah in Autumn 2020 with a 3-year contract. |
| Community Organising | <ul style="list-style-type: none"> • Took part in Cardiff Citizens Accountability Assembly May 2022. • Our CDO sits on the leadership team for Cardiff Citizens and is working to develop a local alliance. • hosting an introduction to Community Organising taster session in May 2023 |
| Cost of Living | <ul style="list-style-type: none"> • Held a workshop to look at the impact of cost of living. • Key areas identified and incorporated into the Driving Change plan. |

For more detailed information on achievements, please see Annex 1.

Key partnerships/developments...

As a result of the connections made and the central role of T4TSM, there have been some key partnerships and development of new organisations. some examples are listed below:

CoronaVirus Action St. Mellons and Trowbridge- (CAST)-Trowbridge pantry

The CAST project was launched April 2020 to bring together community groups, churches and charities to support East Cardiff during the Coronavirus Pandemic. £4,000 of funding was provided by T4TSM to support the work in Trowbridge and St Mellons.

The community support continued during the early days of the pandemic in Trowbridge, St Mellons, Rumney and Llanrumney.

As a result of community effort involving over 60 volunteers were taking calls on the helpline, purchasing and delivering goods to needy families, as well as just being a friendly face on the doorstep.

During initial stages of Covid, with the support of funds provided by T4SM, CAST were able to provide the following support:

- 296 residents helped with grocery purchase and delivery, prescription collection and moral support by phone and door-step.
- 341 activity packs purchased, made up and delivered
- 13 household items supplied for needy families including helping two families to move house when becoming homeless.

In the Pandemic, virus related illness, prolonged lock-down and workplace closure caused even more serious problems in an already challenging environment. Initially, the project was set up to cover basic grocery items and activity packs for young people and families. However, it quickly became apparent that support for utility bills and household items was also required. They were also able to help some families that were made homeless during the pandemic.

Initially all the funding raised by CAST through various streams, went directly to community beneficiaries, CAST then applied to others for funding and were successful with a few funders including Admiral and WCVA, to cover 3 posts and equipment for a food pantry in Trowbridge.

Since restrictions began to ease CAST was still delivering all the other services subject to demand however the thinking changed in order to make the model more sustainable, with the focus being on a food project based on a franchise of a food pantry and the future focus on the pantry being a centralised point of delivery.

This brought others who were already delivering food services in the ward to work in complement with these developments to tackle food poverty across the whole community in a more joint up approach and giving the community a greater influence in meeting local needs.

T4TSM are continuing to support the Trowbridge pantry with funding to make the provision more sustainable. The pantry is currently going through some changes of partnership and we look forward to seeing the pantry grow from strength to strength, potentially linking into our Trowbridge development plan.

To date the overall reach has increased to providing well-being support to 1257 beneficiaries, through 3278 actions by CAST and the Trowbridge Pantry.

East Cardiff School of Performing Arts (ECSOPA)

ECSOPA is the East Cardiff School of Performing Arts and is based at the Beacon Centre in St Mellons. It prides itself on improving cultural capital, opportunity, and equity by providing affordable, high quality performance training for the children and young people of East Cardiff. They seek to address the inequalities that are in place from a grassroots level and support children and young people to develop their knowledge and skills. They are a small community interest company with strong local support and the desire to grow organically. They received support from T4TSM to cover their insurance and advertising costs when they started in September 2021. A further grant was given to support their summer holiday programme which enabled local children to attend a week of high-quality musical theatre

activities for free. Finally, the steering group has awarded 2 years of funding to support the development of ECSOPA.

Healthy Horse Project/Free Spirit

Over the last 2 years we have been supporting Kniama, a lady passionate about the benefits people get from being outdoors working alongside horses and ponies. Initially she forged a partnership with a member of the local traveller community and engaged some of the community in Trowbridge in learning how to care for Traveller ponies kept on a field next to their estate. There was a high degree of risk in the project at this stage due to land access and insurance issues which prevented T4TSM investing. However, the project was having a positive impact on the community members involved. After the ponies were removed from the field the project found a new home in stables just outside Peterstone. Here the project would be able to get insurance to run more formally. Healthy Horse and someone from the stable's approached T4TSM asking for support to run some summer activities for children and young people from Trowbridge. The project ran into difficulties when footfall at the stables increased due to mixed expectations about the project of the partners involved. Healthy Horse decided to relocate to a new yard near Marshfield where she is now developing a more long-term project. Members of the community are able to come and spend time at the yard and work with the ponies. Participants find that spending time outside caring for the ponies impacts their wellbeing in a positive way. With some funding from T4TSM the project has been able to purchase public liability insurance, equipment and health and safety supplies to run the project in a safe and accessible manner. 5 young people from Trowbridge have been trained up as buddies to support other young people accessing the project.

The Beacon Centre Trust

The Beacon Centre was opened in 2005 and developed a range of services including a cafe, children's and youth clubs, luncheon clubs, and a nursery. It served as home to local businesses and community organisations as well as to various Christian churches and groups. Although initially the T4TSM held their meetings at the venue and often had representation from the Beacon Centre, the commitment varied due to staff resources.

In 2019 the board of trustees took the difficult decision to restructure the organisation in order to avoid bankruptcy. Sadly, this meant that almost all the services were withdrawn. Under the guidance of a renewed board of trustees, their work began to focus on financial sustainability, good governance, and community engagement. As a result, they secured various grants and generated income from the building to achieve financial stability. They also implemented policies and procedures to mitigate the risk of future problems and built key partnerships with local people and organisations.

They spent significant time reimagining the vision and values. They listened to voices in the community who said they felt excluded from the Centre due to its overtly Christian stance and consciously moved away from activities that proactively promoted the Christian faith, although continuing to operate from a Christian ethos of hope, inclusion, and relationship. They began a gentle and inclusive approach which rebuilt their relationship with the community and encouraged local people to join them in deciding the Centre's purpose, activities, and approach.

From this time, the Beacon Centre Trust became an active member of the T4TSM steering group which resulted in partnership working and strengthening of relationships. In November 2020 T4TSM supported the Beacon centre with some funds towards basic roof repairs which were carried out during the first Covid-19 lockdown.

The Beacon Centre Trust also approached T4TSM with a proposal for new staff members in order to develop the centre even further, although this was agreed by us. The Beacon Centre Trust began their development journey with Hope St. Mellons and the development of a brand new community organisation, the Here for Good Collective.

Hope St. Mellons

Hope St Mellons was set up in 2018, made up of a group of local people working together to: support health and wellbeing in St Mellons; develop community; and create opportunities for education, occupation and enterprise.

They approached T4TSM just before the pandemic and requested some funding for a kid's club, which was approved. Unfortunately, due to covid they were unable to begin this project and put it on hold. Hope St. Mellons became an active and valued member of the T4TSM steering group and have been a pivotal part in the development of many support initiatives in the area.

They ran a number of community initiatives including a Nature Club, food pantry and a housing clinic (in partnership with a Law Centre).

During Covid they ran many initiatives which have been an influencing factor in their journey of growth, many of these were financially supported by T4TSM.

- The Mutual Aid Fund established in June 2020 (150 grants given during 1st year and signposting to fuel vouchers and/or debt, benefits, housing advice). MAF partnership-working with Beacon Centre and T4TSM led to St Mellons Pantry steering group forming March 2021 and Pantry establishment December 2021. Schools and Families worker provided online support through Facebook groups and coordinated Craft Activity Packs (200+) to help families engage and entertain children during lockdowns - activities had mindfulness/sensory wellbeing aspect. Later in Lockdown Grief Packs were designed for families who'd lost loved ones to Covid or unable to see dying family members or attend funerals because of lockdown rules.
- Spring 2021 - packs with cooking equipment and weekly pack of ingredients and recipes given out to 15 families participating in 3 month Bake-at-Home Club - helping families connect and learn together during lockdown.
- Lockdown Legends - Nov 2020 - collecting nominees and recording stories from local community of people who had gone above and beyond during pandemic.
- Veg Plant Giveaway during first lockdown. Over 500 seedling donated by 20+ local growers and left at 'help yourself' stalls when people could only go for a walk a day. Led on to St Mellons and Trowbridge Growers and St Mellons Pantry Garden.

- They adapted their original proposal for the kids club to fit the changes that the pandemic had brought about and used the funding to run an outdoor nature club instead of an indoor club.

In March 2021 discussions began between Hope St Mellons, The Beacon Centre and Hope St. Mellons about opening a pantry at the Beacon Centre building on the Beacon Centre's weekly food bag scheme. Hope St Mellons was successful in securing grants from C3SC and the Welsh Government to set up the pantry and support the running costs. T4TSM also contributed funding to support the pantry's second year of operation. Two rooms in the Beacon Centre were converted into a bright and attractive pantry with adjoining storage and fitted out with shelving, fridges and freezers. The position of Pantry Manager was advertised and after an application process and interviews one of the Beacon Centre volunteers was offered the part time position. They invited local community members to volunteer at the Pantry after holding a meeting to explain all about the pantry and the types of volunteering opportunities it provided. A strong volunteer team was formed and trained, many of whom are also Pantry members. The Pantry opened in December 2021. Since opening the membership of the pantry has grown. As well as supporting families with food budgeting, the pantry has enabled us to build deeper relationships with the community. Alongside the pantry they now run a coffee morning and crafty chats for the members and the wider community.

With the support of funding and all, partnership working and of the hard work of the volunteers, the work of Hope St. Mellons has gone onto developing further, the journey of which is explained below.

How the Here For Good Collective was formed

Hope St. Mellons and The Beacon Centre Trust

Over the past 24 months Beacon Centre Trust (Cardiff) made decisions to establish the stable and sustainable financial position of the Centre. They also navigated the impact of Covid-19 on the Third Sector and brought the Centre into a stronger financial position. Over the same period, Hope St Mellons built relationships and trust in the local community and organised people around projects that strengthen community and have a significant impact on the emotional, physical, and mental health of those involved.

From 2018 to 2022, Hope St Mellons had been a project of HOPE Trust Cardiff CIO and was working in close partnership with Beacon Centre Trust (Cardiff) and T4TSM. Together they successfully developed a thriving Pantry and Pantry Garden, alongside other community initiatives such as St Mellons Nature Club. In late 2021, Hope St Mellons began conversations with T4TSM and Beacon Centre Trust (Cardiff) about the potential for a new community development organisation in St Mellons. Hope St Mellons had outgrown its organisational home at HOPE Trust Cardiff CIO and was looking to put down roots locally. Rather than starting something alone, Hope St Mellons approached Beacon Centre Trust (Cardiff) to see if their partnership could run deeper. With the encouragement of T4TSM, both groups came together to form a new organisation: Here For Good Collective. The new organisation has kept the working name Hope St Mellons so it can build on the trust and momentum created over the past four years.

It now looks to the future with the hope of building something stronger, impactful and long-lasting. The first three years of Here For Good Collective will be about consolidating these 'wins', bedding in strong foundations, and building from its strengths.

Consultations were carried out with partners and beneficiaries of both the Beacon Centre Trust and Hope St. Mellons, and this feedback was taken on board and built upon when creating the new Charitable Incorporated Organisation (CIO).

Many of these partners have gone onto become Trustee members of the board of Here for Good Collective and are having ongoing input in its future.

In the next 3 years the organisation will focus not only on deepening and extending their impact, but also on the long-term sustainability of Here For Good Collective. Full details of the approach can be found in the HFGC Business Plan (please see annex), but they conservatively project that 30% of total running costs from 2026 onwards will be covered by income generated through hires of the building. The shortfall will be sought from a blend of income streams.

The Difference we are making...

As part of our review process, we have also looked at our evaluation and monitoring commitments in order to be able to see the impact our decisions are having in the community. We would like to share some of the feedback we have had from a selection of our projects as we feel they best capture the true essence of all the hard work put in by our volunteers and community groups...

Our names are Alisha and Cameron and we are volunteers at Free Spirits. We have been volunteering for the project for only a short period of time but are really enjoying being able to help the horses! We both have had a passion for helping animals our whole lives. The free spirit project has helped us already in so many different ways 😊 we both struggle with our mental health and since working with the horses its been so much better! They give us a reason to get out of bed each day, We are so thankful we have been given this amazing opportunity and are extremely looking forward to working with the project more 😊

The healthy horse project is like a breath of fresh air.. somewhere you can go when you're having a bad day to make the dark days seem bright again. You have an amazing support system of people around and the horses help us all feel great again.

I suffer bad with my mental health especially since losing both my parents. Since I found kniama and the healthy horse project, it's helped me deal with my emotions better and realise I can get more out of life than I thought.

'I had no idea how good this would be for her'

ECSOPA

'They were concerned because she barely spoke a word, now she owns her space'

Healthy Horse Project

Commonwealth theatre-Posh Club

'Just... wow Quite emotional actually. It's been a tough time and this was just... wow This has made my Christmas'.

'Thank you for supporting me and convincing me to come to The Posh Club. It is the first party I have ever attended. I am filled with renewal and my perceptions have changed around racism that have previously shaped my views. Your team was incredible, welcoming and attentive, I thank you all and wish you a very merry Christmas.'

'We need much more intergenerational events and cabarets for all ages. To be with my 92 year old mum and see her filled with joy.'

Feedback

'I only moved here during Covid and I've not met anyone besides the flat next to me. This has made me feel welcomed here.'

MAF recipient

'It's the first time I've enjoyed education.'

Forest School trainee

'It has made my kids proud of me. I have loved it.'

Forest School trainee

'The pantry has changed my life. I look forward to seeing the team every week. My mental health is so much better and buying food from the pantry has helped me financially so much.'

Pantry member

'New friends'
'Enjoyment' 'Positivity' 'Being in nature' 'Encouragement'
'The rest of my week is better when I come.'

Garden Club volunteers when asked 'what do you get out of being involved?'

'I feel safe here.'

Pantry member

'Being part of the Pantry team has made a huge difference to me: meeting new people, getting out. I really enjoy it.'

Pantry member



Inclusion

During the review process one of the many discussions we had was around inclusion, were we reaching as wide as possible in the community. We felt that although our steering group was a good split of gender, we didn't have enough representation from young people, diverse ethnic communities and the most obvious very low representation from Trowbridge residents. Although we highlighted these gaps, we did feel very confident that all decisions made were considering all the demographics in our community and we did in fact reach all of these groups through the projects and activities that we have supported. T4TSM is always open for anyone to get involved in, as are our sub-groups. We will be making an active effort this year to increase community involvement in the steering group and we hope our website and other forms of communications will be the way in which to do this.

The activities we have supported have included engagement of children and young people, intergenerational events, supporting mental health and wellbeing as well as many others and in turn have opened volunteering opportunities for local residents.

The board of trustees of the new Here For Good Collective is an incredibly diverse mix of age, gender and ethnic backgrounds bringing together a wealth of skills and experience enabling them to make informed decisions for the organisation.

We have also noted a lack of service provision in Trowbridge as compared to St. Mellons, which has a major impact on the residents and their well-being and perception of their worth. All the residents of our ward are important to us and we wish to make sure that T4TSM is as inclusive as possible. For this reason, we will be looking to do some Trowbridge specific development within this Plan. We do not know what that will look like just yet but will be developing an action plan very soon.

Reviews

We have held two reviews of the first Driving Change Plan. Firstly, when extending the one-year plan, by an additional year, and then more recently to enable the planning of this second Driving Change Plan. These reviews were in person, led by the Invest Local Officer and involved our steering group members. This was to enable planning for this Driving Change Plan. As part of the reviews, the group's priorities were also reviewed. During the first review there was agreement that the priorities were still applicable as they were so no change was made. During the second review there was agreement to make some amendments to the priorities.

Vision and Priorities

During the review session and new plan development we used the opportunity to reflect on our vision and priorities and assess if they were still in line with the direction of growth and the thoughts of the community.

We feel that the developments made by T4TSM to date have allowed the priorities to develop, although our vision remains the same. We recognise that the original priorities are still important however need building on and have agreed the following priorities, which encompass all of our previous priorities, will be the focus of our new Driving Change Plan.

Our vision remains the same however, our Priorities have been updated from:

Our priorities:-

- 1. Opportunity** Supporting people to gain skills and experience
- 2. Environment** Improving the physical and built environment
- 3. Promoting wellbeing** Promoting individual and collective wellbeing
- 4. Communication** Connecting people and organisations

To the following 3 key priorities which capture the previous 4 priorities and align with where we are and hope to be.

Our Vision

“Our community is safe and welcoming for all”



Our three priorities all contribute to the development of Community Capacity and Common Life.

Under our three priority areas we will prioritise working with, and investing in, groups and organisations led by local people.

It is our desire to invest in groups that will strengthen Community Capacity and be able to carry on our commitment to Wellbeing and Opportunities for Growth, Connection, and The Environment, after the Invest Local Programme is complete

Second plan- What we will do...How we will do it

We recognise that all of our priorities are important but that some of the activities we've identified to deliver these priorities need more work than others. We are planning on taking forward projects that can happen straight away and start to build foundations within the community. At the same time, we will be developing other areas and creating project plans as we go. This will be detailed further in a Phase 2 Plan at a later date.

Please note: These projects/activities are not listed in any particular order.

1. Here For Good Collective

As the only community development organisation in St. Mellons and Trowbridge, we believe this project provides the potential for T4TSM to leave a lasting legacy for the Invest Local project through the establishment of an organisation which can continue the strength-based community work we are passionate about. We are also keen to protect the independent community building where the organisation is based.

We have therefore included funding for Here For Good Collective to cover the expansion of their staff team and a proportion of their core costs, including essential repairs to the building. The job roles that we will be funding are: Director (0.8 FTE), Facilities Manager (1.0 FTE), Administrator (0.8 FTE), Pantry Manager (0.5 FTE), Forest School Worker (0.1 FTE) and Assistant Development Worker (0.6 FTE). (for further details please refer to the Business Plan in the Annex).

We believe this will be a core part of the Invest Local journey with all the additional elements working in compliment.

2. Open Grants Fund

We have successfully developed our Open Grant Fund process which has supported many projects to date and has built upon our community and the provision available. We will continue with this grant scheme. This allows for applications from projects and activities that meet our priorities and also provides additional support and signposting for any development needs.

This will support development and sustainability of local groups and organisations as well as the development of new groups. We are hoping it will continue to build on community capacity and engagement through further increase of activities and opportunities.

3. Youth and Children's provision

We are keen to support the development of existing and the provision of new clubs and activities for Children and Young People particularly in Trowbridge. We have identified that there is a lack of provision there.

We do not have a set plan of what this will look like as yet but we will be developing an action plan in the first few months. We also hope to link this work with our Trowbridge Development Plan.

We will continue to sit on the Cardiff East Youth Action Group and build networks with key partners supporting work across the ward.

One project that we have included in this plan, is the continuation of support for East Cardiff School of Performing Arts (ECSOPA). We will be providing some funding support towards running costs for the next 2 years.

4. Trowbridge Development

As we have identified some challenges with the lack of provision in Trowbridge and therefore subsequent lower levels of engagement with local residents; one key area that we will be focusing on in this plan is engaging with the residents of Trowbridge. Although the majority of the projects that we have supported are open to all residents, there often isn't as much take up from the residents in Trowbridge. Our Community Development Worker has also supported local groups in the area as well as T4TSM supporting CAST and the Trowbridge pantry's development as well as other smaller projects, but we feel that there is more that we can do. We will be developing an action plan to specifically build on consultation and engagement with the residents and organisations in Trowbridge. This will be one of the first areas that we will be working on in 2023.

5. Communication

Our communication subgroup has written a communications strategy and begun work on a website as well as continuing to manage our social media pages and supporting local initiatives. This work will continue to develop enabling our brand to become stronger and more visible within the communities and allowing increased community involvement and engagement.

We think it is very important that we share with people what is happening in Trowbridge and St. Mellons. Allowing people to connect with groups, organisations, opportunities and with one another and to share good news stories in the community.

6. Community Development Fund

There are many areas of work that we would like to explore. This will allow us to continue building on the relationships developed since the first plan began. There are several groups and projects that have been supported to date, this fund would allow us to deepen engagement, build on existing ideas, partnerships and opportunities leading to new projects and areas of work in this plan. As we are not certain at present exactly what level of support will be needed, we have set aside a budget to allow for any necessary activity or support for sustainability. This will allow us to develop ideas, explore ways of improving and building on existing community assets including activities and community space, strengthening our community.

7. Co-ordination and Management-Community Development Officer post

In order to support the delivery and development of our Driving Change plan, we will be continuing the employment of our Community Development Officer to support T4TSM. We will be continuing with ACE as the employing body until the end of the current contract and after a review of the job role, will extend as necessary. We would like this to continue until the end of this Driving Change Plan period.

Sustainability

A key theme throughout this plan is our desire for sustainability within all of the projects and ideas that we support, in order to leave a long lasting legacy for the communities of

Trowbridge and St.Mellons. We believe that through the ongoing building of community capacity within each of our priorities we will make great progress into supporting sustainability within our community and the projects that we support.

We hope to achieve this through several avenues including:

Supporting a community anchor organisation, for us this is currently the Here For Good Collective/Hope St.Mellons. Building a strong local community organisation that can build on the skills and strengths of its local community and provide community led projects and initiatives meeting local needs. Alongside this the project is addressing the sustainability of the Beacon Centre, we will also be looking at the Trowbridge Community Centre and its use as part of our Trowbridge Development Plan.

We will also be looking to develop and strengthen new and smaller community groups and have already made a start on this through the open grants scheme and we hope to build on this further.

In Summary

This plan will be focussing on the following key ideas:-

Development of The Here for Good Collective

Open Grants Fund

Youth and children's provision

Trowbridge development plan

Community Development Fund

Communications

Programme co-ordination and management support

We do recognise that there will be some areas that are very clear and some that will be developing overtime with different projects progressing at different times in order to meet the priorities.

Ongoing items for Together For Trowbridge and St. Mellons will include:

Regular steering group meetings

Continuing the conversations and speaking to local community members we haven't spoken to yet.

Exploring ideas that build on the community's vision and priorities.

Communications of the programme.

Many of the project and activity ideas we have included, cover at least one if not more than one of the priority areas. Please see the table below for additional information.

3 Year Plan Proposal and Budget

The identified area is made up of two distinct communities; St Mellons and Trowbridge. Each has different histories, assets and challenges. As such there is a need for the plan to acknowledge and respect the two identities and ensure that monies are allocated appropriately whilst meeting the key priorities.

| Budget | Project | W E B E I N G + O P P | C O N N E C T I O N | E N V I R O N M E N T | S T · M E L L O N S | T R O W B R I D G E |
|-------------------|--|---|--|---|--|--|
| 353,622 40,000 | 1. Here for good collective Supporting the development of the new Charity as well, including salaries and capital works of the current Beacon centre. | X | X | X | X | X |
| 30 000 | 2. Open grants fund; accepting applications from the community for activities that meet the identified priorities. Including, but not exclusively, activities that: <ul style="list-style-type: none"> ● Increase accessibility of existing activities ● Increase new or existing activity in the area(s), especially for youth and older adults ● Supporting sustainability ● Supporting varied sizes of projects | X | X | X | X | X |
| 20,000 15,000 | 3. Youth and Children's provision: Support and encourage extension of existing and new Children and Young Person's clubs and activities in St. Mellons and Trowbridge - delivery will be by partner organisation(s) identified by Together for Trowbridge and St.Mellons <ul style="list-style-type: none"> ● ECSOPA- £15,000 ● Development of Youth provision strategy in Trowbridge ● Supporting children's clubs in St Mellons and Trowbridge | X | X | X | X | X |
| 20,000 | 4. Trowbridge Development First stage will see an increase in networking and engagement in Trowbridge, consultation and development of a plan for the area. | X | X | X | | X |

| | | | | | | |
|-------------------|---|---|---|---|---|---|
| 9,000 | <p>5. Communication: Connecting people and organisations – Together for Trowbridge and St Mellons will approach partners to deliver these</p> | X | X | | X | X |
| 76,617 | <p>6. Community Development Fund This will look at building on existing work, working with council and local partners* to investigate feasibility of improvement projects in key locations across the area. This funding will also look at sustainability and access of local provision for community use. Funding in this stream may include: short term pilot projects and developing existing projects and community facilities to become sustainable.</p> <p><i>*There are currently a few different project developments being supported by T4TSM and may require some support in the duration of this plan. This includes current conversations with the Trowbridge pantry development and potential sport developments.</i></p> <p>The community will continue to be consulted on areas they would like to see developed, with the Community Development Officer facilitating ongoing research and development of projects.</p> | X | X | X | X | X |
| 108,214 12,000 | <p>7. Coordination and management-Employment Opportunity – continuation of original contract and extension of contract/new contract term to March 2026 £108,214 = salary, on costs and expenses. Coordination and management (3 years). £12,000 office hire costs <i>Current job description and contract will continue and review will be held in 2023 for future job description/contract extension to be created in order to support the delivery of this Driving Change Plan.</i> <i>Employing body currently ACE and this will continue for duration of post.</i></p> | X | X | X | X | X |
| 3 000 | <p>8. Additional costs Volunteer expenses Meeting costs, venue hire and refreshments as necessary.</p> | X | X | X | X | X |

Our budget

This proposed budget is for the Together 4 Trowbridge and St.Mellons Invest Local plan. The budget is then further broken down over 3 years.

| Activities | Year 1 | Year 2 | Year 3 |
|--|--------------------|-----------------|-------------------|
| 1. Here for good collective – 393,622 | | | |
| 353,622 salaries + 40,000 capital costs | | | |
| HFGC allocation | £154,631 | £150,700 | £48,291 |
| Capital costs | £40,000 | 0 | 0 |
| Fund holder 5% admin fee | £9731.55 | £7,535 | £2,414.55 |
| Annual Project costs | £204,361.55 | £158,235 | £50,705.55 |
| Total Project Cost | £413,302.1 | | |
| 2. Open Grant Fund £30,000 | | | |
| Open Grant budget | £10,000 | £10,000 | £10,000 |
| Fund holder admin fee 5% | £500 | £500 | £500 |
| Annual project costs | £10,500 | £10,500 | 10,500 |
| Total project Cost | £31,500 | | |
| 3. Youth and Children's Provision-£35,000 | | | |
| ECSOPA | £10,000 | £5,000 | 0 |
| Fund Holder admin fee 5% | £500 | £250 | 0 |
| Youth and children's budget | £15,000 | £5000 | 0 |
| Fund holder admin fee 5% | £750 | £250 | 0 |
| Annual Project costs | £26,250 | £10,500 | 0 |
| Total Project cost | £36,750 | | |
| 4. Trowbridge Development £20,000 | | | |
| Consultation and action plan development | £15,000 | £5000 | 0 |
| Fund holder admin fee 5% | £750 | £250 | 0 |
| Annual Project costs | £15,750 | £5,250 | 0 |
| Total Project cost | £21,000 | | |
| 5. Communications £9000 | | | |
| Communications and marketing | £3000 | £3000 | £3000 |
| Fund Holder admin fee 5% | £150 | £150 | £150 |
| Annual Project costs | £3150 | £3150 | £3150 |
| Total Project cost | £9450 | | |
| 6. Community Development Fund £76,617 | | | |

| | | | |
|--|--------------------|--------------------|--------------------|
| Development budget | £28,617 | £24,000 | £24,000 |
| Fund-holder admin fee 5% | £1430.85 | £1200 | £1200 |
| Annual project costs | £30,047.85 | £25,200 | £25,200 |
| Total project cost | £80,447.85 | | |
| 7. Co-ordination and Management-Employment Opportunity £120,214 | | | |
| £108,214 salary and £12,000 office hire | | | |
| Salary/on costs/management fee | £35,049 | £36,061 | £37,104 |
| Office hire costs | £3500 | £4000 | £4500 |
| Fund Holder admin fee 5% | 0 | 0 | 0 |
| Annual project costs | £38,549 | £40,061 | £41,604 |
| Total Project cost | £120,214 | | |
| 8. Additional costs £3000 | | | |
| Meeting costs | £600 | £600 | £600 |
| Fund holder admin fee 5% | £30 | £30 | £30 |
| Volunteer expenses | £400 | £400 | £400 |
| Fund Holder admin fee 5% | £20 | £20 | £20 |
| Total Annual costs | £1050 | £1050 | £1050 |
| Total Project Cost | £3150 | | |
| Total Annual Costs | £329,657.95 | £253,947.05 | £132,209.55 |
| Subtotal request for this plan | £715,814.95 | | |

Evaluation and Monitoring

There are a number of ways we can find out if what we're doing is successful. These include a number of things we can count, but also people's stories. We've already done some thinking about what these successes could be as part of our action planning; as this is a three-year plan we would expect the successes listed below to be built on and extended on each year. We have worked and will continue to work with the Invest Local evaluators People and Work Unit, to make sure that we're measuring the right things for all of our projects and priorities. Please note that this is a working document and agreed measures and methods of evaluation and monitoring will be continually developed alongside People and Work and each project/themed area as it develops. For example

- We propose to work with the Here for Good collective, to better understand the pre-investment baseline position, so that we can better understand what changes (e.g. in terms of what they offer and who participates). We will plan to work further with the Here for Good collective, so we can better understand how, for example, increased community activity and increased resident participation, is expected to improve people's lives and strengthen the community (e.g. strengthening of social support networks) and if and how this can be measured. We will also consider how we can explore which groups in the community benefit and how they benefit. This will inform how we monitor and evaluate the investment; and
- We will consider how we can monitor and evaluate investments made through the Open Grant and Community Development Funds, to ensure monitoring and evaluation is proportional to the scale of the investment, robust and useful.

For all our investments, we want to understand what changed? and is anyone better off as a result? and if so, who benefited, how and why?.

Please find current plans in the table below:

Around the time of the Driving Change Plan going to board, new conversations around evaluation were taking place, and further details need to be discussed for a clear and effective evaluation strategy. Further conversations with People and Work are planned, and the Board are asked that the Driving Change Plan be agreed on the basis that evaluation be completed within 6 months of this plan being agreed.

| Project/ Activity | What change will this lead to? | How will we know? | How will it be measured? |
|---|---|---|---|
| <p>1. Here for Good Collective</p> <p>The HFGC management board will be developing their full evaluation strategy as part of their first 6 months priorities</p> | Increased community activity | More activities and services being delivered in the community | <p>Number of new projects and activities supported;</p> <p>Information of participants such as age/gender/postcode when possible.</p> <p>Records and information from each project.</p> |
| | Increased resident participation and greater partnership working with agencies and services | Number of residents attending activities and events | Registers |
| | | Number of volunteers engaged | Membership details |
| | | Number of partner agencies and co-productive partnerships running and supporting groups in the area; | <p>Register of partners and groups;</p> <p>Resident feedback on value of actions</p> |
| | | Number of events supported | Records of events supported |
| <p>2. Open Grant Fund</p> | Increased services in the community | Number of groups supported | Records of Open grant fund |
| | | Providing development support/sign posting to groups in order to support sustainability | Information from review feedback. |
| <p>3. Supporting Youth and Children's Provision</p> | More activities for young people in Trowbridge and St.Mellons | <p>Increase opportunities for Young people</p> <p>Provide additional youth work provision in the area</p> | <p>Mapping of services</p> <p>Development of youth action plan-linked to Trowbridge development plan.</p> <p>Records of numbers of</p> |

| | | | |
|----------------------------------|---|---|---|
| | | Reduced antisocial behaviour | <p>young people taking part</p> <p>Numbers of youth work session held</p> <p>Evaluation feedback from Youth Workers</p> <p>Feedback from young people</p> <p>Questionnaires or part structured interviews, case studies or stories from users and community members</p> <p>Focus groups and snapshot interviews</p> <p>local statistics</p> |
| 4. Trowbridge Development | Increased activities in Trowbridge | <p>Increased engagement of Trowbridge Residents</p> <p>Number of activities/provision in Trowbridge</p> | <p>Group records and data</p> <p>Map of activities</p> <p>Trowbridge development Action plan</p> |
| 5. Communications | Increased community social media presence | Number of social media interactions (Twitter/Website and Facebook) | Built in recording software |

| | | | |
|---|--|---|--|
| | Increased Together for Trowbridge and Smembers | Increased numbers attending meetings and involved in other activities. | Register and minutes |
| | Increased involvement in group activities | Numbers of residents attending community meetings, activities and events | Registers and monitoring data collected |
| | More people informed of what is happening in the community and increased access. | Numbers of people who feel better informed | Questionnaires or part structured interviews, case studies or stories from users and community members |
| 6. Community Development Fund | Increased development of sustainable projects and initiatives | Numbers of projects supported | Records of minutes and finance reports Reviews and evaluation of progress |
| | | Number of partnerships, networks, relationships and access to relevant funding | Community development officer update reports |
| 7. Co-ordination and Management Community-Development Officer Post | Increased engagement of residents and groups in Trowbridge and St.Mellons Increased development of projects and initiatives in Trowbridge | Numbers of community groups supported Number of community members signposted | Community Officer Development Officer update reports |
| | | Number of new community members engaged | Membership records |

For projects and initiatives that have not yet been finalised, we will create project plans and the appropriate measures of success as they progress.

Annex 1

Key achievements from Driving Change Plan 1.

Our achievements...

Although we originally set out with 7 clear areas to work on within our first plan, due to the circumstances out of our control we later added a covid-19 specific budget and more recently a cost of living budget due to the current community need which has resulted due to a combination of factors.

Covid-19

Although as a group we were unable to continue with our plan as we had set out to do, we were able to set out a safe and suitable way for T4TSM to meet and make decisions. With the support of Building Communities Trust we were able to set up a Covid-19 emergency fund which allowed us to provide support to local groups and organisations who were supporting local residents. One of the first actions we took as a group was to begin a mapping of who was doing what across the community, this had a focus on food provision. This exercise encouraged an amazing joint up approach by all partners across the ward and wider, preventing duplication and encouraging a stronger approach. There was food provision across a few venues, including the Beacon Centre.

The collaboration of 3 key community organisation's saw the formation of CoronaVirus Action St. Mellons and Trowbridge (CAST). Supporting this group with start-up costs was one of the first initiatives supported by the covid-19 emergency fund, other examples can be seen in the list below.

We are very proud of how the community came together and supported one another during this very challenging time.

| Type of Support | Project/Initiative funded |
|--------------------------|---|
| Food support: | Start-up costs for CAST Meadow Lane primary school food hampers CAST-Family food support Growing Veg plant giveaway |
| Emergency support | Mutual aid fund CAST emergency support-fuel |
| Well being | Activity packs Bake at home project Christmas packs Bereavement packs |

[Open grants](#)

After employing the Community Development Officer, the next step from our first plan was to set up an open grant sub-group, this is made up of a few members of the steering group and is open to anyone from the community to be part of. The subgroup has its own terms of reference, application process and is communicated in various different ways to the wider community. To date this process involves a set criteria for applicants to meet, different deadlines for applications throughout the year, support is available to anyone who may need it and then the subgroup meets to consider each application and make decisions. This is then fed back to the fund-holder and the wider group in the main T4TSM meetings. To date we have had 24 applications for our small £500 grants and given out 17 grants which have been for beneficiaries across the whole ward and for varied ages, genders and backgrounds.

These have included the following:-

Hope St. Mellons for volunteer celebrations and co-production of the design for the pantry mural with the community.

St Mellons Gymnastics club for their future coach programme and purchase of equipment for a pre-school club.

St Mellons Youth Club memorial bench and planter project

St Mellons Clean Up Group for insurance and equipment

Busy Bees - Pre-Schools Play Group for support with room hire, equipment and refreshment costs.

Christmas toddler party

Church of Resurrection community garden and bench

Raised Beds for St. Mellons Community Garden

Trecinon Rd Kids Growing Group for equipment, plants, seeds and compost.

The steering group have also approved some larger grants which include:-

- Nature Club
- Nature Play equipment for Meadowlane Primary School
- St Mellons Pantry - match funding to support the new provision of St Mellons Pantry.
- ECSOPA Summer Camps
- Healthy Horse Pony Squad
- Core costs for Hope St Mellons
- 2 year grant to support the development of ECSOPA
- St Mellons Pantry Mural Project
- Posh Club access fund
- Here For Good Collective
- Trowbridge Pantry

[Youth and children's provision](#)

We have regularly attended Cardiff East Youth Action Group meetings and collaborated on local fun days for engagement with the community. The Youth Action Group includes representatives from the youth service, local policing team, housing associations and third sector organisations. We are writing an action plan for 2023 based on young people's needs with an emphasis on joint working. The youth service provision is based in the St.Mellons Hub. They do not have any provision in Trowbridge.

During the summer holidays 2022 the youth service used a grant from T4TSM to support young people to plant up two planters and build a green roof garden for a memorial bench to a much loved local youth worker. It has received positive feedback with suggestions that more green spaces are needed dotted through the community. The young people have taken ownership of the bench so it has been well looked after.

Bake at home club - during Covid we worked with Hope St Mellons to deliver 6 sessions of a baking club with 13 families. Each family received some baking equipment followed by fortnightly ingredients and recipe packs. Families shared stories and photos of their bakes through a Facebook group.

Nature Club - now a multi generational activity which takes place monthly. Volunteers and Nature Club members have all learnt new skills, including: tree identification, bird identification, flower identification, mindful engagement with nature, habitat creation for insects, tree planting, bulb planting, how to make seed bombs for pollinators and wreath making. More generally children have opportunities for learning and holistic growth through nature, play, exploration and supported risk-taking. New habitat has been created locally e.g. bug hotel, bird boxes, daffodil beds, micro orchard.

Since September 2021 East Cardiff School of Performing Arts (ECSOPA) have been running classes in performing arts for children in different age groups based at the Beacon Centre. During the school holidays they ran a summer camp for primary aged children and master classes for young people. At the end of the summer camp the children's families and friends enjoyed a performance showcasing what they had learnt. Since September 2022 they have been running more classes and have introduced new age groups.

Free Spirit (formally healthy horse) trained up some local young people to assist in running introductory programmes for children and young people. Each weekend they welcome children and families to spend time at Ty Mawr Lane Stables where they can spend time with the ponies.

St Mellons Gymnastics club received funding to run a future coach programme. 16 young people trained as youth coaches and have been assisting to run sessions for younger classes. They are now fundraising so that they can gain National Governing Body awards. The club also received funding to purchase equipment to support the development of a pre-school group. Sadly the club is no longer based locally. It now operates as Explore Gymnastics and is based in its own gym in Llanedeyrn.

For pre-school children we have supported a weekly play group, Beacon Busy Bees to start at the Beacon Centre which now has 18 families that regularly attend. We also supported a local family to run a toddler christmas party in December 2021 which was the first

opportunity that many of the families attending had had to mix with other local families since the pandemic.

Support community events

We have been able to be involved in some small community events in St Mellons and Trowbridge.

In partnership with Trowbridge CF3: Grow Share Eat and Hope St Mellons we organised a potato seed 'give-away' and a veg plant 'give-away' in Trowbridge and St Mellons. The Veg plant 'give-away' built on Hope St Mellons first 'give-away' held during the pandemic. Some people who took plants at the first event grew plants for the second 'give-away'.

St Mellons Pantry volunteers organised a sponsored walk up Pen y Fan to raise money for the pantry and Hope St Mellons Mutual Aid Fund and the Stroke Association. We supported by hiring a minibus for the volunteers and members of the steering group collected sponsorship.

In partnership with Hope St Mellons we have run craft activities at the Fun Days held at St Mellons Hub involving the community policing team, youth service, housing associations amongst other organisations.

We were approached by Common Wealth Theatre for support with The Posh Club, A Christmas Cabaret in the Heart of St Mellons for the over 60's. We funded an access fund so that local people could attend for free. The event took place over 3 days in December 2022 and was a big hit with everyone who attended.

Communications

We were very keen to make a start with improving the communications within the community but starting that with T4TSM. Members of the steering group who had the skills and experience to share offered to become part of a Communications sub-group, who meet regularly outside of the main steering group meetings. The sub-group created a Communication's strategy and also created the contents for a T4TSM website. This has been incredibly valuable work but unfortunately due to personal commitments of members and external factors, the development has been a little slower than anticipated. T4TSM wishes for this work to continue and feels that communication is always an ongoing priority. Our social media presence is active and we post what is going on in the community, as well as sharing posts of other community groups and organisations. This reaches our residents, many of whom reach out using social media messaging and respond swiftly.

Community investment

Common Wealth Theatre - We supported an access fund so that local people could attend the Posh Club for free. It was a really positive event for the over 60's held right in the heart of St Mellons. One widow found himself on a table with a lady and her daughter. After the event she took him to the widows club with her to meet new people. He said in those two days he had more conversations with people than he had had in the last two years since his wife had died.

Hope St Mellons were given some support to cover their core costs so that the organisation could continue its activities as the work to establish Here For Good Collective. The steering group have agreed to support Here For Good Collective with a three year grant to support the establishment of this new organisation. For more detail on this key partnership see the section on Key Partnerships.

[Supporting community provision](#)

Beacon centre roof was provided with a grant in 2020 to part fund repairs to the roof of the nursery. The roof was leaking into the nursery and impacting this key community provision.

We collaborated with the Beacon Centre Trust and Hope St Mellons to develop St Mellons Pantry. A member-led food project responding to poverty and food insecurity.

We are supporting the Pantry Mural Project. A bright, colourful and welcoming mural co-produced with the community which will be installed outside the pantry in the spring 2023.

[Coordination and management](#)

As soon as our Driving change plan was approved in the summer of 2020, we appointed Action in Caerau and Ely (ACE) as our fund holder and began the process of setting up a sub-group for the job role and appointment. The sub group was made up of a few of the T4TSM members and allowed a smaller working group to draft a job description and interview process with the support of BCT and ACE. Once agreed by the wider steering group, we advertised, short listed and interviewed some excellent candidates before appointing Sarah, our Community Development Officer.

Sarah began her post in the Autumn of 2020 under a 3 year contract, and we have extended this appointment to compliment the duration of this new Driving Change Plan. T4TSM feel strongly that this appointment has been crucial in our relationship with the community building understanding within the community and supporting partners with development and sustainability of their projects.

Networking and relationship building, sitting on local forums including the Cardiff East Youth Action Group.

[Community Organising](#)

We also have our community voice represented by our Community Development Officer with local council, and wider.-community organising. We took part in Cardiff Citizens Accountability Assembly in the lead up to the local authority elections in May 2022. Our Community Development Officer sits on the leadership team for Cardiff Citizens and is working to develop a local alliance with local organisations. We will be hosting an Introduction to Community Organising taster session at the end of May 2023 where we will explore how Community Organising could help you make real change in our community and beyond.

[Cost of living](#)

As a group we wanted to look at how the cost of living situation was affecting the residents of Trowbridge and St.Mellons. In summary, the key areas identified were people's physical, mental health and wellbeing with triggers revolving around social isolation, debt, food and fuel poverty to name a few. We hope to be able to support as many of these challenges as

possible through this Driving Change Plan. We recognise this is not something that we can do on our own, so hope to continue working with our partners, supporting local projects and helping however we can.

Here for good collective

BUSINESS PLAN

Table of Contents

| | |
|---|-----------|
| Executive Summary | 1 |
| About Here For Good Collective..... | 3 |
| <i>Who we are and what we do.....</i> | <i>3</i> |
| <i>Our history.....</i> | <i>6</i> |
| <i>Our building: The -----.....</i> | <i>7</i> |
| <i>Our team.....</i> | <i>8</i> |
| <i>How we're funded.....</i> | <i>11</i> |
| Governance and management structure..... | 13 |
| <i>Our model.....</i> | <i>13</i> |
| <i>Our trustees.....</i> | <i>13</i> |
| <i>Our staff and volunteers.....</i> | <i>16</i> |
| Market appraisal: our approach to our community | 17 |
| <i>Our approach.....</i> | <i>17</i> |
| <i>About St Mellons.....</i> | <i>17</i> |
| <i>What people in St Mellons say.....</i> | <i>20</i> |
| <i>Why Here For Good Collective is well-positioned to work with the community</i> | <i>22</i> |
| <i>How we will engage our community.....</i> | <i>24</i> |
| Impact Summary..... | 28 |
| <i>Impact profile (2020 to present).....</i> | <i>28</i> |
| <i>Future Impact.....</i> | <i>33</i> |
| Financial appraisal | 34 |
| <i>Financial projections</i> | <i>36</i> |
| Risk register | 38 |
| Monitoring and evaluation | 41 |
| <i>Theory of Change.....</i> | <i>41</i> |
| <i>Monitoring</i> | <i>41</i> |
| <i>Evaluation</i> | <i>42</i> |
| <i>Sustainability.....</i> | <i>43</i> |
| Contact details for Here For Good Collective | 44 |
| Appendices | 45 |
| <i>Appendix 1 Stakeholder Feedback.....</i> | <i>45</i> |
| <i>Appendix 2 Draft Terms of Reference: Here For Good Collective Membership.....</i> | <i>50</i> |
| <i>Appendix 3 Fundraising Strategy.....</i> | <i>53</i> |

| | |
|---|-----------|
| <i>Appendix 4 WIMD Map 2019</i> | <i>56</i> |
| <i>Appendix 5 Asset Based Community Development, Nurture Development 2022</i> | <i>57</i> |

Executive Summary

This document details Here For Good Collective's purpose and aims across the medium and long term. Available separately, our strategic operating plan outlines our goals and strategic focus areas for the 2022 – 2025 period. This should be read in conjunction with our business plan.

Our business plan begins with an introduction to Here For Good Collective, a community development organisation rooted in St Mellons (pages 3 – 11). This contains a brief overview of our history, including our links to Beacon Centre Trust (Cardiff) and Hope St Mellons; the project partners that birthed Here For Good Collective. The plan details how the two former organisations will be wound down and/or replaced by Here For Good Collective over the next 12 months.

Here For Good Collective provides a new platform for community development while retaining the strengths of these historic organisations, including: thriving local projects, a growing volunteer base, and experienced staff and trustees. Over the next 12 months Here For Good Collective will also take on ownership of The ----- (formerly called The Beacon Centre). This is an exciting development that underpins a number of our aims for the coming years, including: the expansion of our projects already based in the building; our ability to generate income from the building; and, the evolution of the building into a locally-owned community space where people feel welcome and valued.

The introductory section continues with our mission and values and introduces our vision: 'a safe, connected, thriving community'. Our vision, mission and values are shaped by our stakeholders and underpin all our work and strategic goals. This section of the plan also introduces our team, with an emphasis on our members and volunteers. As a grass-roots organisation, capturing the leading role of local people throughout our plan is important to us. Following the introduction, we go on to describe our governance and management structure, including details of our staff team and trustees (pages 12 – 15).

Our Market Appraisal (pages 16 – 25) explains how we are uniquely placed to work in our community and how our strength-based approach aligns with the gifts and assets of the local community. Here we have taken time to map community assets and consider what local people say about St Mellons, including feedback from the Together for Trowbridge and St Mellons 2018 consultation and our own stakeholder sessions in 2022.

Our Impact Summary (pages 26 – 32) explores the difference we are making and profiles Here For Good Collective's progress against our mission statement. This is accompanied by a

photo diary and feedback which capture some of the stories at the heart of our work. Using our stakeholder suggestions, we also outline some of our potential project developments and the future impact they could have.

Our Financial Appraisal (pages 33 – 36) details the income-generating capacity of The ----- alongside our strong record of grant-fundraising. While we face similar financial challenges to any community organisation, we are well placed with diverse income streams and a strong financial record. We outline our approach to increasing our income-generation through hires of The ----- and our focus on key grant-funding partners. Budget and cashflow projections are given up to March 2026 and strong attention is paid to sustainability. This is further supported by our Risk Register (pages 37 – 38) and our Fundraising Strategy (appendix 3).

Finally, we consider monitoring and evaluation, with an emphasis on storytelling and capturing change (pages 39 – 41). Here we explain the work we will be doing over the next two years to develop our Theory of Change and to develop techniques and methodologies that underpin strategic planning, monitoring and impact evaluation. Monitoring and evaluation are also considered in relation to financial growth and grant-fundraising, with a view to further ensuring the long-term sustainability of the organisation.

We are excited about what we can achieve together over the coming years and over the long-term. Here For Good Collective is a new organisation bringing together decades worth of experience and learning alongside a multitude of local strengths and assets – including a large community building and the deepening involvement of local people. We are optimistic about our growth and development and confident about our ability to meet our strategic goals. As one volunteer said: *'Let's make it happen!'*

About Here For Good Collective

Who we are and what we do

Here For Good Collective (working name 'Hope St Mellons') was established in 2022 after local people came together to form a new community development organisation. We are a grass-roots organisation based at The ----- (formerly known as The Beacon Centre) and working across St Mellons. During Summer 2022 we brought together local community members, existing staff and volunteers to explore the possibility of a new community organisation. (Full feedback from our stakeholder consultations can be found in appendix 1.)

A clear vision and shared purpose emerged and the ideas and energy that local people brought to those conversations have shaped our organisation and strategic direction. Our vision, mission and values statements are aspirational and directive. They guide the long-term work of the organisation as well as helping us with day-to-day decision making. Our vision, mission and values statements are touchstones to ensure that everything we do is based on what our community wants to achieve together.

Our vision:

We want to see a safe, connected, thriving community.

Our mission:

We are working together to:

- develop and nurture community,
- create spaces for connection and opportunities for growth,
- push back against social injustice.

Our values and ways of working:

- Local people know their community best.
- We work to be inclusive and intergenerational.
- We value the unique contribution and worth of each person.
- We work from hope and the strengths of our community.
- We commit to engaging with and listening to everyone in our community.

Our work

The formation of Here For Good Collective was spurred on by the partnership work between Hope St Mellons (previously a project of HOPE Trust Cardiff CIO), Beacon Centre Trust (Cardiff) and Together for Trowbridge and St Mellons (an Invest Local project). Here For Good Collective registered as a Charitable Incorporated Organisation (awaiting charity number) in September 2022. Here For Good Collective is a new organisation but houses the established projects and groups of Hope St Mellons and Beacon Centre Trust (Cardiff); currently including:

- **St Mellons Pantry** – a member-led food project responding to food poverty and food insecurity where members pay £5 a week and choose up to £20 worth of good-quality, healthy food, including fresh fruit, vegetables and meat.
- **Coffee Morning** – a weekly social gathering hosted by St Mellons Pantry volunteers. Hot drinks and cakes are provided by volunteers with donations going towards the Pantry.
- **St Mellons Pantry Garden** – a volunteer-led project where local people are learning food-growing skills while connecting with others and getting active. Supported by Keep Wales Tidy, the Pantry Garden includes raised veg beds, wildflower meadow, a micro-orchard, and a greenhouse.
- **Forest School** – a child-centred, inspirational learning process, that offers opportunities for holistic growth through nature, play, exploration and supported risk-taking.
- **Schools and Families Work** – bespoke emotional literacy projects utilising the creative arts to support families identified by local primary schools.
- **St Mellons Mutual Aid Fund** – small grants provided by the community for the community to support those in hardship and to connect neighbours to agencies who can help with food poverty, fuel poverty, debt and benefits advice.
- **Step Out Scholarship Programme** – a hyper-local fund that provides financial support towards living costs alongside pastoral support to help young people reach their goals through education and training.
- **Nature Club** – a monthly intergenerational club that focuses on connecting to nature and neighbours while benefiting the local environment.
- **Housing Advice Clinic** – a bi-monthly drop-in clinic delivered in partnership with Speakeasy Law Centre.

- **One-off community events** – including the Volunteers Christmas Party, Christmas Toy Shop, Jubilee Party, Table-Top Sales, seasonal grow-at-home events, and our Community Mural project.
- **Our volunteer programme** – providing support, supervision, training and time credits for our volunteers.

Alongside the delivery of our own projects, Here For Good Collective partners with and hosts other groups and services at The -----, currently including:

- **Fledglings Nursery** – nursery provision in partnership with Flying Start
- **Beacon Xpress** – grocery and convenience store
- **Hair Industry** – hairdresser
- **East Cardiff School of Performance Art (ECSOPA)** – weekly sessions for children and young people to develop performance skills
- **Beacon Church and Bible Life Fellowship** – Christian groups meeting for fellowship and children’s activities
- **Dimensions Cymru** – a charity providing personalised social care services for people with learning disabilities and autism
- **Mess n Tots** – low-cost weekly messy and sensory stay and play group
- **Busy Bees** – free weekly stay and play group
- **Peer Action Collective** – a youth ‘hangout’ space hosted by Media Academy Cymru
- **St Mellons Chronic Illness Social Group** – a peer group to connect local people living with chronic illness and/or pain conditions
- **Mark’s Mobile Butchers** – a weekly butcher’s van offering good quality, affordable meat

The new organisation brings together the strengths and assets of Hope St Mellons and Beacon Centre Trust (Cardiff) and has created a platform for greater investment and positive change in St Mellons and the surrounding areas.

Our partners and networks

Across our projects we partner with and work alongside a range of local and national groups and organisations, currently including: Together for Trowbridge and St Mellons, Building

Communities Trust, FareShare Cymru, Public Health Wales, Cardiff Wellbeing Service, Keep Wales Tidy, Cwmpas, Morrisons, Sainsbury's, Edible Cardiff, Food Cardiff, HOPE Trust Cardiff, Church of the Resurrection, Speakeasy Law Centre, Tempo Time Credits, Hafod Housing, Linc Housing, Wales and West Housing, Meadowlane School, CAST, St Mellons Youth Club, Dimensions Cymru, local PCSOs.

We are also members of the following networks and working groups: Together for Trowbridge and St Mellons, Building Communities Trust, East Cardiff Youth Action Group, Cardiff Third Sector Council, Wales Council for Voluntary Action, Citizens Cymru Housing Working Group, Food Cardiff Community Retailers Network, Edible Cardiff, Social Farms and Gardens, Welsh Government's Community Food Peer Network.

Our history

Beacon Centre Trust (Cardiff)

Established in 1999, Beacon Centre Trust (Cardiff) is a registered charity (no. 1078396) and a company limited by guarantee (no. 3869839). It will remain an active charity until the following has been completed over the next 12 to 18 months:

- ownership of the building transferred to Here For Good Collective
- novate lease with Cardiff Council to Here For Good Collective
- ownership of Fledglings Nursery transferred to Here For Good Collective
- novate contracts for services e.g. gas and electricity
- novate contracts with centre tenants

Operational management of the building will transfer over to Here For Good Collective once the full staff team is in place in April 2023.

Hope St Mellons and HOPE Trust Cardiff CIO

Established in 2018, Hope St Mellons was formerly a project of HOPE Trust Cardiff CIO (charity no. 1161235). Ownership of all Hope St Mellons projects will transfer to Here For Good Collective in January 2023. All current staff will transfer over to Here For Good Collective in their existing or developed roles. All project-related grant-funding and reserves will move to Here For Good Collective. We have chosen to keep 'Hope St Mellons' as Here For Good Collective's working name as there are strong local connections to it.

Our building: The -----

The ----- (formerly known as The Beacon Centre) opened in 2005. It was built by Beacon Centre Trust (Cardiff) with financial support from local churches and significant investment from the European Regional Development Fund. From 2005 to 2020 Beacon Centre Trust (Cardiff) ran various community activities from the centre, including: youth work, luncheon clubs, a cafe and community events such as an annual fireworks night. The building also became home to local businesses, community organisations and various Christian churches and groups.

The footprint of the building includes:

- nine office rooms ranging from 10m² to 32m²
- multi-use hall (seating 50 – 60)
 - youth lounge with own external entrance and integrated toilet block
 - a small kitchen
 - workshop refurbished to house St Mellons Pantry
 - 86m² nursery facility
 - three workshop / meeting rooms
 - a lift to the first floor
 - ground-floor bathrooms
 - first-floor bathrooms with shower facilities
 - five storage cupboards
 - a self-contained two-bed flat with kitchen, bathroom and living space
 - two small retail units currently housing a convenience store and hairdresser
 - car parking spaces for 60 cars
 - surrounding grounds, including the St Mellons Pantry Garden

The ----- is currently owned by Beacon Centre Trust (Cardiff) who have a long-term lease (125 years) of the land from Cardiff Council. Over the next 12 months ownership of the building will be transferred to Here For Good Collective and the lease will be novated.

The building is in relatively good condition, but when the current trust board took control of the building in 2020 they inherited a number of issues stemming from lack of regular maintenance. Over the past two years they have prioritised remedying these with a focus on improving health and safety. Having taken a tighter grip of finances and financial controls, the current trust has run a maintenance budget over the past years and has invested over

£25,000 on repairs to the nursery roof, upgraded lighting, and installing a new boiler system. The building is still in need of improvement but we are taking ownership of the building at a stable point, following significant investment from Beacon Centre Trust (Cardiff) over the past 18 months.

The ----- is a key local asset and we are excited about the opportunity to expand our use of the space and make good on the potential of the building. We also look forward to re-engaging the local community with the building and encouraging local ownership of the space.

Fledglings Nursery

The ----- hosts Fledglings Playgroup Ltd. The nursery is run in partnership with Flying Start and is a wholly owned subsidiary of Beacon Centre Trust (Cardiff). The nursery is well-respected in the community and is financially self-sustaining, with net profits donated to the Centre. In addition to an ongoing contract with Flying Start which provides free childcare to low-income families, Fledglings also provides free sessions under the Welsh Government's Childcare Offer for Wales and generates further income by providing sessions for fee-paying families. Over the following 12 to 18 months Fledglings will become a Community Interest Company (CIC) and ownership will be transferred from Beacon Centre Trust (Cardiff) to Here For Good Collective. At this point Beacon Centre Trust (Cardiff) will be wound down and removed from the charities and companies registers.

Our team

Our staff

- Director (0.8 FTE moving to 1 FTE in Year 2) – Our Director oversees the management of Here For Good Collective and supports our relationship-building with partners, funders and the local community. They are responsible for the overall supervision of our staff and volunteer team and the management and development of our projects. Working with the Administrator, they oversee fundraising, monitoring and impact evaluation. They make sure the work of Here For Good Collective is in line with our policies and meets standards of best practice. They work with the trustees to set and steer the strategic direction of the organisation. This post will be filled in January 2023 by the current Hope St Mellons Coordinator.
- Facilities manager (1 FTE) – Our Facilities Manager supports the day-to-day facilities needs of projects and hires and oversees Health and Safety. They are responsible for

the maintenance and development of facilities at The -----, including the management of cleaners and contract services. They support the smooth running of IT and digital systems. They are responsible for the negotiation of service contracts e.g. utilities, internet, alarm services, building safety and security. They oversee the caretaking of the building, including managing evening/weekend hires and alarm call-outs. This post will be recruited for and filled between February and April 2023.

- Administrator (0.8 FTE) – Our Administrator works with our Director to deliver a variety of communications, financial and human resources tasks. They support the day-to-day administrative needs of our projects and work with the Facilities Manager to oversee bookings at The ----- . They work with the Director on report writing, fundraising, monitoring and impact evaluation. This post will be recruited for and filled between February and April 2023.
- Pantry Manager (0.5 FTE moving to 0.6 FTE in Year 2) – Our Pantry Manager oversees the day-to-day running of St Mellons Pantry and oversees the Food Hygiene and general Health and Safety of the project, and related activities. They work with the Director to support and supervise volunteers. They are responsible for our partnership with FareShare and for developing new food partners. This post will be filled in January 2023 by the current Hope St Mellons Pantry Manager.
- Forest School Worker (0.1 FTE moving to 0.2 FTE in Year 2) – Our Forest School Worker delivers Forest School and emotional literacy support sessions in partnership with Meadowlane Primary School. This post will be filled in January 2023 by the current Hope St Mellons Schools and Families Worker.
- Assistant Development Worker (0.6 FTE starting in Year 2) – By 2024 we expect to need further ‘hands on’ assistance to support the development of our projects. We are unsure what the responsibilities of this role will look like at this point as the role description will respond to the development of Here For Good Collective over the coming 18 months.

Our volunteers

Volunteers are the life-blood of Hope St Mellons. Our Director, Pantry Manager and Forest School Worker all began in voluntary roles with Hope St Mellons or the Beacon Centre and our projects remain volunteer-led or rely on volunteers to operate. Volunteers are involved in the design, delivery and evaluation of projects and groups. We currently have 32 volunteers, with the majority living locally in St Mellons and Trowbridge. Across an average month, our volunteers give a combined total of 416 hours to running our projects; with trustees contributing an additional 56 hours volunteer time. Our volunteers are passionate

about the work they do and the difference they make and we're extremely grateful for them.

Without volunteers our projects could not run and our community would be less well off because of it. As an organisation we are committed to investing in the work of our volunteers and making sure they have the support and training they need to grow in their roles. Through our partnership with Tempo, our volunteers are also able to access time credits for the time they commit to Hope St Mellons. These can be used at cinemas, shops, theatres, play centres, and restaurants; enabling our volunteers to enjoy social and cultural experiences with their families that they might not otherwise be able to access.

Volunteering holds all sorts of benefits, including connection to others, learning new skills, being more active, and improved mental and emotional health and wellbeing. As one of our Pantry volunteers said:

*The pantry has changed my life. I look forward to seeing the team every week.
My mental health is so much better.*

Our organisation is shaped around volunteers and the skills, experience and contributions of local people. Our Director is responsible for delivering our volunteer programme and ensuring project leads follow our volunteer policy and recruitment and supervision practices.

Our members

Here For Good Collective is a 'foundation' model CIO, which means that the charity trustees are our only voting members. However, to include more local people in our decision-making we run a membership programme where local people can join Hope St Mellons as a member. They play an important consultative role that informs our strategic direction. In line with Terms of Reference for Membership (appendix 2), members are regularly consulted on the life of the organisation and are involved in key decisions e.g. developing our vision, mission and values.

Being a member differs from being a volunteer. Volunteers have specific roles within particular projects and help shape those projects from the inside. Members help shape the organisation more broadly and don't necessarily need to volunteer in a Hope St Mellons project. Instead, they might be involved in other local groups and be contributing to our

vision through those groups. Members commit to our values and sign up to a similar code of conduct as our volunteers.

How we're funded

Here For Good Collective's fundraising strategy (appendix 3) prioritises developing diverse income streams. Our three main areas of funding are:

- Income-generation through hires; including a variety of long-term office leases and short-term and one-off hires of our community and training rooms
- Local giving; including a mix of regular-givers and one-off giving
- Grant funding; including grants for capital and revenue spending

In the 2021/22 financial year Beacon Centre Trust (Cardiff) generated £55,760 through hires; £685 through regular giving; and £2,333 through grant fundraising. Grant partners included Waitrose and Admiral.

In the 2021/22 financial year Hope St Mellons (as part of HOPE Trust Cardiff CIO) raised £81,000 through grant fundraising and £12,000 through local giving. Grant-funding and corporate-funding partners included: Community Foundation Wales, C3SC, Welsh Government, Food Cardiff, Edible Cardiff, Soil Association, Wales and West Housing, Benefact Trust, Waitrose, Foresters Financial, and Keep Wales Tidy.

Alongside these three funding streams, we will be looking to develop:

- Community fundraising through events and sponsorships
- Income generation from the external spaces e.g. hiring the roof space for beekeeping, encouraging more hires of the car park
- Regular gifts from individuals and supporters of our work ("Friends of Hope St Mellons")
- Social enterprise opportunities, prioritising the kitchen as a key area for development
- Developing subsidiary Community Interest Companies, including increasing the capacity and turnover of Fledglings Playgroup

- Corporate support (financial and In-kind) from local businesses and suppliers
- Gift Aid where appropriate

Governance and management structure

Our model

Here For Good Collective (working name Hope St Mellons) is a Charitable Incorporated Organisation (CIO). This is a new form of charity which is not a limited company or subject to company regulation. We have chosen to have a 'foundation' model constitution. This means the charity trustees are the only voting members and have responsibility for all key decisions. Our constitution states that we must have a minimum of five trustees at all times. Trustees serve terms of up to three years and can serve a maximum of two consecutive terms. A charity trustee who has served for two consecutive terms may not be reappointed for a third consecutive term but may be reappointed after an interval of at least one year. We have used the Charity Commissions' template constitution and have worked with consultants from Cwmpas and C Management Services to ensure our constitution is appropriate and the legal objectives of the charity cover the scope of our work as the organisation develops. (Our constitution is available on request.)

Trustees are responsible for the governance and financial management of the organisation. They have the standard legal and financial duties of trusteeship outlined by the Charity Commission (details can be found in [The Essential Trustee](#) by the Charity Commission). As is common practice for CIOs, Here For Good Collective trustees have no personal financial liability for the organisation. We are also working with Cwmpas to ensure all new trustees have training on the roles and responsibilities of trusteeship.

Our trustees

Simon Brown (Trustee)

Simon is a local resident and was Chair of Beacon Centre Trust (Cardiff) from January 2020 to February 2022. Simon has extensive project management experience and has worked in leadership roles within the private and non-profit sector for almost 20 years. Simon ensures the board has robust decision-making processes and helps the board to agree its strategic direction in line with its objectives.

Stephie Rees (Trustee)

Stephie Rees is a local resident and has grown up in St Mellons. Stephie has 17 years' experience in education and founded the East Cardiff School of Performing Arts (ESCOPA) in 2021 with a mission to improve access to excellent and affordable training in the performing

arts. Through establishing and running a Community Interest Company, Stephe brings experience of mission-setting and project management.

Sam Froud-Powell (Trustee)

Sam is Community Support Coordinator at Action in Caerau and Ely (ACE). ACE manages three community buildings and delivers a range of community-based services and activities. Sam brings experience of growing a community development organisation, taking on a community building, and working with volunteers. Sam has a keen understanding of Asset Based Community Development and supports our strategic direction.

Katie Browne (Trustee)

Katie is a local resident and has been involved in the Centre since 2007, in youth and children's work. Katie has been Chair of Beacon Centre Trust (Cardiff) since February 2022, and remains in that position as it winds down. Katie is a GP in Roath, with an interest in Social Prescribing. She is the Responsible Individual for Fledglings Nursery and is lead trustee for Safeguarding.

Paul Bernard (Trustee)

Paul is a local resident and joined Beacon Centre Trust (Cardiff) in June 2021. Paul has worked in Public Service for almost 20 years and has experience in coaching, team management and project management. Paul is passionate about social enterprise and creating opportunities for employment for disadvantaged groups.

John Hamilton-Jones

John is a local resident and has been involved in numerous community groups including the St Mellons Action Group, St Mellons Clean Up and St Mellons Pantry. John is recently retired but previously worked in leadership roles in the Civil Service, including continuous improvement management. He is interested in communication, networking and local partnership-building. John has recently joined the board as a guest and is considering trusteeship over a trial period.

Caz Falcon

Caz is a local resident and works as a Project Officer for Food Sense Wales; an organisation that works with Pantries and other community food projects across Wales. Caz is qualified in PRINCE2® and has more than thirty years' experience working in professional offices in a number of diverse roles including as a Paralegal, Housing Agency Branch Manager, Medical Secretary and a Personal Assistant for Health Board Senior Managers. Caz is a Health and Wellbeing Champion and brings experience of HR and project management. Caz has recently joined the board as a guest and is considering trusteeship over a trial period.

Chris Atherton (Standing invite)

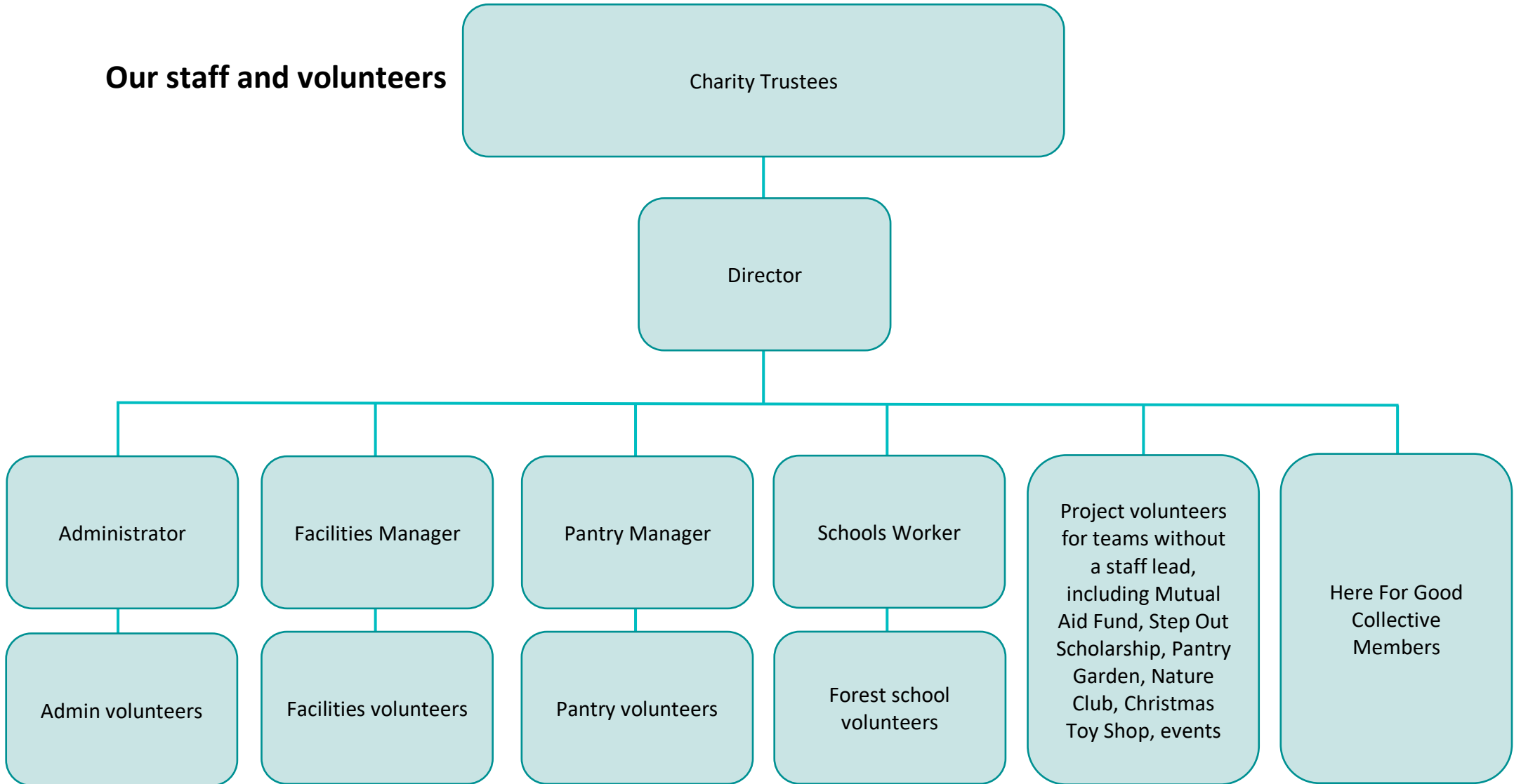
Chris runs a consultancy company and originally came to work with Beacon Centre Trust (Cardiff) in 2018. Chris has continued his advisory role to the Here For Good Collective steering group, supporting on a range of compliance and governance issues as we continue to develop and connect with the local community. Chris has over 22 years strategic and operational leadership experience gained across a wide range of social, charitable and business situations.

Sarah Griffiths (Standing invite as representative of T4TSM)

Sarah is the Community Development Officer for T4TSM. T4TSM have been a significant partner in the development of Here For Good Collective. Sarah continues a role contributing to the strategic direction of Here For Good Collective in line with T4TSM's Driving Change Plan. Sarah is Chair of Governors at St Teilo's CIW School and Chair of Grow Cardiff and brings experience of community development, governance and management.

We currently have five trustees, with two additional people trialling the role. We have recently conducted a skills audit which we will use to recruit three further trustees. We hope to have a board of 10 people by March 2023. We are also focused on improving diversity across the board.

Our staff and volunteers



Market appraisal: our approach to our community

Our approach

Here For Good Collective is a community development organisation that is rooted in St Mellons and driven by our vision to see a 'safe, connected, thriving community'. We take an Asset Based Community Development (ABCD) approach, which is a strengths-based approach to community development; meaning we start with 'what's strong' rather than 'what's wrong' in our community (appendix 5). St Mellons faces a number of challenges, and local people are impacted by multiple and intersecting social injustices, however there is great strength, skill and vision among the local community. We believe the main assets, or strengths, of our community are the **people and our connection to each other**. For this reason, we are intentional about our volunteer and membership model; seeking out local engagement and local leadership wherever possible.

We reject one-dimensional or reductive readings of our community. Some of the statistics below paint a troubling picture, but they are not the full picture. One story that could be told about St Mellons is that it is **deprived or forgotten**; however, we can equally tell a story about the **abundance** of neighbourly care and kindness in the community, and how **engaged** local people are in the community and about how **passionate** everyone is about making St Mellons a better place to live. Our approach creates space for multiple stories to be told and heard, and our work in response to the challenges local people face is nuanced and multi-dimensional. We look to work with partners who hold the same approach and understanding.

About St Mellons

The information below is drawn from Here For Good Collective's consultation in May 2022 (appendix 1); consultation by T4TSM (2018); the Welsh Index of Multiple Deprivation (2019); data from the St Mellons Mutual Aid Fund (2022); the Social Market Foundation report 'Can everyone access affordable, nutritious food?' (2019); and the data from the DWP (2019).

St Mellons was built in the mid 1970s with the majority of early housing being Council and social housing. There has been significant development of private housing over the past 25

years surrounding Willowbrook Drive. More recently Cardiff Council has undertaken its most ambitious home-building scheme since the post-war period, with new estates being added within and adjacent to the St Mellons area. The increase in affordable and social housing has been welcomed, but it brings with it concerns over: reduction of green spaces and habitat for wildlife; competition for already-stretched community services (such as oversubscribed schools and GP surgeries); a lack of new services; and accompanying asset-stripping (including the loss of the St Mellons Community Education Centre and Enterprise Centre to make way for housing). St Mellons boasts numerous green spaces, parks and woods, including Cath Cobb Woods and Playing Fields. To the south of the estate there is Hendre Lake, a SSSI that is well-loved by families, birdwatchers, runners, anglers, dog walkers and nature enthusiasts. The local natural environment was voted as the best thing about St Mellons in the T4TSM 2018 consultation. Other physical assets include:

- Four Primary Schools
- Several nurseries
- St Mellons Library and Hub (housing St Mellons Youth Club)
- Skate-park
- Three play parks
- The ----- (hosting Hair Industry, Beacon Xpress)
- Tesco
- What! Store
- A small plaza of shops including a bookies, post office, charity shop, hairdresser, gift shop and barbers
- Eateries including: Frolics Café, Triple Crown Takeaway, Shamrat Takeaway, The Willows Pub
- East Cardiff Muslim Centre (currently being built on the site of the old Police Station)
- St Mellons Science Park (opposite Tesco)
- St Mellons Community Garden
- Two Pharmacies
- Two GP surgeries
- Three Churches
- An Opticians and NHS Dental Surgery
- St Mellons Business Park to the east of the estate
- Garden Centre, Golf Club and Hotel to the east of the estate

Running out of these buildings and elsewhere in the area are a broad range of social and community groups which include:

- Knit and Knatter group
- Walking group
- Food bank

- Youth activities
- Community garden activities
- Parent toddler groups
- Education sessions
- Adult Keep fit groups
- Sports clubs
- Rotary Club
- Regular activities through East Cardiff Youth Action group, such as Fun Days
- St Mellons Clean Up

Demographics

St Mellons sits in the Trowbridge ward, which has a population of roughly 15,000. The population consists of more females than the national average, and is predominantly young, with a quarter under the age of 16 years and only just over a tenth aged 65 years or older. The community is majority white British with a growing BME community.

Employment

St Mellons has slightly more claimants of unemployment benefits overall and in the younger and older age groups and amongst men and women. There are also more claimants of incapacity and working age workless benefits. However, there is a very low percentage of people claiming for more than 12 months (0.5%) and this is similar to the Wales average (0.4%) (DWP, 2019).

Deprivation indicators

According to the Welsh Index of Multiple Deprivation 2019, pockets of St Mellons are in the 1% most deprived in Wales in relation to income, employment, and health (with 21% of people having a limiting long-term illness). The most deprived areas, according to the WIMD map, sit immediately next to The ----- (appendix 4). St Mellons sits in Trowbridge ward, which appears slightly more deprived than average in Wales on several indicators including the proportions of: children living in poverty (35% compared with 20%); people with no qualifications (30% compared with 26%), and households with no car (29% compared with 23%) (T4TSM, Driving Change Plan 2020). In addition, the overall crime rate is higher, with community safety ranked in the 10% most deprived in Wales (WIMD, 2019).

St Mellons has also been noted as one of the nine ‘most deprived food deserts’ in Wales; meaning it is an area with high deprivation and poor access to healthy, affordable food (Social Market Foundation, 2019).

We know from our relationships through St Mellons Pantry and St Mellons Mutual Aid Fund that food poverty and fuel poverty impact a growing number of households, with young single-parent families and pensioners being some of the most affected. Over 90% of Mutual Aid applicants are young mothers, and the leading reason for contacting the fund across all demographics is fuel poverty (MAF, 2022). This has been heightened since the Universal Credit Uplift in November 2021 and the rise in fuel costs across 2022.

What people in St Mellons say

Outcomes of T4TSM 2018 consultation - 318 responses across the Trowbridge ward

What local people would like investment in:

- Better environment
- Things for young people
- Improved safety
- Sports
- Social activities
- Things for older people
- Buildings

Here For Good Collective Stakeholder Session 2022 (appendix 1) - 32 committed volunteers coming together to envision Here For Good Collective

What local people would like to see in St Mellons through Here For Good Collective:

- Thriving café
- Teaching kitchen
- Grow pantry – lunch club, more coffee mornings
- Adult clubs: sports/exercise, activities, social
- Foster / kinship / carers group for carers and looked after children
- Support for people with additional needs
- Evening classes and activities

- Parent support in St Mellons
- Fun days and activity days
- Day trips
- Youth work and homework clubs
- Life skills e.g first aid, cooking
- Advice and support available e.g. help with money and debt
- Bingo!
- Pensioner coffee morning (with transport)
- Helping people prepare for work
- Holistic support for families addressing mental health and wellbeing
- Toddler groups
- Children's clubs – more drama, dancing, sports, homework
- Good local employment (be part of creating that) – kitchen? running building? new local jobs?
- Develop garden and habitat for wildlife

The impact people want to have through Here For Good Collective:

- People feel like they can make a difference
- Bring back community spirit
- Put St Mellons back on the map for good reasons
- Create safe community / be a judgement-free environment
- Connect people together / build a sense of community
- St Mellons communities joined together
- Create spaces for connection
- Young people to feel valued, involved and sense of ownership
- Be environmentally friendly and a friendly environment
- A place for everyone
- More opportunities to connect – individuals, families, intergenerational, multicultural, inclusive
- Combat isolation / Less isolation for older people
- Improved mental and physical health
- People get to know each other as neighbours

Hope St Mellons Mural consultation 2022

40 adults and 72 children completed our questionnaire

Local people were asked to list three things they liked best about St Mellons. The most popular were:

- Nature – particularly Hendre Lake and the trees around the estate
- Kind neighbours

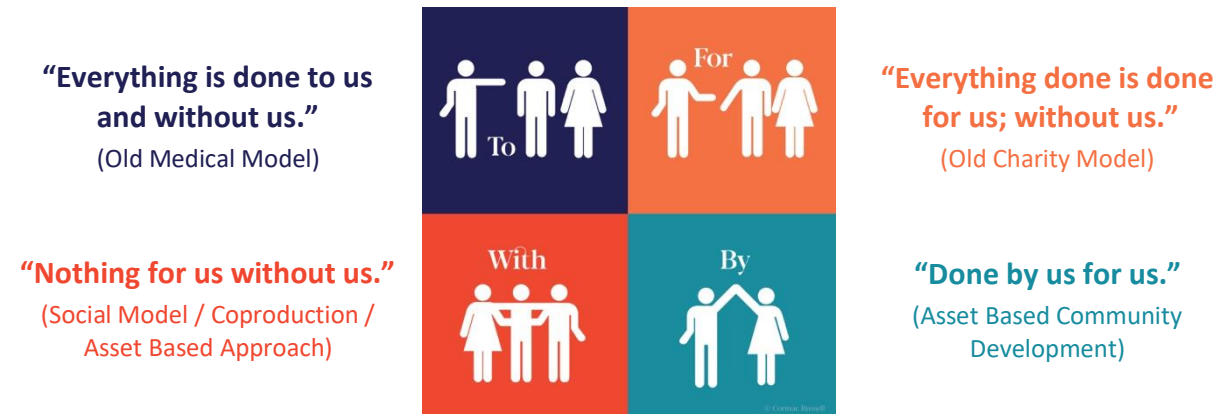
- The Pantry and people that help

Why Here For Good Collective is well-positioned to work with the community

Local leadership

Here For Good Collective is a local organisation that has grown from two local organisations wanting to achieve more by working together. The formation of Here For Good Collective was based on listening, partnering, co-creating and looking for opportunities. From the start we have been led by what local people want to see and do together. The feedback from our stakeholder sessions and T4TSM consultation has directly shaped our vision, mission and values. These underpin all the work we do.

We are a local team with the majority of staff, volunteers and trustees living locally. Our volunteer and staff recruitment puts an emphasis on local recruitment. We are not an outsider organisation ‘coming in to help’. We are a group of local people committed to our community – we are a group that is run **by the community, for the community**.



Source: @CormacRussell, Nurture Development

Our projects are predominantly volunteer-led, with a commitment to making space for local people to take part and lead. Our approach has already seen the growth of thriving community projects, such as St Mellons Pantry, and is well supported by the evidence base for Asset-Based Community Development.

Our approach is to listen to our community and grow together. Our business plan is based on listening and is responsive to both the needs and strengths of the community. It is a living document that will evolve around the people who join in and shape the organisation.

Organisational and institutional capacity

What comes out widely across consultation is that people want to see change in the community, and they largely want to be part of making that change happen. The desire and interest from individuals is there, but there is a need to better mobilise and organise community members and to harness social capital. This requires organisational and institutional capacity that would serve to gather people and resources together for collective benefit. We believe Here For Good Collective can be a significant platform for this kind of community development and community organising, and responds to a gap in our community for this kind of organisation.

Having a combination of local volunteers (with a variety of skills) alongside professionals (with specific training, experience and role-related responsibilities) is needed to do this kind of work. The ABCD approach asks ‘what can the community do for itself?’ and ‘where does the community need help?’ There is a role for professionals with the skills, time and appropriate accountability, to work with and support community members. These kinds of local institutions exist and operate in a significant space between small associate groups (such as litter-picking groups) and larger organisations such as government agencies and council services.

The -----

Alongside the organising potential of Here For Good Collective, we are also uniquely placed in St Mellons due to our ownership of The ----- . The ----- is an independently-owned community building. In a community that has been asset-stripped, a space like The ----- has huge meaning for our ability to connect and make change. It allows us to organise around physical spaces – we can’t gather community if we’ve got nowhere to meet! The ----- creates a sense of shared ownership. Rather than being guests it encourages civic responsibility where we steward what we have together for collective benefit. We are uniquely placed to put a key resource in St Mellons into shared community use. In our consultation, there was a keen awareness of the need for such spaces. A number of suggested activities require purpose-built spaces e.g. ‘a teaching kitchen’. More broadly the feedback also highlighted the kind of space stakeholders felt would be valuable to local people and the important principles that should guide the development of the building. This included:

- Community ownership of centre
- Not a ‘service’ space – a ‘community’ space
- A safe space
- Relationships at heart of projects / centre
- Ownership from young people

- Spaces for connection
- See building as a welcoming space
- A place for everyone
- Building as somewhere it is natural to enter and meet people
- Enriched environment – accessible and welcoming for all
- Heart of civic life

How we will engage our community

Member and volunteer recruitment

Engaging with and listening to everyone in our community' is one of our five core values and is fundamental to the development of Here For Good Collective. We have policies and processes in effect to support the recruitment of new members and volunteers. We will continue a strategy of varied community engagement approaches, including:

- stakeholder/member meetings and community consultation (where we gather as a community to discuss new ideas and consider key decisions)
- community events where we meet people who are keen to get involved with our projects or a new project (such as table top sales, volunteer parties, plant giveaways, Christmas toy shop, fun days)
- working with partners who can connect us to local people who are looking to be more involved in the community e.g. Dimensions, East Cardiff Youth Action Group, Cardiff Wellbeing Service, WCVA and C3SC
- storytelling projects that show the difference local people can make and encourage others to get involved (such as the Lockdown Legends project)
- utilising our growing online profile to connect with new people (60% of our volunteers have been engaged through digital advertising for volunteers)

Communication strategy

We are working with Mark Faulkner (Communications Officer for Building Communications Trust) to develop a comprehensive communication strategy over the next six months. This will support our work to engage with and listen to our community.

Currently we prioritise the following approaches:

- Posters – these are put up on public notice boards around the community
- Flyers – for important events we pay for print and letterbox delivery of flyers through the local area and distribute through schools, the Hub and other groups
- Online promotion and communication through our website, social media platforms, and engagement with online groups such as ‘St Mellons News and Info’
- Communicating through partners and local networks such as T4TSM, East Cardiff Youth Action Group, Cardiff Wellbeing Service, Edible Cardiff, Food Cardiff
- Word of mouth – we encourage members and volunteers to share news and events with friends and neighbours

Branding, marketing and PR

Branding, marketing and PR will be fully covered by our communication strategy. We are working to build from Hope St Mellons’ brand. We want to make the most of the momentum that has gathered around Hope St Mellons over the past 18 months so we have chosen to keep it as the organisation’s working name. We have chosen to use a broader name for our legal name: Here For Good Collective. This name has been taken from the stakeholder feedback and leaves scope for mission growth should we start to work in other areas of East Cardiff or further afield. Here For Good Collective reflects the vision and values of our organisation without the local focus of Hope St Mellons. The double meaning of ‘Here For Good’ reflects our long-term commitment to the community and our desire to do good things together.

Rebranding the building

To better engage the community, and in consultation with our stakeholders, we chose to rename The Beacon Centre as The -----
----- . The legacy of the building is mixed; over the years, numerous valued activities were provided by the Centre's staff and volunteer teams, such as youth work, luncheon clubs, and the annual firework display.

However, a key barrier emerged when numerous local people conveyed their belief that the centre was religious. It was widely believed that Beacon Church owned and operated the building leading people to feel excluded and unwelcome. Further, a number of the projects were run *for* the community rather than *with* the community, such as the food bag distribution which had a service provider/user model. This created a power imbalance and meant that people had little or no agency.

The current Beacon Centre Trust (Cardiff) board have been keen to move away from this reputation and historic ways of working, toward a more inclusive approach. Over the past 18 months the Hope St Mellons team have worked with Beacon Centre Trust (Cardiff) and T4TSM to engage local people – sometimes for the first time – with the building through the Pantry, Garden, Coffee Morning, Nature Club and one-off events.

Opinion is starting to change but Here For Good Collective wanted to further communicate our commitment to making the building a community-owned space. Rebranding will be part of signalling this change. We plan to launch this rebrand publicly in the Spring with various community events celebrating the new organisation, including the completion of our community mural, a refreshed reception area, and new external signage.



Community listening and organising

Through our partnership with T4TSM, we have been working with Sarah Griffiths (Community Development Officer) and Citizens Cymru to take part in local listening campaigns. This is part of organising efforts around one of Citizen Cymru's current priorities: improving access to safe, good quality, affordable housing. We hope that this will be the start of more listening projects where we can connect with people, offer a platform for local

stories and be part of community organising around local priorities. This will mean going out to different locations and spaces in the community and will also give us an opportunity to engage new people with the work of Here For Good Collective.

Impact Summary

We have outlined our impact against our mission statement; breaking it down into four key areas: develop and nurture community; spaces for connection; opportunities for growth; push back against social injustice. Our impact profile includes outputs (what we are doing) and outcomes (what difference it makes); together this gives a picture of what we are achieving. Following this, we have included photo stories from the last 18 months and feedback from volunteers, members and project participants/attendees.

Impact profile (2020 to present)

Develop and nurture community

- Across an average month 80+ local people engage with our projects and groups
- 32 local people participate in our volunteering programme
- Local people meet like-minded neighbours through activities such as Nature Club and Gardening Club
- Local leadership and ownership of community spaces e.g. through Pantry refurb, St Mellons Pantry Garden and Micro-Orchard
- Community members supporting each other through Mutual Aid Fund and Christmas Toy Shop - increases sense of mutuality and care from neighbours
- Improvement of local physical environment by working together e.g. development of rich and diverse habitat through: organic garden, micro-orchard, wildflower meadow, bug hotel, Forest School site at Meadowlane
- Encouraging respectful engagement with, and care of, the local environment, through mindfulness, nature walks, bulb-planting, litter-picking across St Mellons
- Encouraging child and youth ownership of, and responsibility for, local spaces such as our micro-orchard and garden, Hendre Lake, and local play parks
- 40+ adults and 70+ children involved in cocreating community mural design
- Developing partnerships that connect local people e.g. Edible Cardiff, T4TSM, East Cardiff Youth Action Group
- Collecting stories and increasing cultural capital e.g. Lockdown Legends

Spaces for connection

- Connecting with others and making new friends through membership/volunteering/participation in activities
- Regular socialising with others through weekly groups, like our coffee morning or gardening club
- Community events e.g., veg plant giveaway, table top sale, jubilee party
- Building intergenerational relationships through Nature Club, Coffee Morning, Community Mural

Spaces for connection

- Strengthening family connection through Bake-at-Home, Nature Club, play packs and family sessions at Meadowlane Primary School
- Connecting volunteers across different local groups through stakeholder sessions and social events e.g., volunteer Christmas party, group fundraising activities and volunteer socials
- Connecting people on social media through our page and groups
- Reducing loneliness and isolation by deepening relationships and community ties
- Supporting local peer-led groups e.g., St Mellons Chronic Illness Social Group

Create opportunities for growth

- Purposeful activity, occupation and new experiences through volunteering
- Local paid employment through growing staff team – recruitment processes which consider local routes for employment and routes from volunteering to paid work
- Chances to share and develop knowledge and skills around food, nutrition and cooking
- Chances to share and develop gardening and food-growing skills
- Training, including: First Aid, Food Hygiene, Manual Handling, Nutrition Skills for Life, Forest School, Mental Health First Aid
- Learning nature and forest skills such as safe fire-lighting, bush craft, building, habitat creation
- Family learning through nature, play and the creative arts
- Holistic learning through supported risk-taking
- Financial support for local young people who face barriers to education or training to enable them to pursue further/higher education or training
- Pastoral support, work experience and increased social capital for young people through scholarship programme
- Improved mental health and wellbeing through connecting with people, wildlife and nature
- Improved physical health through getting active through nature walks, gardening, forest school
- Improved efficacy for young people through scholarship
- Growth in confidence, personal and interpersonal skills through connection to others

Back against social injustice

- Participation in Citizens Cardiff's listening campaigns around safe, affordable housing and local jobs compact
- 300+ MAF grants made to local households, providing relief from income, food and fuel poverty
- Referring partnership to ACE for fuel voucher support
- 55+ local households accessing healthy, affordable food through our Pantry, including zero miles, organic veg through our garden – combatting food poverty and food insecurity
- Financial barriers to higher/further education challenged through scholarship with our students continuing into diverse roles in law, education and performing arts
- Local young people supported to complete education through lockdowns when they lost essential income from insecure / zero-hours contracts
- Access to support and legal advice around debt, benefits, employment and housing through our partnership with Speakeasy Law Centre

- 110 referrals to advice and support services through the MAF and Pantry e.g., BAWSO, Woman's Aid, Cardiff Council, National Energy Action Cymru
- Participation in Good Food Cardiff's Good Food Movement – working for a fair and connected food system
- Access to community space and land in an asset-stripped community
- Partnering with Meadowlane Primary School and Children in Wales on Price of Pupil Poverty Action Plan
- Commitment to inclusivity, equality and diversity running through staff and volunteer recruitment and design of all projects



Energy Saving Cooking Demo at St Fagans Food Festival



Young gardeners trying radishes and tomatoes, Aug '22



Making it to the top of Pen Y Fan! Money raised for Pen Y Fan



Planting 200+ daffodil bulbs across St Mellons, Oct '22



Three of our scholarship students graduate with degrees in Law, English & Drama, Jun '21

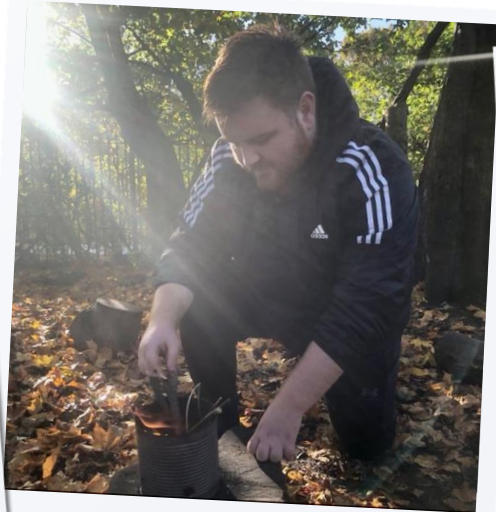


Baking Club

Bake-at-Home Club during Covid restrictions, Mar-Jul '21



Harvest time! Zero-miles, organic veggies in the Pantry, 'Sept 22



Training three local people as Forest School Assistants, Oct '21



All ages turn out on a winter day to plant our micro-orchard, Jan '22



Creating a Bug Hotel in Nature Club Mar '22



Our friendly Carrot and T-Rex talking to Pantry members about cooking with veg! May '22



Fancy dress at our Jubilee Party Jun '22

Feedback

'I only moved here during Covid and I've not met anyone besides the flat next to me. This has made me feel welcomed here.'

MAF recipient

'It's the first time I've enjoyed education.'

Forest School trainee

'It has made my kids proud of me. I have loved it.'

Forest School trainee

'The pantry has changed my life. I look forward to seeing the team every week. My mental health is so much better and buying food from the pantry has helped me financially so much.'

Pantry member

'New friends'
'Enjoyment' 'Positivity' 'Being in nature' 'Encouragement'
'The rest of my week is better when I come.'

Garden Club volunteers when asked 'what do you get out of being involved?'

'I feel safe here.'

Pantry member

'Being part of the Pantry team has made a huge difference to me: meeting new people, getting out. I really enjoy it.'

Pantry member

Future Impact

We hope to expand and deepen the impact we are having in our community. As outlined in our market appraisal, this will be led by what our community wants to do. Our commitment to listening and working with our community's strengths means we can't fully predict the trajectory and growth of Here For Good Collective. This will depend on who gets involved and what they bring to the organisation. However, our stakeholder sessions in May and September 2022 give us a starting place for outlining the deepening impact we aspire to have and some of the ways we can achieve this. The ideas below come from our stakeholder suggestions (for full feedback see appendix 1). We have themed these against our mission statement to show the kind of work we hope to be doing in the future.

| | | | |
|--|--|--|---|
| <p><i>Thriving cafe</i></p> <p><i>Community events that bring people together</i></p> <p><i>Clubs for older people e.g. luncheon club, bingo</i></p> <p><i>Support for people with additional needs</i></p> <p><i>Clubs / classes for adults in the evening: Zumba, yoga, creative writing</i></p> | <p><i>Make building somewhere that is safe and welcoming</i></p> <p><i>Fun days / summer fayre</i></p> <p><i>Inclusive organisation – everyone treated equally</i></p> <p><i>Safe spaces for young people</i></p> <p>Develop and nurture community</p> | <p><i>Safe space for young people – youth clubs, youth ownership of building</i></p> <p><i>More coffee mornings</i></p> <p><i>Children's clubs – more drama, dancing, sports, homework</i></p> <p><i>Thriving café – place to meet and have a cuppa</i></p> <p>Spaces for connection</p> | <p><i>Parent groups</i></p> <p><i>Minibus to improve access to centre / go on trips</i></p> <p><i>Foster / kinship / carers group</i></p> <p><i>Develop pantry garden further</i></p> |
| <p><i>Teaching kitchen – possible focus on training young people</i></p> <p><i>ESOL; conversation club</i></p> <p><i>Social enterprise</i></p> <p><i>Wellbeing classes e.g. yoga, mindfulness, reiki</i></p> | <p>Create opportunities for growth</p> <p><i>Parent nurture course – more work with Flying Start</i></p> <p><i>Adult education classes</i></p> <p><i>Life skills e.g. CPR, first aid, cooking, nutrition</i></p> <p><i>Holistic support for families addressing mental health and wellbeing</i></p> | <p>Push back against social injustice</p> <p><i>Work with others to preserve green spaces</i></p> <p><i>Improve access to affordable, healthy food</i></p> <p><i>Work with Citizens Cymru and others to increase access to safe, affordable housing</i></p> <p><i>Safe, inclusive organisation; focus on accessibility; no discrimination</i></p> | <p><i>More links to advice and support around benefits and debt</i></p> <p><i>Be part of creating fair local employment</i></p> <p><i>Group where people believe they can make change</i></p> |

Financial appraisal

Background

Here For Good Collective has been in existence as a constituted organisation since September 2022 so has no financial history, however the financial background of Beacon Centre Trust (Cardiff) and Hope St Mellons give a helpful starting place for realistic projections for both income and expenditure for the new organisation. The financial position of Here For Good Collective combines the income, expenditure, assets, liabilities, and balances of Beacon Centre Trust (Cardiff) and Hope St Mellons.

Over the past four years Beacon Centre Trust (Cardiff) has focused on its financial controls and governance. This has improved the quality, transparency, and frequency of financial reporting to the board, as well as increasing the revenue generated by the building and reducing costs. Appropriate expertise were sought, including a new treasurer and a funding consultant, and new processes instilled, including the production of detailed forecasts and the appointment of a new independent examiner. This work continued throughout the COVID-19 period, including maximising the statutory support available from local, national and central government through various grants and other financial benefits. As a result of this corrective action, the Centre now sustains a balanced budget and forecasts a modest profit for 2022/23. This is no small achievement during a period where many charities and businesses closed.

Hope St Mellons has been successful in securing grant funding from Community Foundation Wales, Welsh Government, Benefact Trust, T4TSM, Soil Association and others for revenue and capital costs. Hope St Mellons also continues to attract local giving towards project and core costs. Here For Good Collective draws together the income-generating potential of The -----, the grant funding track record of Hope St Mellons, and has put in place rigorous financial controls and accountability.

We will retain the services of C Management Services, who have supported us with a range of financial services, including: bookkeeping, maximising income streams, payroll, finance and grant monitoring. Paul Burnell at C Management Services previously provided accountancy support to Hope St Mellons and is familiar with the finances of existing projects.

Income

Our income comes from a range of sources, including the hiring and leasing of our facilities; grant funding; and regular giving. Despite the financial challenges of the COVID-19 pandemic both Beacon Centre Trust (Cardiff) and Hope St Mellons managed to generate income and

maintain balanced budgets. We are confident that under Here For Good Collective we can continue to grow both our self-generated income and grant funding.

Over the course of the budget below, we conservatively project that Here for Good Collective will generate more than 50% of its income from The ----- . This compares favourably with comparable organisations; for example, Action in Caerau and Ely currently generates less than 10% of its income from goods and services.

Looking forward, we hope to diversify our income streams to further improve our financial sustainability and resilience. We see opportunities to maximise the use of our building and are currently undertaking a rent review process so that we can accurately set rates of hire based on current market conditions.

Having staff in place will support the maximisation of the income-generating capacity of the building. We see the potential for new ventures, such as a social enterprise model to take on the rejuvenation and running of our kitchen and café. We are also in a strong position to attract grant funding to help us expand our work with the community. We have already had positive conversations with both The Henry Smith Charity (Strengthening Communities grant, £180K over three years) and The National Lottery Community Fund (People and Places Medium grant, £10 – 100K). In the case of People and Places, we were approached by The National Lottery Community Fund and invited to apply. However, we are restricted in relation to grant funding in our first 12 – 24 months as a number of funders will not award grants to organisations that don't have one to two years of accounts. We have secured grant funding from T4TSM to cover core costs for the 2022 - 2026 period. T4TSM's support will help us leverage other funding from grant bodies who may be cautious about investing in a newly formed organisation.

Reserves Policy

Here For Good Collective aims to hold restricted funds equal to its financial commitments for a period no less than three calendar months. Current projections estimate that we will need to hold:

- £30,300 in 2022/23
- £46,500 in 2023/24
- £57,100 in 2024/25
- £60,700 in 2025/26

We will continue to monitor financial performance against projections and will seek to increase reserves to a maximum of six months at the earliest opportunity.

Financial projections

A quarterly cashflow projection can be found in our organisational budget, available separately. The forecast shows income, expenditure, profit and loss, and projected cash in hand from October 2022 to March 2026.

Budget Summary October 2022 – March 2026

| | Year 0 Oct 22-Mar 23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Total |
|--|-------------------------|-----------------|-----------------|-----------------|-----------------|
| Building | 31,227 | 64,804 | 66,840 | 67,440 | 230,311 |
| Projects | 8,847 | 18,639 | 20,714 | 22,614 | 70,814 |
| T4TSM core costs grant | 51,617 | 118,401 | 150,700 | 48,291 | 369,010 |
| Grants & donations | 990 | 2,965 | 2,775 | 108,150 | 114,880 |
| Other income | 18 | 18 | 0 | 0 | 36 |
| Total income | 92,699 | 204,827 | 241,029 | 246,495 | 785,051 |
| Project costs | 9,498 | 18,348 | 20,700 | 21,300 | 69,846 |
| Building maintenance | 10,729 | 22,023 | 23,114 | 24,259 | 80,124 |
| Utilities | 14,041 | 23,940 | 28,201 | 33,312 | 99,493 |
| Dues & subscriptions | 6,188 | 12,293 | 12,832 | 13,399 | 44,712 |
| Professional costs | 1,020 | 2,142 | 2,248 | 2,359 | 7,769 |
| Staff costs | 12,498 | 104,803 | 138,001 | 142,665 | 397,967 |
| Other costs | 6,600 | 2,520 | 2,646 | 2,778 | 14,544 |
| Total Expenditure | 60,573 | 186,068 | 227,742 | 240,073 | 714,456 |
| Net Variance | 32,126 | 18,759 | 13,287 | 6,422 | 70,595 |
| Reserves (3 months operating costs) | (30,300) | (16,200) | (10,600) | (3,600) | (60,700) |
| Gross Variance | 1,826 | 2,559 | 2,687 | 2,822 | 9,895 |

Income Assumptions

The forecast is based on income generation from The ----- . The projections are drawn from the 21/22 financial year. We have not included grant projections in Year 0 – Year 2 due to restrictions on grant fundraising. We have projected £105,000 grant funding in Year 3. With the support of a full staff team, we also expect our income will rise through a combination of increased ad hoc hires, individual giving, and community fundraising.

Expenditure Assumptions

Expenditure has been projected to increase by 5% per year. Energy costs include 20% annual increase and staff costs include 3% annual increase. Expenditure includes full staff costs for our staff structure outlined on page 14.

Sustainability

Our budget includes staff costs – including two new posts: Facilities Manager and Administrator. The Director, with the support of our Facilities Manager and Administrator, would be responsible for developing and diversifying income streams to ensure that funding for paid staff is in place by the end of the T4TSM funding period. This would include building regular giving and small donations, securing grants from trusts and foundations, and increasing revenue from the building. Our Fundraising Strategy is included in appendix 3 and includes further details on how we will become sustainable.

Risk register

Here For Good Collective is no different from any community organisation. We face a range of technical, financial, market, economic, and management risks familiar to the Third Sector. Our risk register has informed our goals and strategic focus areas included in our strategic operating plan for 2022 – 2025 (available separately).

| Risk | Initial level of risk | Mitigation Measures | Balanced level of risk |
|---|-----------------------|---|------------------------|
| Not enough trustees to manage the work of the trust | Medium | Programme of recruitment in place. Skill Audit of current trustees to identify gaps in knowledge and skills to guide recruitment. There is continued recognition that recruitment to the role is difficult in the current circumstances of the general reluctance of people to undertake voluntary roles with legal responsibilities. | Low |
| Not enough volunteers to support activities | Medium | Activities are generally developed in conjunction with the local community so they are shaped by the momentum and capacity of volunteers. Volunteer retention is supported by offering training, support and time credits. | Low |
| Income stream from long term leases decreases | High | Work is currently being undertaken to develop a new Licence to Occupy together with a valuation review of spaces within the building to enable the setting of a range of rentals that both reflect market position and the type of company/organisation using the space. | Low |

| | | | |
|---|---------------|--|---------------|
| <p>Large unforeseen expenditure pushes Here For Good Collective into insolvency</p> | <p>Medium</p> | <p>Work since mid 2019 has concentrated on stabilising the finances and increasing the accuracy of budget forecasting. Basic budget position includes a rolling three-month reserve position.</p> | <p>Low</p> |
| <p>Financial crisis with wholly owned subsidiary Fledglings Playgroup Ltd with financial impact on Here For Good Collective</p> | <p>High</p> | <p>Work has been undertaken with Fledglings Playgroup Ltd to place their operation on a sustainable financial footing with support from Flying Start, who they now have a contract with to provide services until 2024. Work is underway to explore alternative legal structures, such as a Community Interest Company, to improve access to grant-funding which would support income-generation.</p> | <p>Low</p> |
| <p>Unexpected urgent building maintenance exhausts available funding and building has to close</p> | <p>High</p> | <p>Spending on maintenance since mid 2019 has concentrated on making the building safe, weather tight and warm. This has seen major expenditure on the roof, boiler replacement and security improvements. There is a need for a comprehensive building survey to be undertaken which will map the next round of maintenance for a building that has seen little regular maintenance since it was built. The appointment of a Facilities Manager will support this work.</p> | <p>Medium</p> |
| <p>Income generation from The ----- ----- is not enough to cover core costs</p> | <p>High</p> | <p>Without a staff Beacon Centre Trust (Cardiff) was previously unable to maximise income generation. The Director and Facilities Manager will be working to increase income generation through hires. The Director and Administrator will be working to develop key grant-funding partnerships. Hope St Mellons brings a good</p> | <p>Medium</p> |

| | | | |
|--|--|---|--|
| | | record with local funders such as Community Foundation Wales and Welsh Government that we can build on. People and Places have invited us to apply for their medium grant based on HSM's work so far. | |
|--|--|---|--|

Monitoring and evaluation

Theory of Change

Over the next two years we will begin developing our Theory of Change. The Theory of Change model and process emerged in the mid-1990s and has become widely-used within the Third Sector. Theory of Change defines desired long-term goals and then works backward to determine what needs to be in place to achieve these goals. From here we can map what change we are working towards and what indicators of change we can be looking for. Theory of Change is similar to strategic planning, but is understood as a model for planning, participation, and evaluation.

Theory of Change is about being clear on what social change we want to happen, then working backwards to identify what needs to happen for that change to occur. Our Theory of Change will certainly be shaped by the values and 'ways of working' already identified through our stakeholder sessions:

- Local people know their community best.
- We work to be inclusive and intergenerational.
- We value the unique contribution and worth of each person.
- We work from hope and the strengths of our community.
- We commit to engaging with and listening to everyone in our community.

These are a starting point for our Theory of Change but we know these need to be tested over time through our projects and the early development of Here For Good Collective. More experiential learning needs to take place for us to develop a Theory of Change. Developing a Theory of Change is a participative process, with the process itself being rewarding. We hope this will lead to deeper staff and volunteer engagement with the work of Here For Good Collective. Once we have developed our Theory of Change, it will be used as the basis for our planning, monitoring and evaluation. This ensures that our impact measurement and monitoring is measuring the right things.

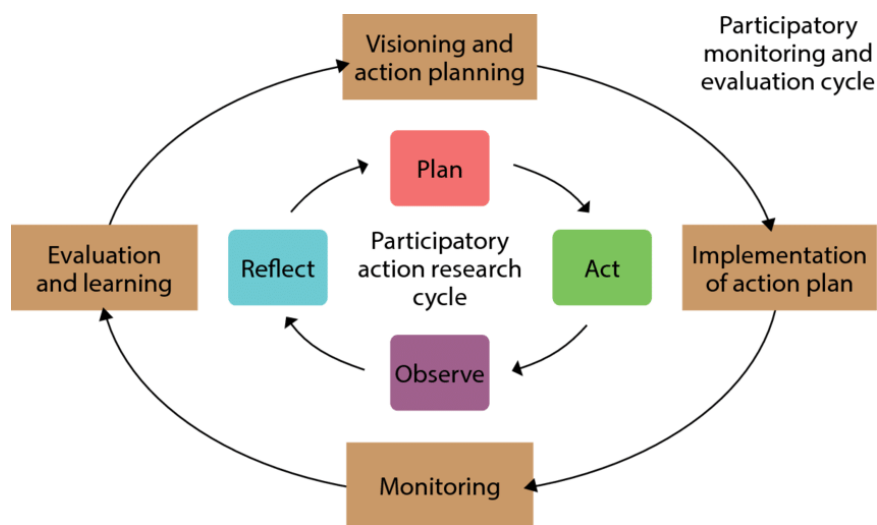
Monitoring

Monitoring happens across our projects and is done consistently to track progress. This includes different kinds of record-keeping and data collection against the objectives of each project. This can include surveying, counting (membership, attendance numbers, volunteer

hours), financial targets, and performance review indicators. As well as quantitative data, we capture and value qualitative or 'soft data', such as stories, which can contribute richer and deeper understanding of an individual's lived experience, and lead to insights that guide new and improved ways of working.

We also work with our project funding partners to follow their particular models of monitoring and evaluation, and to agree objectives, outputs, outcomes and targets for grant-funded projects.

The learning we get from monitoring informs the review, evaluation and planning of our projects.



Source: Participatory Action Research, RESEARCH IN DEVELOPMENT 2015

Evaluation

Here For Good Collective does not currently have a preferred method of evaluation. However, all project teams engage in **reflective practice** – taking time at least annually to review the work and impact of the project and explore opportunities for change and growth. Volunteers and participants are regularly consulted on how they feel projects are going and what could be improved. Our commitment to listening underpins this reflective approach.

Here For Good Collective are exploring different methods of evaluation including **The Most Significant Change (MSC)** technique for evaluating our work. MSC is a form of participatory monitoring and evaluation that involves everyone in deciding what should be measured (domains of change) and describes change from the perspective of stakeholders. It involves

inviting storytelling, collecting stories, and selecting the stories which demonstrate the most significant change. MSC is particularly useful for community work where some of the desired impacts of a project can't be anticipated beforehand. Without pre-defined indicators of change, MSC captures the most significant change through storytelling. We are working with ACE to learn more from their experience of using MSC and how it has supported their evaluation and reflective practice. This kind of evaluation requires increased capacity. With a fuller staff team, we hope this will become achievable.

Sustainability

Developing our monitoring and evaluation is essential to the sustainability of our organisation. As well as ensuring that we are doing meaningful work and achieving our goals, developing our monitoring and evaluating techniques will ensure that we can evidence the impact we're having and develop trust and confidence with funding-partners. We need to be able to show that we are being effective and efficient and that funders are using their money wisely when they invest it in our organisation. We don't just need to be making a difference, we need to be able to clearly demonstrate this difference to funding-partners. Spending time across the early years of the organisation to develop effective monitoring and evaluation, that reflect our values and ways of working, will support our grant-fundraising and financial sustainability in the long run.

Contact details for Here For Good Collective

Here For Good Collective

The -----

Harrison Drive

St Mellons

CF3 0PJ

029 2036 2888

helen@hopestmellons.org

@hopestmellons on Facebook and Twitter

Appendices

Appendix 1 Stakeholder Feedback

In May 2022 we gathered stakeholders from Beacon Centre Trust (Cardiff), Hope St Mellons and T4TSM. Supported by facilitation from Cwmpas, we shared ideas of what we wanted to see in the future through a potential new community organisation. We have used this feedback to shape our Vision, Mission and Values and our Business and Strategic Operating Plans. We had over 150 points of feedback that we themed into the nine following categories:

- Things we want to do / projects / work
- Broad areas of focus for the new organisation
- Youth-focused ideas
- Communication
- Listening / learning
- Things we want to see across St Mellons that other groups / orgs can help with
- Building-focused ideas / priorities
- Vision / hopes / motivation
- Values / Ways of working that are important to us



Ideas of things we want to do / see happen through new organisation

Grow pantry – lunch club, more coffee mornings

Adult clubs: sports/exercise, activities, social

Foster / kinship / carers group for carers and looked after children

Support for people with additional needs

Evening classes and activities

Parent support in St Mellons

Parent nurturing course

Summer fun day x 3

Activity days

Day trips / summer trips – minibus?

St Mellons community festival

Car boot sale in car park

End of school term fun days

Thriving café

Youth work

After school activities

Teaching kitchen

Life skills e.g., first aid, cooking

Advice and support available

'Let's get cooking' course

Workshops to help with money and debt

Bingo! x 2

Pensioner coffee morning (with transport)

Helping people prepare for work

Gathering and promoting positive stories

Building open in evening

Holistic support for families addressing mental health and wellbeing

Adult education classes

'Konnections Kitchen'

Connections café – place to meet up and have a cuppa and a chat

Wellbeing classes – mindfulness, reiki, exercise, social clubs

Toddler groups

Children's clubs – more drama, dancing, sports, homework

Get local schools involved for homework group to help young people study for GCSE x 2

Good local employment (be part of creating that) – kitchen? running building? new local jobs?

Develop garden - habitat for wildlife

Broad areas of focus for new organisation

Focus on school leavers – local occupation opportunities – employed and voluntary

Intergenerational connections like in Nature Club

Youth opportunities / activities based safely within their own community

Activities for children and young people

Mix of ages / intergenerational projects

Social entrepreneur / social enterprise

Lots of opportunities for volunteers

Activities for kids and young people

Something for teenagers

Focus on pensioners

Community events x 3

Youth-focused hopes / ideas

Citizens UK model for 16 – 18s – community listening

Young people - how do we engage those not engaged?

11 – 16s making their aspirations real!

14 – 21s participating in their community

Youth know that their voice matters

Community invested in 'our young people'

Young people feeling proud

11 – 16 year olds with aspirations for themselves

Ownership from young people

Value and involve young people

Communication

Easy to navigate newsletter/what's on

Well-advertised

What's happening in St Mellons newsletter

Advertising what happens at centre

Social media not necessarily joining our community together

More communication x 2

Community mapping

Community website

Community info hub

Community communication team (not just digital)

Learning / listening

Develop network of charity/community groups connections

Visit other places to learn

Gain knowledge of everything happening in community

Survey local people and ask them what they would like

Ask young people what they want

Things we want to see across St Mellons that other groups / orgs / council / govt can help with

Preservation of green spaces

Gym

Transport support for hospital visits etc – community bus

Safe spaces for young people

Green spaces owned by the community and protected

Playgrounds

Investment by government and local councils in civic life and community spaces

Safe affordable housing

Schools working in an integrated partnership with other community organisations

Habitat for wildlife

Good local employment (be part of creating that)

Improve look/feel of Tesco area

Youth centre / hub

St Mellons sports teams

Outdoor gym

Free transport

Safe places for kids to play

Building-focused ideas / priorities

Get the kitchen fixed!

Wellbeing centre – social prescribing, mental health support

Building as somewhere it is natural to enter and meet people

Enriched environment – accessible and welcoming for all

Feel safe – inside building and getting to the building

See building as a welcoming space

A sense of safety around the building (physical improvements needed for this)

BC site – use all of the site / physical assets e.g. garden, car park, roof

Balance of income generation and community use

Transport to get to centre for events
Electric mini bus

Change name of centre

Rebrand the building

‘The Phoenix Project’ – ‘out of the ashes’

Name change for centre

Rebranding ‘rebirth’ of centre

See building as a welcoming space

Environmentally friendly and a friendly environment

Vision / hopes / motivation

Safe community

Connect people together / connection

St Mellons communities joined together

Ownership from young people

Value and involve young people

Safe zone to be loud but learn to enjoy silence

Environmentally friendly and a friendly environment

A place for everyone

Opportunities to connect – individuals, families, intergenerational, multicultural, inclusive

Bring back community spirit

Combat isolation

Physical health

Put St Mellons back on the map for good reasons

Connection / sense of community

Less isolation for older people

People get to know each other as neighbours

Spaces for connection

Invest in things that make a difference

“Let’s make it happen!” – slogan for new group?

Judgement free environment

Values / Ways of working that are important to us

There is a feeling of family within the team of volunteers – grow this!

Rewarding feeling for people

Open to all ages

No discrimination

Something that encourages people that we can do good things for our own area

Group at heart of local civic life

Local community to see the new organisation is theirs (it is truly open to them)

Everything is accessible

Working together with other organisations (e.g. Hub)

Working with groups with same values and aim as us

People feel like they can make a difference

Community ownership of centre

Not a ‘service space’ – a ‘community/safe space’

Judgement free

Relationships at heart of projects / centre

Appendix 2 Draft Terms of Reference: Here For Good Collective Membership

Name of group: Here For Good Collective Membership

Title: Terms of Reference: Here For Good Collective Membership

Date: 21.09.22 (To be reviewed: dd.mm.yy)

Definition of terms:

Document scope: The purpose of this document is to supplement the Constitution of Here For Good Collective, providing terms of reference for those joining as members.

Membership: Members of Here For Good Collective help shape the common work and strategic development of the organisation. They play an important consultative role to the trust and staff team in regards to the strategic development of Here For Good Collective. Members hold no legal voting powers as our governing document only allows for trustees to hold formal decision-making powers.

Eligibility for membership: Any adult (16+) is eligible to join as a member so long as they live in St Mellons or are an active member of a Here For Good Collective project or group. Applications for membership (below) are approved every six months by trustees.

Conduct and accountability: Members are asked to abide by the values of the Here For Good Collective and commit to its vision and mission. They may participate in this mission through volunteering or through other means of citizenship or community building. Members are asked to sign our code of conduct (below). Where a member is found to be in breach of the standards outlined in this Code of Conduct or any of Here For Good Collective's other policies and procedures this may result in the individual's membership being terminated. Member applications may be denied if individuals have previously conducted themselves in a way that undermines the values or policies of Here For Good Collective.

Working methods / ways of working: Members are invited to contribute to the work of the organisation through regular stakeholder meetings and through project-specific consultation. Members are also invited to the Here For Good Collective AGM. Decision-making at meetings will be consensus led.

Meetings: Stakeholder meetings will take place at least twice yearly (including the AGM) at The ----- . Efforts will be made to hold the meetings at reasonable times and to offer compensation for any costs members incur for participating (e.g. childcare). Here For Good Collective welcomes feedback on how member meetings can be made more inclusive.

Code of Conduct: The purpose of the Member Code of Conduct is to set out standards of behaviour expected from Members of Here For Good Collective. All members should ensure that they have read and comply with this Code of Conduct.

Members can expect:

- To have clear information about what is and is not expected of them
- To receive adequate support and training as required
- To be treated with respect and in a non-discriminatory manner
- To receive reimbursement for reasonable expenses
- To be recognised and appreciated
- To be able to say 'no' to anything which they consider to be unrealistic or unreasonable
- To know what to do if something goes wrong

Here For Good Collective expects members:

- To make efforts to attend and participate in member meetings and consultation
- To be reliable, open and honest
- To uphold the organisation's values and comply with organisational policies (as they apply)
- To treat others with fairness, equality, dignity and respect
- To act a way that is in line with the purpose and values of Here For Good Collective and that enhances the work of Here For Good Collective
- To contribute positively to the aims of the organisation and avoid bringing the organisation into disrepute
- To carry out tasks within agreed guidelines
- To raise concerns about possible wrongdoing witnessed by the volunteer in the course of the volunteer's role with Hope St Mellons with their supervisor
- To keep confidential matters confidential and to adhere to HOPE Trust's confidentiality policy at all times
- To seek authorisation before communicating externally on behalf of Here For Good Collective online or in-person
- To communicate respectfully and honestly at all times

Members are expected NOT to:

- Bring Here For Good Collective into disrepute (including through the use of email, social media and other internet sites, engaging with media etc.)
- Be affected by alcohol, drugs, or medication while participating in Here For Good Collective meetings or when representing Here For Good Collective
- Improperly disclose, during or after their involvement with Here For Good Collective ends, confidential information gained in the course of their role with Here For Good Collective
- Engage in any activity that may cause physical or mental harm or distress to another person (such as verbal abuse, physical abuse, assault, bullying, or discrimination or harassment on

the grounds of gender, civil status, family status, sexual orientation, religion, age, disability, race or membership of the Traveller community)

Where a member is found to be in breach of the standards outlined in this Code of Conduct or any of Here For Good Collective's other policies and procedures this may result in the individual's membership being terminated.

Members acknowledge that no employment relationship is created in the context of their role with Here For Good Collective.

All other staff, members and volunteers, including charity trustees, are expected to facilitate and follow this code of conduct.

Please sign below to show you have accepted the volunteer code of conduct.

Signed: _____

Date: _____

Appendix 3 Fundraising Strategy

This strategy sets out the current funding position and future plans of Here For Good Collective. It will inform the planning of fundraising activities, linking them directly to our charitable activities.

Current position

Here For Good Collective benefits from a healthy blend of income streams. In the current financial year, 45% of total expenditure will be met from unrestricted income generated from The ----- . The remaining 55% will be met by a combination of unrestricted core grants, restricted project grants, membership fees, and public donations.

Sources of funding

Income generated through The ----- is via the leasing of rooms on ad hoc, regular, and long-term agreements. Groups making use of this facility include charities, small businesses, faith groups, community groups, and the local authority. Grant funders include Together for Trowbridge & St Mellons, Admiral, Community Foundation Wales, C3SC, Welsh Government, Food Cardiff, Edible Cardiff, Soil Association, Wales and West Housing, Benefact Trust, Waitrose, Foresters Financial, and Keep Wales Tidy.

We are seeking a core grant of approximately £384,000 over 3.5 years from Together for Trowbridge & St Mellons. This will be supplemented by further grants from other funders including National Lotteries and Henry Smith. We conservatively estimate that this will attract a further £105,000 during the period. In combination, this will meet the entire operating budget of Here For Good Collective until March 2026.

Future plans

Throughout the period, we will focus on increasing the unrestricted revenue generated by the building and on our readiness to secure further grant funding for both our core and project work. We have already identified National Lottery (People and Places) and Henry Smith as potential supporters of our work but will draw up a full list of targets as the organisation develops.

We see significant potential to increase the income generated through The ----- and expect this to increase by at least 5% year on year. We also expect to increase the level of public donations by 12-15% year on year, although this will remain a small proportion of overall income.

We will seek funding to repair, maintain and develop The ----- . We are in the process of establishing the costs of the first phase but intend to seek grant funding from

Together for Trowbridge & St Mellons, Welsh Government Community Facilities Programme, and National Lotteries.

Opportunities

We have identified several opportunities to deliver a diverse blend of income streams. We will develop these opportunities over the next 3 years:

- Community fundraising through events and sponsorships
- Income generation from the external spaces e.g. hiring the roof space for beekeeping, encouraging more hires of the car park
- Regular gifts from individuals and supporters of our work (“Friends of Hope St Mellons”)
- Social enterprise opportunities, prioritising the kitchen as a key area for development
- Developing subsidiary Community Interest Companies, including increasing the capacity and turnover of Fledglings Playgroup
- Grants from trusts and foundations, including National Lottery, Henry Smith, and Welsh Government.
- Corporate support (financial and In-kind) from local businesses and suppliers
- Gift Aid where appropriate

Challenges

Although we are confident that developing the income streams identified above will result in diverse and healthy income, we note the following key challenges:

- Community fundraising, regular giving, and corporate support will be reliant on sustained engagement with, and communication to, our community, wider stakeholders and other partners.
- Establishing profitable social enterprise opportunities, increasing income from internal and external spaces, and developing subsidiary CICs will require start-up and/or capital investment which may be difficult to secure.
- Securing further grant funding is reliant on the organisation monitoring and evaluating impact, demonstrating delivery of our charitable objectives, and ensuring proper financial controls, governance and reporting in line with Charity Commission and other legal requirements.

Return on investment

We will monitor the return on investment (ROI) of our fundraising activity, targeting the industry standard 1:4 ratio i.e. for each £1 raised, 25p would be spent on fundraising. This is the overall average return on investment rather than for each specific action or activity.

Fundraising is not possible in isolation. As a result, individual activities may not themselves generate the 1:4 ratio but they should be an investment to raise the profile of the charity to generate future support. Conversely, some fundraising income requires minimal investment to generate a high return. The 1:4 ratio is across both high and low return activities.

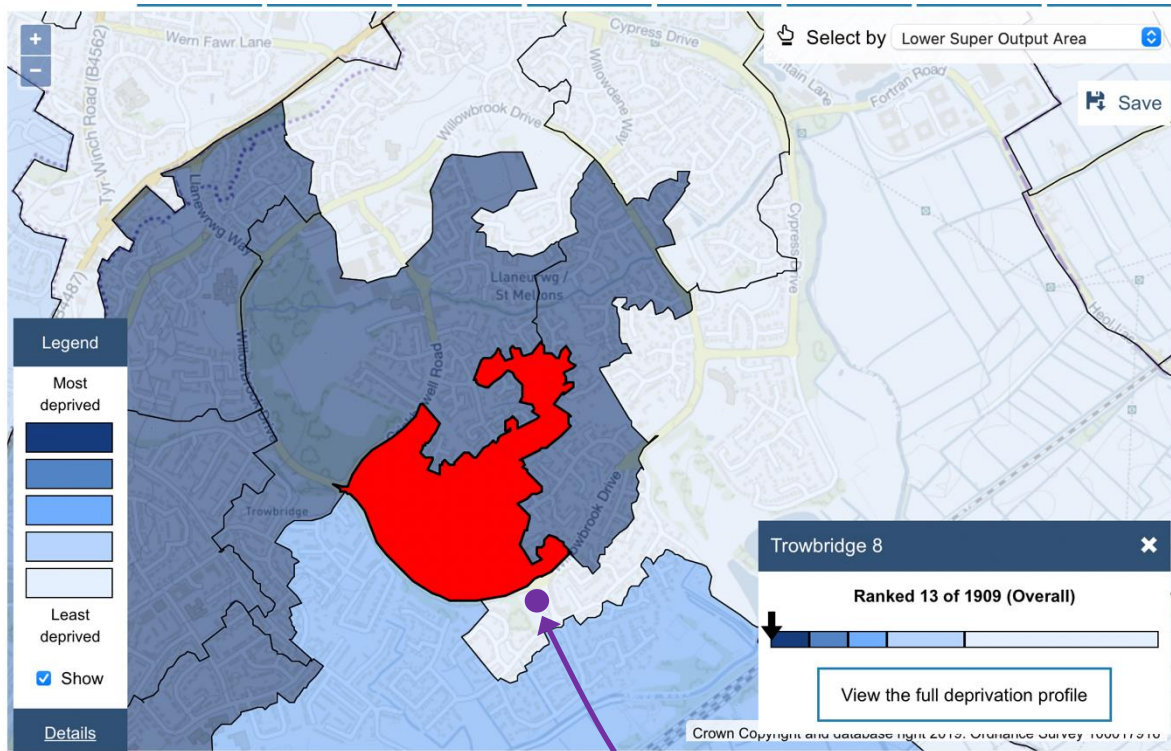
Timescale

This strategy covers 3.5 financial years; Oct 22 - Mar 23, 2023-2024, 2024-2025, 2025-2026.

Review

This strategy will be reviewed and updated on an annual basis.

Appendix 4 WIMD Map 2019



The -----

Deprivation profile for area in red:

Overall: Ranked 13 out of 1909 LSOAs in Wales, which places it among the 1% most deprived.

Income: Ranked 4 out of 1909 LSOAs in Wales, which places it among the 1% most deprived.

Health: Ranked 8 out of 1909 LSOAs in Wales, which places it among the 1% most deprived.

Education: Ranked 30 out of 1909 LSOAs in Wales, which places it among the 5% most deprived.

Employment: Ranked 59 out of 1909 LSOAs in Wales, which places it among the 10% most deprived.

Appendix 5 Asset Based Community Development, Nurture Development 2022

Taken from <https://www.nurturedevelopment.org/asset-based-community-development/> [accessed 19 Sept 2022]

ASSET BASED APPROACH

Asset Based Community Development builds on the assets that are found in the community and mobilizes individuals, associations, and institutions to come together to realise and develop their strengths. This makes it different to a Deficit Based approach that focuses on identifying and servicing needs. From the start an Asset Based approach spends time identifying the assets of individuals, associations and institutions that form the community. The identified assets from an individual are matched with people or groups who have an interest in or need for those strengths. The key is beginning to use what is already in the community. Then to work together to build on the identified assets of all involved.

The first key method of the ABCD approach is that development begins with the recognition of asset categories that can be uncovered in any community and place. When applying ABCD principles communities are not thought of as complex masses of needs and problems, but rather diverse and capable webs of gifts and assets. Each community has a unique set of skills and capacities it can channel for community development.

Asset Based Community Development categorizes asset inventories into five groups, Individuals, Associations, Institutions, Place Based and Connections.

INDIVIDUALS – EVERYONE HAS ASSETS AND GIFTS.

At the centre are residents of the community who all have gifts and skills. Individual gifts and assets need to be recognized and identified. In community development you cannot do anything with people's needs, only their assets. Deficits or needs are only useful to institutions.

ASSOCIATIONS – PEOPLE DISCOVER EACH OTHER'S GIFTS.

Small informal groups of people, such as clubs, working with a common interest as volunteers are called associations in ABCD, and are critical to community mobilization. They don't control anything; they are just coming together around a common interest by their individual choice.

INSTITUTIONS – PEOPLE ORGANISED AROUND ASSETS.

Paid groups of people that generally are professionals who are structurally organized are called institutions. They include government agencies and private business, as well as schools, etc. They can all be valuable resources. The assets of these institutions help the community capture valuable resources and establish a sense of civic responsibility.

PLACE BASED ASSETS – PEOPLE LIVE HERE FOR A REASON.

Land, buildings, heritage, public and green spaces are all examples of assets for the community. Every place where people choose to be was chosen for good reasons, and whilst people remain those reasons remain. A place might be a centre of natural resources, a hub of activity, living skills, transit connection or marketplace. Whatever the strengths of a place are, the people of the community will be the closest to understanding it.

CONNECTIONS – INDIVIDUALS CONNECT INTO A COMMUNITY.

Asset Based Community Development recognises that the exchange between people sharing their gifts and assets creates connections, and these connections are a vital asset to the community. People whose gift is to find and create these connections are called connectors. It takes time to find out about individuals; this is normally done through building relationships, person by person. The social relationships, networks and trust form the social capital of a community. ABCD recognises the value of these assets, and is a practical application of building relationships to increase social capital.

