



Business Case for Wyatt House

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On behalf of Paganhill Community

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1.0 Background to Paganhill Community Group

Paganhill Community Group is a successful community led organisation supporting residents in the Farmhill and Paganhill ward of Stroud to create closer community cohesion. These activities have taken in the newer development in Jack Russell Close and Graces Field. As an example, it has successfully supported residents to access food, engage in activities together and take up local food growing opportunities. The creation of the group has contributed to lowered antisocial behaviour issues and crime, and increased community cohesion in the area. It has developed a number of community advocates during covid, and is now focused on the return to normal life, and recovery from Covid.

Achievements:-

- Ran a successful cafe in the area, as well as numerous one off events, since 2017.
- Received Stroud Community TV Award for the film of the 2017 Street Party.
- Instrumental in the creation of the Transform Group in 2018, which is a meeting between Stroud Town Council, Stroud District Council, Police and community members. This has resulted in reduced issues with crime and antisocial behaviour in the area.
- Winners of the Stroud Town Council Community award in 2019.
- Represented Asset based Community Development approach to Community work at the Popeldag in Holland in 2019. Presenting ABCD to a wide audience of people who were keen to give us feedback and support on the work with our community. A great learning experience and positive for our development.
- Involved in Training PCSOs in ABCD approach in 2019 with Barnwood Trust.
- Barnwood Trust made a film of the project in 2020 pre covid and during covid to use as training materials in the development of ABCD way of working.
- Community Garden started by local people in the grounds of the Former Baptist Church.
- Jaqui Smith, one of our directors and chair, received the nomination for Community Upstander Award 2020, from Remembering Srebrenica and sponsored by Crime Stoppers.
- The Community Food Hub and Longtable Freezer of Love featured on BBC Countryfile with Director Jaqui Smith in Paganhill.
- March 21 Published an article in International Assoc Community Development magazine showing how ABCD approach has worked in Paganhill and featuring a link to the Training Film in March 2021.

1.1 Wyatt House

Wyatt house has been empty since 2019: The Care Home employed many local residents who were very sad to see it close. It is a loved building sitting at the heart of Paganhill though it requires repairs and refurbishment. It has been the location for a number of community events, and is a much needed resource in this area. It has, in the past, provided a place for the community to meet and celebrate, acted as a source of employment and housing. It is an iconic community asset.

2.0 Executive Summary

Paganhill Community Group are ready to submit an outline business case to Gloucestershire County Council (GCC) to progress the discussion around Wyatt House's future. They wish to share their vision for the site with GCC, how they plan to ensure they have the capacity to develop and manage a community hub, and how it would contribute to income generation and sustainability for Paganhill Community Group. We believe it will add value to the area, both socially and economically.

The building would accommodate a wide range of income generating activities to provide a return on investment and reduce grant dependency for Paganhill Community Group as well as fulfilling their objective to support residents in Paganhill to develop more community cohesion. Paganhill can demonstrate a strong track record of successful projects which have brought real benefits to the area, such as the FoodHub.

2.1 Conclusion

Paganhill Community Group propose that they share the space with another organisation, to create a community hub using Wyatt House that would support residents and local groups in activities. Initial discussions with a range of local organisations indicate there is a demand for accessible, flexible facilities in this area. It would benefit the hosting organisation, allowing for

deeper connections into the community, whilst providing a valuable resource. We could support them in the running of the building, provide a cafe, and encourage local residents to take part in their activities.

There is a market for a cafe, or “pop-up” or temporary location to showcase their offering, and grow their business. The findings from our community consultation suggest that the communities preference is for activities that create links between local people, reduce food poverty, and create sustainable skill development, along with repair and reuse of household items, and other projects.

2.3 Recommendations

- Following this initial investigation, there is merit in Paganhill Community Group and Gloucestershire County Council continuing their dialogue about the asset in view of the findings in this proposal.
- Continue further exploratory talk with potential client organisations to establish their commitment to sharing space. This would include dialogue with local colleges, businesses, childcare operators and other community groups.

3.0 Introduction to Paganhill Community Group

Paganhill Community Group was set up in 2017, and from these beginnings, it has continued to run projects which look to the future and demonstrate how community action can improve community cohesion.

From our temporary home in the Old Baptist Church, Paganhill Community Group attracts at least 180 walk-ins a month from people interested or needing support. The high engagement and track record in solving problems has contributed to its strong brand. Paganhill Community Group also has popular social media channels, with regular posts which are liked and commented on.

Paganhill Community Group has a committed board of directors who meet once a month and hold a strategy session annually. Year on year, they have built Paganhill Community Group to become a key stakeholder in the future of Paganhill and deliver a range of successful projects for residents and funders.

Paganhill Community Group has taken the lead in Stroud for community led groups supporting their area in matters of food poverty and social cohesion. We have supported a number of smaller community groups to find their own path in this work.

We have won a number of awards, presented our working methods at international conferences, and published them in national and international press.

3.1 Projects

Paganhill Community Group has been supporting residents with social isolation and food poverty for the last 4 years. During that time we have supported and run a number of projects.

3.1.1 Community Gardening Group

Paganhill Community Group has built a community garden in the area but does not own any space. There are 32 local residents engaged directly with this project, and the FoodHub receives much of the produce.

3.1.2 FoodHub

Paganhill Community Group has been running a FoodHub, staffed by volunteers, over the period of the pandemic. This is open twice a week and attracts approximately 30 people per session. This provides food on a “pay what you can, take what you need” method of funding. It engages with the Long Table to host a “freezer of love”.

3.1.3 Cafe

Paganhill Community Group has run a cafe since October 2017, again using a “pay as you can” basis. This allowed residents to be connected to external services such as P3, and for residents to share their own skills.

3.1.4 Summer Party

The Summer party in 2017 was a great success with around 200 people coming along to a pay as you feel BBQ, home made cake stall by local residents, face painting and fun and games for children. That also provided an opportunity for our local PCSO, the fire services and other services to interact with the community.

3.2 Finances

Paganhill Community Group has generated a considerable amount of activity since 2017, using the money raised by donation and grants to improve the lives of those living in Paganhill. We have raised over £22000 in grants, £1167 in donations, and £5200 from the FoodHub and Cafe. These have been raised during a pandemic, and we have £165000 in grants pending at this time, with funders that include the Severn Trent, National Lottery and Barnwood Trust.

3.3 Governance

Paganhill Community Group is a registered CIC. The directors meet once a month to review the organisation’s performance. In addition, the directors hold an annual strategy session each autumn to plan the future development of the organisation.

Information on the board of directors is published on the Paganhill Community Group website.
The board reviews the organisation's risk register twice a year.

4.0 Community Engagement

4.1 Findings from consulting with the general public in the area.

Paganhill Community Group sought the views of the community at large and stakeholder groups. They asked them what provision they believed was most needed in the area.

A common thread throughout was the need for a multi-use space with a café that is accessible for the widest range of people possible to be able to use it. Ideas from adults, families and young people clearly illustrated a need for a community space. This consultant was completed in a number of ways, from online meetings, to conversations with residents, in order to reach the whole range of people who live here.

4.2 Learning through running projects and engaging with participants

Each year Paganhill Community Group runs a number of projects in the area and is also approached by other organisations to collaborate or participate in local opportunities. From this, Paganhill Community Group has picked up information about what is required in terms of missed opportunities or possible developments.

Paganhill Community Group has become increasingly aware that it could run many more projects if it had access to more flexible space. There are many popular hands-on activities (potting up seedlings, FoodHub activities and child activities) run by Paganhill Community Group, which could be housed in a flexible workspace, also rented out to others. Similarly, there are other activities that Paganhill Community Group could develop, such as accredited training, which would need to take place in a clean, warm environment.

Paganhill Community Group knows that there is scope to rent out space to run pre-school activities and engage young families in other activities that would give them a connection to the community around them.

Finally, there are no cafes in the area and limited public meeting spaces for recreational activities, interest groups or workers. This is something that could be catered for, in particular for sports and recreation groups, who would benefit from meeting near a large open space.

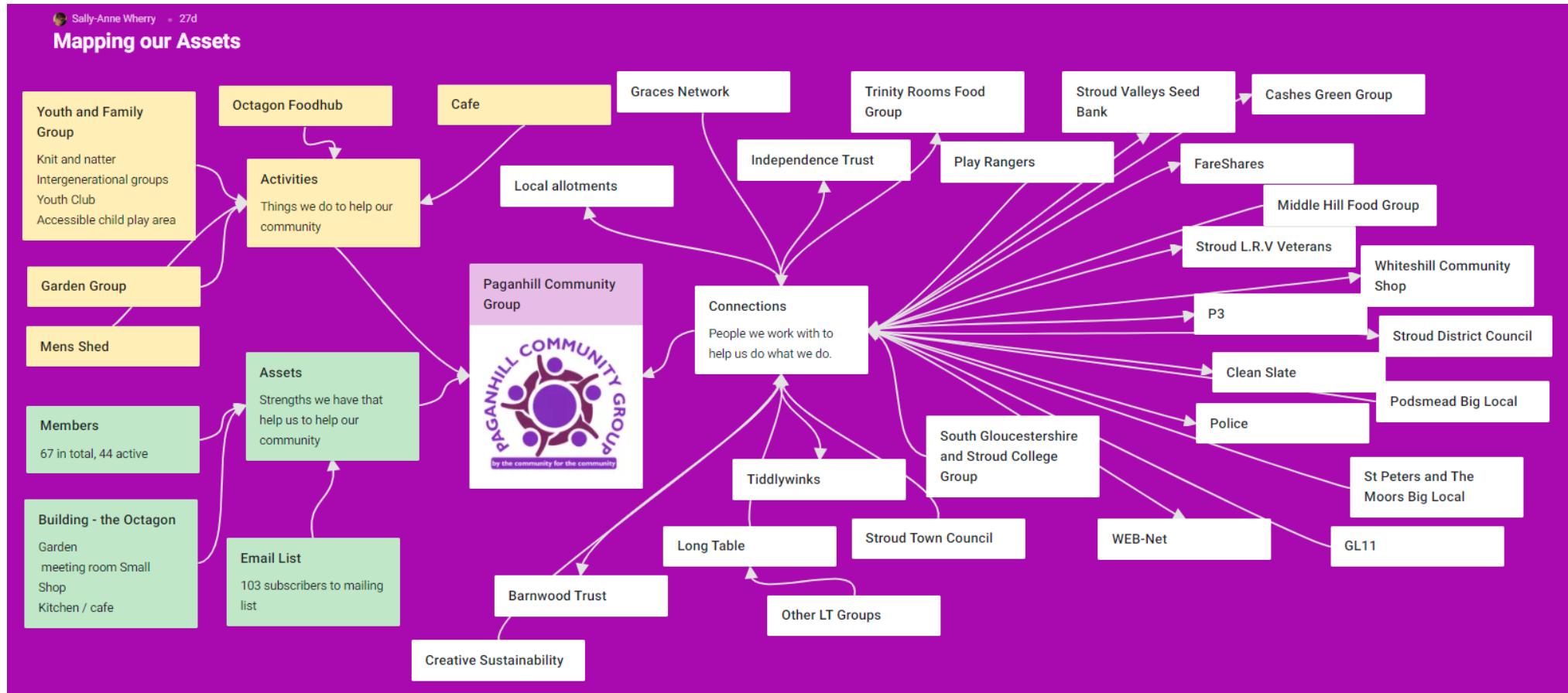
4.3 Asset Mapping and Needs Mapping

The first step in this was asset mapping and needs mapping. We needed to know the resources we have, and the opinions of the people of this Ward, because we believe that it is vital that this be a true asset based approach.

We also needed to explore local partners, including organisations such as South Gloucestershire and Stroud College Group, The Grace Network, Barnwood Trust, Community Roots CIC, Stroud District Council, and Stroud Town. There is also the potential for collaboration with organisations such as GrowthHub, and a day care organisation. Services like P3, Clean Slate, SDC Homelessness Team, Emerging Futures, local Veterans group have all offered us their time/resources either at the cafe or in other projects. Additionally Mark Gale from Gloucestershire Gateway Trust has also offered us help and expertise.

The results of this exploration has created the graphic below, demonstrating the strong assets our community and those around us can bring to this project.

Figure 1: Asset Map



5.0 Proposed Site

Matthews Way is a long, circular road that travels through the estate in Paganhill. It has a considerable amount of housing on it, including a number of large apartment buildings. There are green spaces but without benches or other features. There is a small playground.

The proximity of local schools means that the area has a high foot traffic. Local pubs are the only locations where residents can currently meet socially outside their homes. There is a small local church, and a village hall that houses a number of activities. There is a small Tesco store.

There are approximately 2500 local residents, with a high number of lower socioeconomic residents.

5.1 Location

Wyatt House is a circular building in the middle of the estate in Paganhill. It was previously used as a nursing home and has 30 rooms, with a lift that provides access to both floors. There are three lounges, two dining rooms and a number of smaller meeting rooms. There is an enclosed garden.

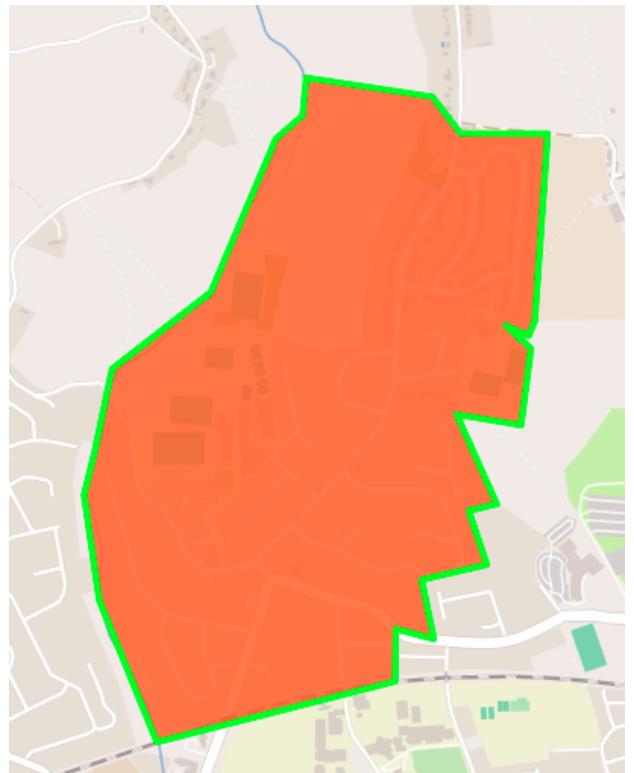
5.2 Potential Specification

- Cafe type facility
- Several lettable spaces of different sizes and functions
- Access to computers and internet for residents
- Youth and Child group spaces
- Ability to cook meals
- FoodHub operating as fixed location
- Repair and reuse shop
- Gardening to continue
- Zoned area - outdoor covered workspace, outdoor safe play area, outdoor seated area

6.0 Area profile

Farmhill and Paganhill ward is within Stroud District Council, in Gloucestershire.

In the most recent Gloucestershire County Council business plan, it speaks of the Think Local Act Personal framework, which focuses on community support. The Barnwood survey cited by this document noted that 73% of local people identified strongly with belonging to their local area. Two thirds of carers felt they did not have enough social contact with people. The document also provides a clear focus on supporting communities to feel safe and empowered by creating a sense of place. The stated strategy is to build positive relationships with communities.



The Gloucestershire County Council strategy speaks about working with local people and communities to understand their needs and empower them to improve the places they live. It speaks about building on and developing the strengths within individual communities. This reflects the work undertaken by Paganhill Community Group, alongside Stroud Town Council and Stroud District Council, both of whom are supportive of this bid.

Desktop research was undertaken to produce an area profile. Its purpose is to provide a broad overview and understanding of the social and economic make-up of the area around the site itself, comparing the target area to Gloucestershire as a whole. The data has been sourced from the published Census 2011, now 10 years old but still the most up to date. Therefore, more current examples of market analysis feature throughout the rest of the report.

6.1 Geography

This project covers one electoral ward. It is expected that any development of Wyatt House will be used by people from the following communities: Paganhill, Farmhill, Jack Russell Close, and Graces Field. However, we also know that our services are accessed by people across Stroud District, such as Whiteshill, Brimscombe, Cashes Green and others. This provides potential not only for the building but in supporting services and groups in those communities to develop.

6.2 Population

The population profile highlights an area of interest for this research.

Name	Population Census 2001-04-29	Population Census 2011-03-27	Population Estimate 2019-06-30	Age Distribution (E 2019)
Stroud Farmhill and Paganhill	2,582	2,518	2,528	0-9 years 232 10-19 years 287 20-29 years 249 30-39 years 322 40-49 years 358 50-59 years 394 60-69 years 292 70-79 years 270 80+ years 124
Area: 0.807 km ² – Density: 3,134/km ² [2019] – Change: +0.05%/year [2011 → 2019]				

The number of children aged between 0 and 10 years in the target area accounts for 9% of the total population. This indicates that there could be a market opportunity for childcare provision, particularly if focusing on children who are 3 or 4 years old.

The population of 80+ residents also suggests that a place where people who may be isolated due to their living circumstances would be a potential use for some of the space. With the high level of disability in this area, it is vital to make that space accessible, if one of us is excluded, it is one too many. We also know that intergenerational groups are popular and beneficial for communities.

6.3 Economic activity

Across the target area, 80.6% of the population (people aged 16-74) are economically active (the census definition is whether or not a person is an active participant in the labour market). This is lower than the Stroud District average of 81.8%. Out-of-work benefits in Farmhill and Paganhill are significantly higher than the rest of Stroud District, at 5%, compared to 3.8%.

6.4 Education

Statistics regarding attainment of qualifications indicate that the target area has a significantly lower level of level 4 qualifications than the general population of this district. This demonstrates opportunity for engagement with local educational institutions, which will have a dual purpose of outreach into a marginalised population and funding the space by renting space to them.

Qualifications (2011)

	E36003002 : Farmhill And Paganhill (Numbers)	E36003002 : Farmhill And Paganhill (%)	Stroud (%)
All People			
Level 4 Qualifications And Above	315	23.6	35.3
Level 3 Qualifications	196	14.7	14.4
Level 2 Qualifications	270	20.3	17.4
Level 1 Qualifications	261	19.6	14.9
Apprenticeships And Other Qualifications	112	8.4	7.1
No Qualifications	178	13.4	10.9

6.5 Socio-economic activity

The target area has a larger percentage of the population who work in employment roles 5 and below than the broader population of the District.

Employment by occupation (2011)

	E36003002 : Farmhill And Paganhill (Numbers)	E36003002 : Farmhill And Paganhill (%)	Stroud (%)	Er
1 Managers And Senior Officials	87	8.2	12.4	
2 Professional	146	13.7	19.0	
3 Associate Professional & Technical	109	10.2	12.2	
4 Administrative & Secretarial	119	11.2	10.4	
5 Skilled Trades	158	14.8	13.8	
6 Personal Services	133	12.5	9.4	
7 Sales And Customer Services	93	8.7	6.2	
8 Process Plant And Machine Operatives	94	8.8	7.4	
9 Elementary Occupations	125	11.7	9.2	

6.6 Deprivation

The dimensions of deprivation used to classify households are indicators based on four selected household characteristics. A household is deprived in a dimension if it meets the following conditions:

- Employment: a person in the household aged 16 and over who is not a full-time student is either unemployed or long-term sick or disabled.
- Education: no person aged 16 to 64 in the household has a highest-level qualification of level 2 or above, or no person aged 16 to 18 is a full-time student.
- Health and disability: any person in the household has 'bad' or 'very bad' general health or has a long-term limiting health problem or disability.
- Housing: the household's accommodation is either overcrowded (with an occupancy rating of -1 or less), is in a shared dwelling or does not have central heating.

6.7 Health

The majority of the population in the target area have no health condition (73.9%) and 26.1% have one or more conditions. The long-term health issues that affect the highest proportion of the population are mental health conditions (5.9%) and physical disabilities (5.5%). This area has a high level of accommodation that is designed for disabled residents, and a high level of

mental health and substance misuse issues. There is strong evidence that demonstrates community cohesion and connection reduces issues such as this.

6.8 Household tenure

Housing in the area varies widely, from detached houses to blocks of flats, from resident owned to council run. This makes meeting the needs of the population challenging.

Accommodation in Paganhill

Accommodation Types (2011)	
Accommodation Types: Total	987
Whole house or bungalow: Total	806
Whole house or bungalow: detached	146
Whole house or bungalow: Semi-Detached	513
Whole house or bungalow: Terraced	147
Flat, maisonette or apartment: Total	180
Purpose-build block of flats or tenement	170
Flat, maisonette or apartment: Part of a converted or shared house, including bed-sits	8
Flat, maisonette or apartment: In commercial building	2
Flat, maisonette or apartment: Caravan or other mobile or temporary structure	1

7.0 Options

There are many people and organisations who may be potential users of the building. Some people have approached Paganhill Community Group and started conversations about collaboration (see section 7.4). Some potential users are already operating elsewhere and should be approached, for example, childcare operators (see section 7.1).

There are a growing number of people who are delivering classes such as yoga, meditation, foreign language conversation groups, antenatal, book clubs and other common interest groups, most of whom will only be identified when the space is up and running. The more flexible the design, the more popular the space will be.

7.1 Childcare and other groups

One of our partners in this enterprise is a playgroup. The leasing of a space to this group would enable us to strengthen the connections with the young families, who are often in need of social contact. We could extend this to day centres, to allow older or disabled groups to use a space for their day care, bringing together a number of isolated groups of people.

7.2 Café/catering provision

It is envisaged that an area suitable to set up a kitchen and seated area could be used to open a cafe. It is hoped that an outside seated area could also be created.

In this part of the project we would coordinate with our partners, the Long Table. It would provide both employment and training opportunities and an income for Paganhill Community Group. The cafe would also provide opportunities for education around cooking for local residents, including young people who have stated a desire for this.

The café can easily be imagined as a desirable location in good weather when it attracts passers-by – walkers, cyclists, workers – as well as people taking part in activities at the hub. The research undertaken showed that there are no cafes in the vicinity.

7.3 Workspace

The findings from Paganhill Community Group's community consultation clearly indicate that the community's strongest preference is for a cafe/FoodHub to reduce isolation and food poverty, training in skills as an investment for their future (not simply crafts and hobbies), along with repair and reuse of household items, and family and youth activities.

7.4 Community groups and clubs

There are other community groups and organisations who could be potential customers for the building. Paganhill Community Group have undertaken some preliminary discussions and it has emerged that a number of these organisations would want to make use of any hub/caf   as a meeting point, or accommodation for their projects which are in sympathy with our work. These include:

- The Long Table
- Gardening Groups
- Clean Slate
- P3
- Kids Stuff
- Play Rangers
- Local police
- Play group
- Other community organisations
- Exercise groups and dance classes.
- Transform - to address anti-social behaviour in our community, finding creative ways amongst the services to change this in a positive way. Attended by Paganhill Community Group Directors, Police, Stroud Town Council, Stroud District Council Housing and Community Managers.
- South Gloucestershire and Stroud College Group
- Women's Refuge

7.5 One-off events

Paganhill Community Group may also use the space for pop-ups to raise money or engage people in one-off projects, for example plant sales or consultation events. Other people and organisations may also want to use the space for pop-ups or one-off events such as weddings and celebrations. We would also approach the local NHS Trusts, Councils and other businesses to offer the space.

7.6 Rentable spaces exemplars

The data available for general space rental showed that the local area is poorly provided with only 2 including the small church, which is not suitable because of the heavy, immovable wooden pews, and the community hall, which is at capacity.

The development of a unique (local) offering will be key to its success. Very few of the spaces available have capacity for particular activities such as yoga, children's activities or practical workshops using tools.

Co-working is a potential change in the ways in which we could engage with business. As people have become used to working from home, demand for fixed office space has changed and this may be a potential offering of a flexible, bookable space. With newly created businesses, this may also help reduce the digital divide.

7.7 Shared Space

It would be ideal for Paganhill Community Group to cohabit with another group or organisation, such as South Gloucestershire and Stroud College Group, one of the local government branches or another. This would allow a localised, fluid arrangement which may benefit both groups. For example, it might provide residential, educational and meeting spaces for an organisation, which can then use a cafe run by Paganhill Community Group. Groups and classes run by Paganhill Community Group can support the costs of the building, and residents can access other activities, providing the host organisation with trusted access to a community that engages reluctantly with external organisations.

7.8 Social Prescribing

The space has the ability to support those in need of connection to the community and society, improving the recovery from Covid, economically and psychologically. Paganhill Community Group are in the process of recruiting Community Champions, residents who live in the streets and flats in the area who want to become the contact person for their street. People who are known in their area and to whom we can pass on any information we receive about community services or events; people who will keep an eye on the vulnerable and those who are isolated. We have some 20% complex needs in this area and our aim is to have knowledge about where they are and how we can help. This may result in more uptake than social prescribing from outside our community.

8.0 Resources Required

Paganhill Community Group is aware this process will require the availability of directors beyond their usual capacity, and/or the formation of a working group (s) to accomplish the objectives required at various stages.

The main human resources required for the operation of the building are described in Section 9 of this report.

9.0 Breakeven and sensitivity

9.1 Income and expenditure

More information on staffing is available in the Human Resources section of this report. Without a building specification and an agreed partner organisation, a detailed income and expenditure statement cannot be constructed. However, for the purpose of this outline business case, a number of significant assumptions have been made.

Assumptions:

More information on staffing is available in the Human Resources section of this report but for the purposes of the income and expenditure projections, this model assumes –

- 1 FTE Facilities Manager
- $\frac{3}{4}$ FTE Project Manager

Paganhill Community Group are committed to fair working practices and wage rates will be at or above the Living Wage.

- 30 rooms that can be rented for meetings or office spaces.
- Four lettable spaces, one which can be used as a café space
- Staff will be supported by volunteers.
- Building open 7 days a week, 52 weeks per year (excluding some public holidays such as Christmas)

10.0 Potential risks and impacts

10.1 Securing funding

Paganhill Community Group will first of all apply to the Big Lottery's "Reaching Communities" fund, which would enable us to fund the running costs for the first year, during which we would aim to make the building self-sufficient. The rent from the rooms and the income from the cafe and shop would support development of other projects, which would in turn create their own income streams.

Reaching out to a partner organisation to take on some of the property would also provide funding. Options for that partnership would include South Gloucestershire and Stroud College Group, Graces Network and the Women's Refuge, in various combinations.

10.2 Security and access

The safety and comfort of staff and users will be paramount in ensuring that people want to work and visit during all the hours that the building is open. This will incur a lone working policy, procedure for locking up, building security against risk of break-in, fire, theft and vandalism, and a system for contacting an appropriate person (s) if and when a problem occurs. Ease and

confidence about using the building will be key to retaining a sufficient number of users to generate income.

10.3 Business diversification and Director expertise

Paganhill Community Group's ambition to grow and deliver innovative work means that they must also consider business risk. Directors take this responsibility seriously and regard it as an integral part of their own learning and development. They include attitude to business risk as a feature of board recruitment.

(For more detail on Governance, see item 3.3)

10.4 Low demand/financial deficit

It is necessary to consider a worst-case scenario and what action directors will take to flag up signs of low demand and work proactively to mitigate the risk of a financial deficit on running costs before it becomes a problem.

Directors will identify any issues early on so that they are informed about what is happening 'on the ground' and can act accordingly. Financial reporting will be a key agenda item at monthly board meetings and agreed actions swiftly followed up. Sustaining running costs once a project becomes established and as funding reduces or ends, is one of the biggest challenges faced by charitable organisations. Directors recognise that the inability to do so is often the reason for business failure.

(For more detail on Governance, see item 3.3)

11.0 Human Resources

11.1 Board

Directors are responsible for ensuring that they have the appropriate mix of skills with knowledge of, e.g. buildings maintenance, to deliver the project. Additional members may be required to deliver a full business plan once a full specification is established.

11.2 Staff

It is assumed that there will be a requirement for a facilities manager or two part-time facilities managers. The responsibilities of this role could include:

- administration of booking and payments system
- point of contact for any building, supply or security issues
- finance and book-keeping
- social media and marketing
- organising activities and events
- management of resource use and ensuring waste is appropriately disposed of

In addition, Paganhill Community Group anticipates a $\frac{3}{4}$ full time equivalent Project Manager post to support the manager.

Paganhill Community Group has in-house skills in repair and maintenance services which could be deployed to deal with any requirements. They also have gardening expertise in-house to take care of any landscaping requirements.

11.3 Volunteers

Paganhill Community Group has over 50 members of which four are Directors. During the course of this project Paganhill Community Group may draw on the support and assistance of members. This project is likely to draw more attention to Pagnhill Community Group's work and membership is expected to grow.

11.4 Cleaning

It is anticipated that cleaning services will be contracted out.

11.5 Café

Café/catering provision will be supported by the Long Table, and further developed in-house, to provide a cafe but also developed to the next level of Long Table planning, making our own meals. This will include training of residents interested in catering work by the Longtable chefs

to a standard that will help employment. This may lead to employing some inhouse kitchen staff. It furthers the aims of Paganhill Community Group and the Longtable by bringing people together through sharing good food; Food that is prepared from scratch from fresh ingredients and made with love and attention.

This would also support our plan to provide lessons in cooking basic meals for home consumption, which has been requested by the young people we have consulted.

In addition the garden group will grow vegetables for the kitchen and provide incentive and training in growing your own vegetables. We currently have a Balcony Challenge which asks how many fruits and veg people can grow on their balconies.

11.6 Tutors/instructors

These are third party individuals who will rent space to deliver skills-based activities for which they are likely to charge a fee. For example, PCSO Gary Lynch has approached us to offer ABCD (Asset based Community Development Training to PCSOs.

12.0 Policy Development

Paganhill Community Group has a number of established policies and procedures but would ensure that they had coverage in the following areas:

- Application form for employment
- Cash handling procedure
- Child protection policy
- Code of conduct
- Complaints procedure
- Data protection policy
- Delegating powers of authority policy
- Disciplinary procedure
- Equal opportunities / Diversity policy
- Fire safety policies
- Food Handling procedure
- Grievance procedure
- Health and safety policy
- Hire form and terms and conditions
- Induction policy
- Key holder agreement
- Lone working policy
- Payment to connected persons policy
- Purchasing policy (competitive tendering)
- PVG policy
- Recruitment policy
- Risk assessment form
- Secure handling, use, storage and retention of disclosure information policy
- Training, supervision and appraisal policy
- Volunteer policy
- Written terms of employment
- Zero tolerance policy (no aggression towards staff/volunteers)

Appendix 1: Supporting Comments

PCSO Gary Lynch

Local Officer for Whiteshill , Farmhill, Paganhill, Cainscross Road areas.

Temp Officer for Cashes Green, Ebley, Ruscombe, Randwick, Rodborough, Top of Town

PCSO 249239 Gary Lynch
Police Community Support Officer
Neighbourhood Policing Team – Stroud
Gloucestershire Constabulary

“ Wyatt House, Mathews Way,Paganhill , Stroud offers a unique opportunity for further significant growth for an already very successful and supportive community group and its subset of support agencies. The Paganhill Community Group and its partners have been instrumental in providing various community activities, a community café, a quarterly magazine, yearly community events, seasonal community events. Alongside of this the Paganhill Community Group and its many supporters/agencies have played a key role in providing support to many within the community. None more so than in the current Coronavirus crisis. From voluntary help with provision of meals, help getting shopping and medication, a successful Whats App group and whilst time's are/have been tough a balcony garden challenge has been created. All this activity is just a sample of so much hard work put in by and with the support of many within the community for the community.

What the Paganhill Community Group and its many supporters , and support agencies do is a role model for the asset based community development model. So much so members from the community group have been asked to talk about all this good work in Amsterdam during 2019.

From a Neighbourhood Policing perspective , some 5.5 years ago, it was extremely noticeable there was no cohesion within the community . It was a meeting of minds ,a willingness, a strong passionate desire to make a difference that has seen the community and its partners grow/change and work very closely together ever since.

The regular meetings which were originally badged as Anti Social Behaviour and supported by other agencies where possible. This joined up working, the flow of detail and awareness helped the local officer PCSO 9239 Lynch with securing significant results which have included closure orders and evictions for significant anti-social behaviour relating to substance. This work continues and what was the Anti Social Behaviour meeting, has now been re badged as

TRANSFORM and takes the problem solving, partnership working , accessibility, accountability and another step further towards helping to keep people safe , and ensuring that the quality of life within the Paganhill community grows and continues to thrive. Through these efforts , it has helped develop a wider trust and provided more routes , more approachability to the local officer within the wider community.

The potential for Wyatt House, Mathews Way, Stroud ? Limitless. It's in the heart of the community. It can still serve a significant purpose within the community. It has the capability to bring in all the key support agencies and be available at some key times for the community. It also aids a facility that as local officer and for future colleagues beyond my tenure to have a working base within the community. As local officer and current PCSO for the Paganhill Community it has the capability to provide me with a base within the community, to be accessible, to catch up, cut out the "middleman" in being able to go straight to fellow partners to seek advice and support to help with situations . It answers the questions of having a base within the area/that officers should be out in their communities .

Wyatt House , coupled with SGS College and Stroud Fire Station gives this local officer a triangulation of bases from which to serve his many communities and not have to return to the station until the end of duty (subject to access to laptop technology) .

To secure the use of Wyatt House, Mathews Way, Paganhill, Stroud will provide access to support, community activities, events, possible educational opportunities amongst many other things to the wider Paganhill area. The Paganhill Community Group , its many supporters and its many partners have made a massive difference to its area/community. Yes, there is still work to be done and this will continue .It's the very nature of our mantra that everything starts and begins within the community. Wyatt House is well placed and in the very heart of the community it has the potential to serve."

Appendix 2: Article in Practice Insights Magazine

ABCD: By the Community, For the Community

Jacqueline Smith

Paganhill Community Group's (PCG) ABCD journey started in 2017 when a group of residents talked about what we could do in Paganhill that would give the area a lift. We also hoped that, eventually, the anti-social problems locally could be improved if people got to know each other better and so a Street Party was agreed on. To start the process a few of us spent time gathering opinions outside our local Tesco Express. Some 15 people joined us and over 200 people came to the Party.

We formed a committee after the Summer fayre and agreed that any resident who wished to come along to monthly meetings could participate. We agreed to focus on what is 'Strong in our Community, not what is Wrong' and developed a Mission statement and aims to support this. Our aims include:

1. Facilitation of spaces that improve the local environment
2. Promotion and provision of community events
3. Developing partnerships with third parties that can improve the economic, social and physical wellbeing of the residents of Paganhill
4. Any other activities that the directors believe will improve and develop community cohesion.

People wanted a place to meet and talk but we have no local cafes so we started a cafe in our local hall one afternoon a

'I am a shy person but found that the more I joined in the more I enjoyed talking with people, the more I spoke to people the more my confidence grew. I greeted people as they came in. I sat near the main doors doing crafts. I learnt card making from another resident and have become good at it, selling my cards to help fund raise for the community. I found I was good with children and helped them with crafts in the cafe. The cafe is a lifeline'

Mel Wilkins

The cafe became home to many other organisations who offered support and advice to people in our community. Including Barnwood Trust who gave us ABCD Training. These services were often already working with local people which meant travelling was reduced and savings made when budgets were already tight. All the people representing these organisations became part of the friendly atmosphere of the cafe; meeting and talking to each other as well as providing a valued service. This increased the trust in these services as well, allowing more people to feel safe to use them.

In 2019 we were the only ABCD project from England who presented at the Popeldag in the Netherlands. A great experience to meet with other groups. When we returned from that trip we learnt we were shortlisted for the Stroud community award. We won the award and were proud to show our certificate in the cafe.

In that same year our local PCSO suggested we get together with the local councils, Town and District, who work in the area to meet and address the anti-social elements that were a constant problem in our area. We formed a group which later became known as Transform. Thus helping to fulfill one of our aims in representing the views and concerns of our residents.

In 2020 our journey took us on another route. The cafe was closed but our desire to offer food during Covid linked us to another project in our Town, The Long Table, started by celebrity chef Tom Herbert in 2018. Run by a team of enthusiastic and innovative people who started the 'Freezer of Love' during Lockdown. At the start of 2021 Longtable and PCG starred in Countryfile, the programme showed how the projects work together to offer this great service to our communities. Locally grown vegetables and produce, often donated or end of line (preventing food waste) creating healthy and favorite meals at the Longtable, frozen and brought out to our 'Freezer of Love'



Active members of the PCG Food Hub from left to right - Claire Connell (Coordinator) Jennie Saunders, Heidi Wilks (Coordinator) Pamme Hose, Veronica Black (Centre front)



Sally-Anne Wherry, Nurse and Jacqueline Smith, Director/Chairperson believe that learning about the ABCD approach fitted in well with my previous work and experience. It is a way of being.

in the community. Offered on a "Pay as you Can" basis.

We are continuing to create links in our community, with our schools, for example, who helped our Food Hub by decorating our Xmas hampers. Our local Veterans Group is involved, a permaculture garden group has started and other local projects that support and help people. New members bring new ideas so we are always open to evolving and creating new projects.

Covid has been a challenge for many reasons; people needed help or wanted to offer help, we had to create systems that offered safety for everyone, gave boundaries and rules. Within these guidelines we can grow and learn together for the benefit of our

community. We are still finding the balance between community and organisation in these guidelines and policies, but together we will work at that. It's not a perfect system, perhaps it's not meant to be, it will grow and change with the members involved.

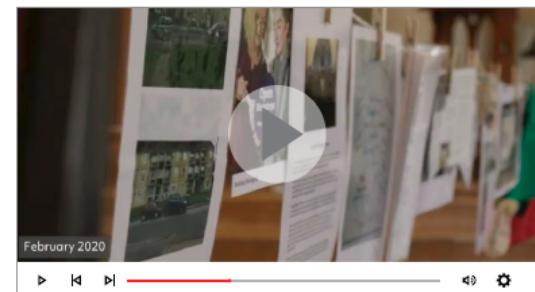
Before PCG started residents often expressed worry or concern about anti-social behaviour, issues around drugs and not feeling safe to go out at night. Through the work of our group and our relationship with our services we are being heard and the problems reducing. During covid we have had a further 50 plus volunteers join us and develop a fantastic Food Hub where anybody, whatever their pocket can get food. We plan to open our new cafe once covid allows and our pockets

'It's great to know you are there, it gives me peace of mind and reassurance in case I need you. I would encourage others to get to know you for their peace of mind.'

Resident

dicate. In 4 years we have come a long way. We are Neighbours helping neighbours.

Jacqueline Smith, Director, Paganhill Community Group CIC, Founder member, jsmith@paganhill.org.uk



Paganhill Community Group - Who are we?

Watch our film, kindly made by Barnwood Trust, illustrating the path we have taken to get to our current set up.