# Community and Partner Feedback

## Analysis

*Shaping the Hub's Future Together*

Prepared for the Hub @ Toothill CIC Board, Partners, and Members of the Public
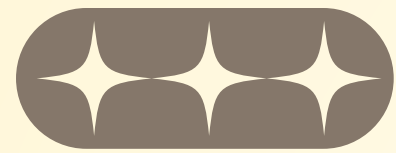
**December 2025**

# Objective

To analyse community and partner feedback so the Hub's strategy is truly shaped with the community and reflects what matters most to them.
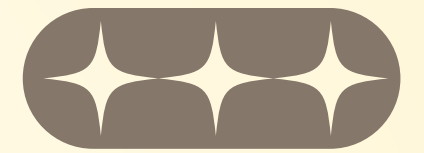
## Agenda

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# Collaborative **Vision** Building

## For the Community, by the Community

- The Hub's vision is shaped collectively.
- Everyone's ideas matter.
- Our direction evolves through ongoing involvement.
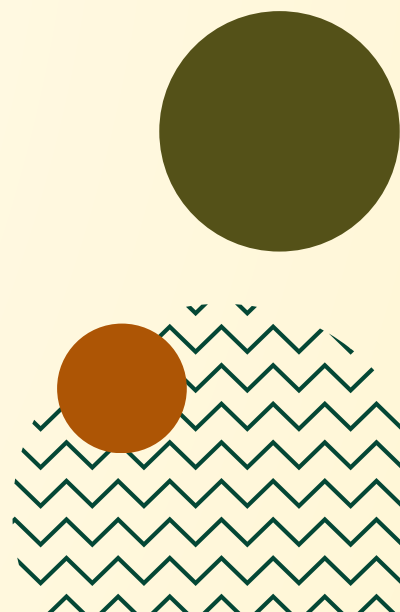
## Community-Led Leadership

- Local members guide with openness and inclusion.
- Goals are clear and shared.
- Leaders keep discussions focused and practical.

## Continuous Community Feedback

- We listen to residents and partners regularly.
- Services adapt to community needs.
- Progress is shared to inspire further involvement.

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# Ladder of Community Participation

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**Leading** — The community leads projects, make decisions, and co-designs what happens here (Citizen power).

**Partnership / Co-Production** — The community works equally with Hub team to plan, run, and improve activities. (Doing with)

**Voice / Influencing** — The community helps to shape ideas, attend meetings, and influence decisions. (Doing for)
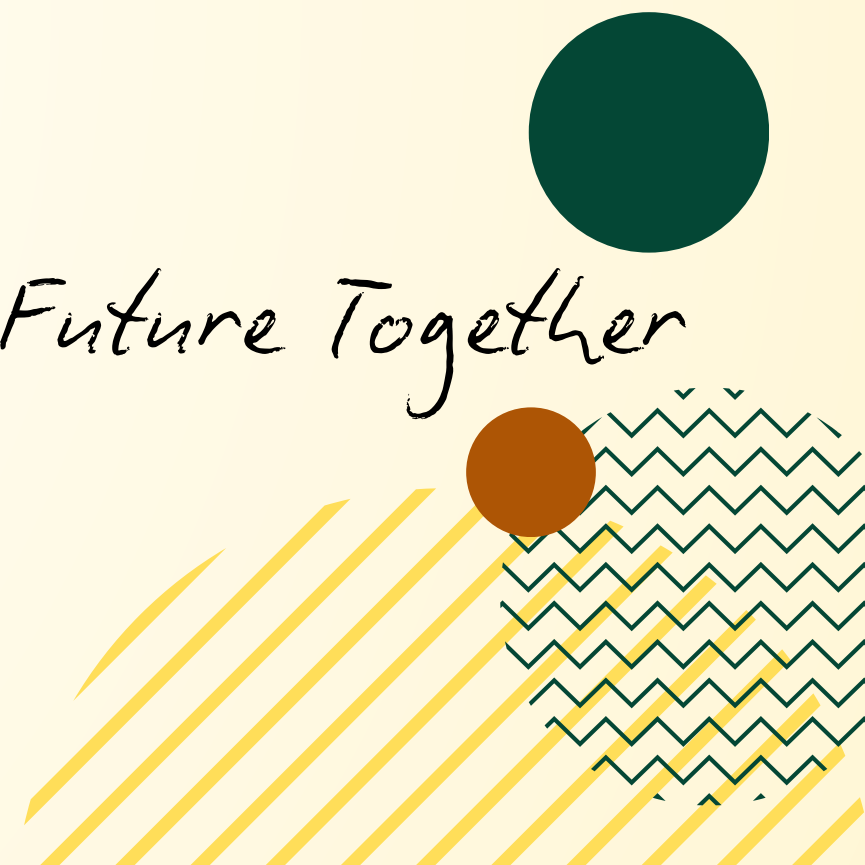
**Informing** — The community are shared updates on Hub plans and ask for input. (Doing to)

# Community Feedback Analysis

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# Community Feedback Demographics

**Number of Responses:** Out of 92 survey entries plus 21 in person verbal feedbacklater tallied into figures (total of 113 responses)

**Postcodes:**



Outside of SN5
2%

SN5
98%

**Age:**



Under 30's
24%

Over60's
37%

30 - 59
39%
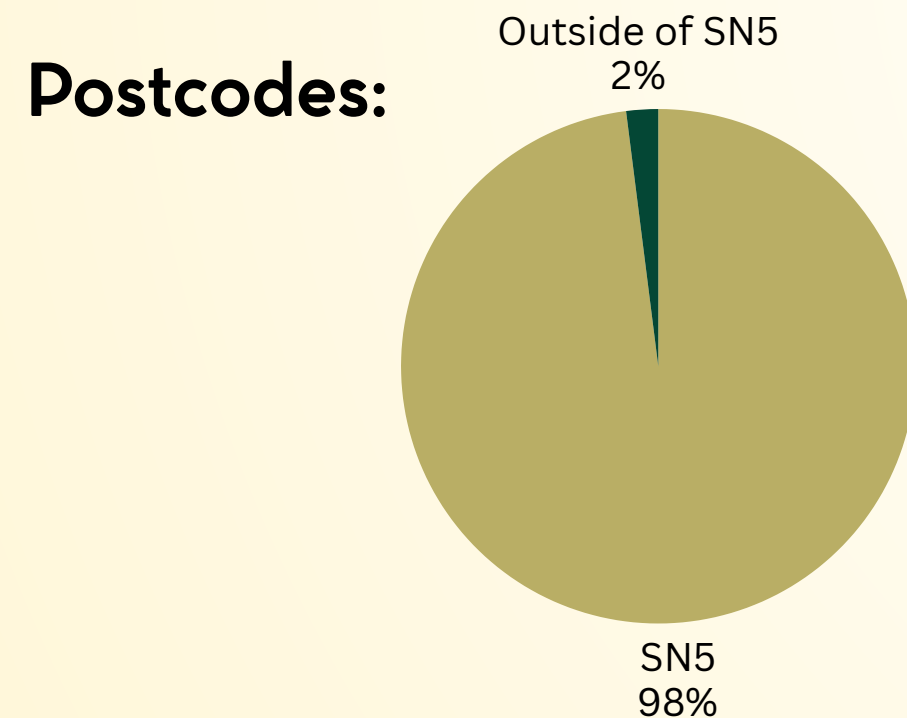
**Communication preference:** 71% of respondents do want to hear us like updates via newsletter

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# Activity Heatmap Overview

## Why a Heatmap?
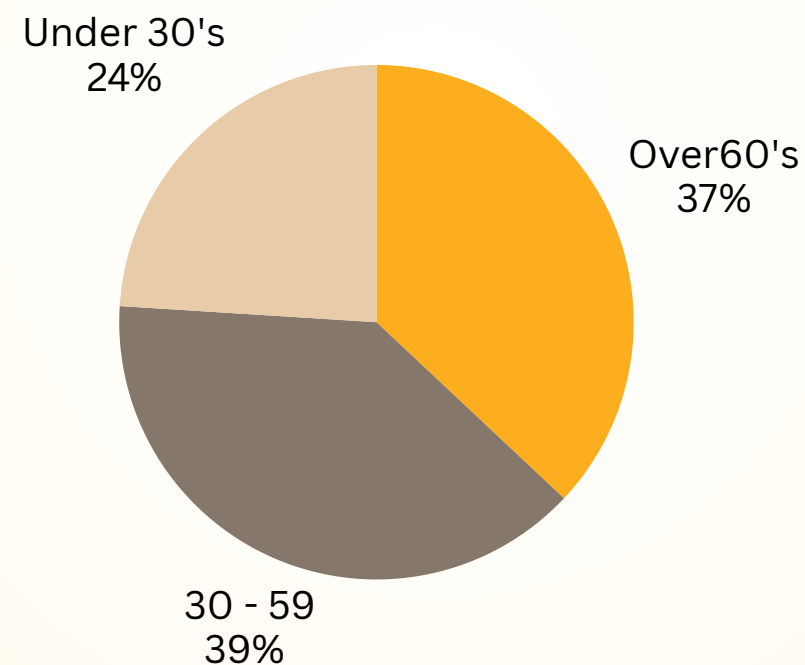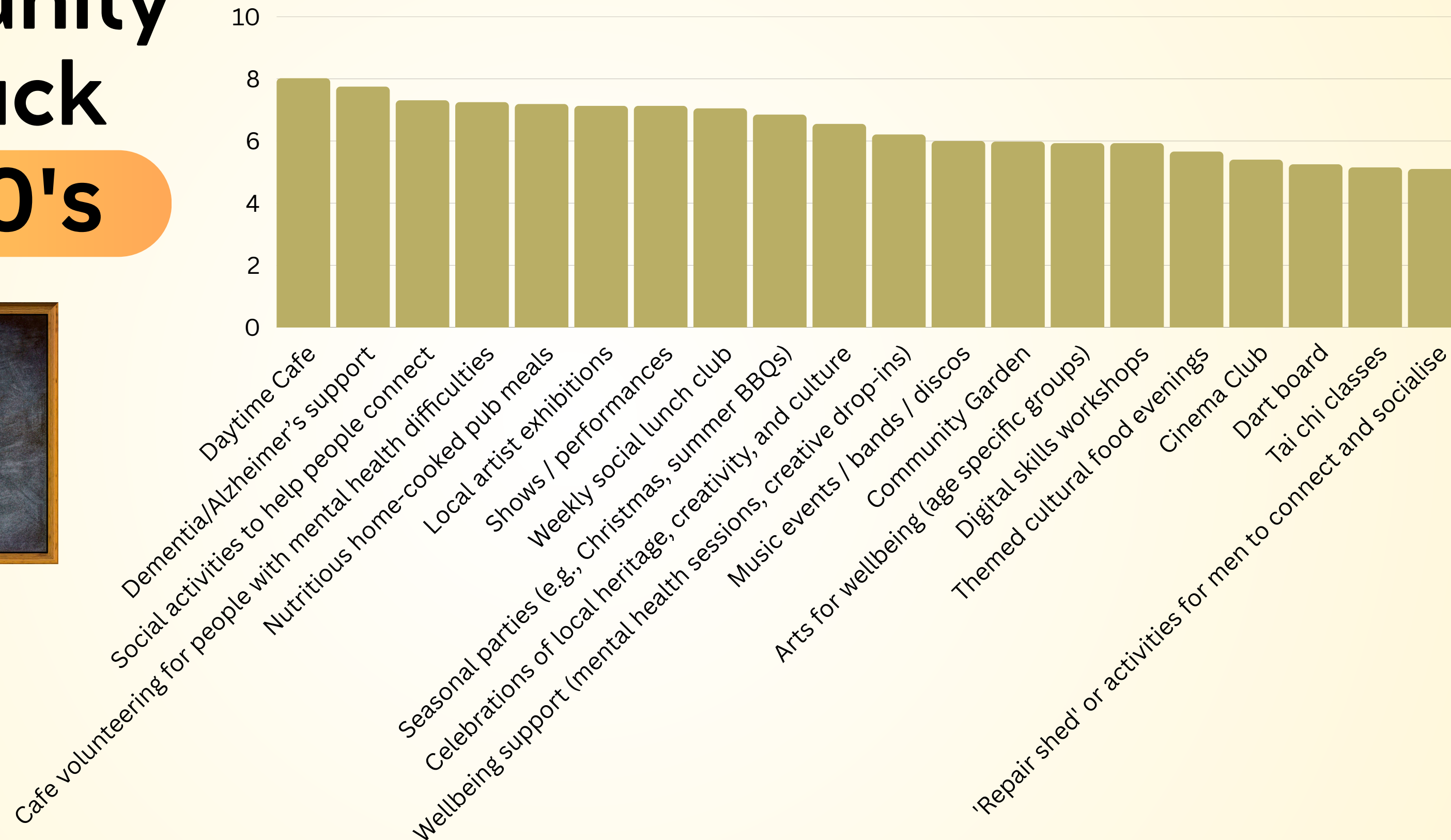
- Visualises the whole community dataset quickly and clearly
- Shows patterns across all age groups and activities at a glance
- Highlights *hotspots* of interest and areas of lower engagement
- Helps identify shared priorities and age-specific preferences
- Guides planning, resourcing, and community-focused decisions

## Key Note:

- Under 30s data is 64.71% verbal, and there is no feedback from under 20s, so some gaps exist in the dataset.
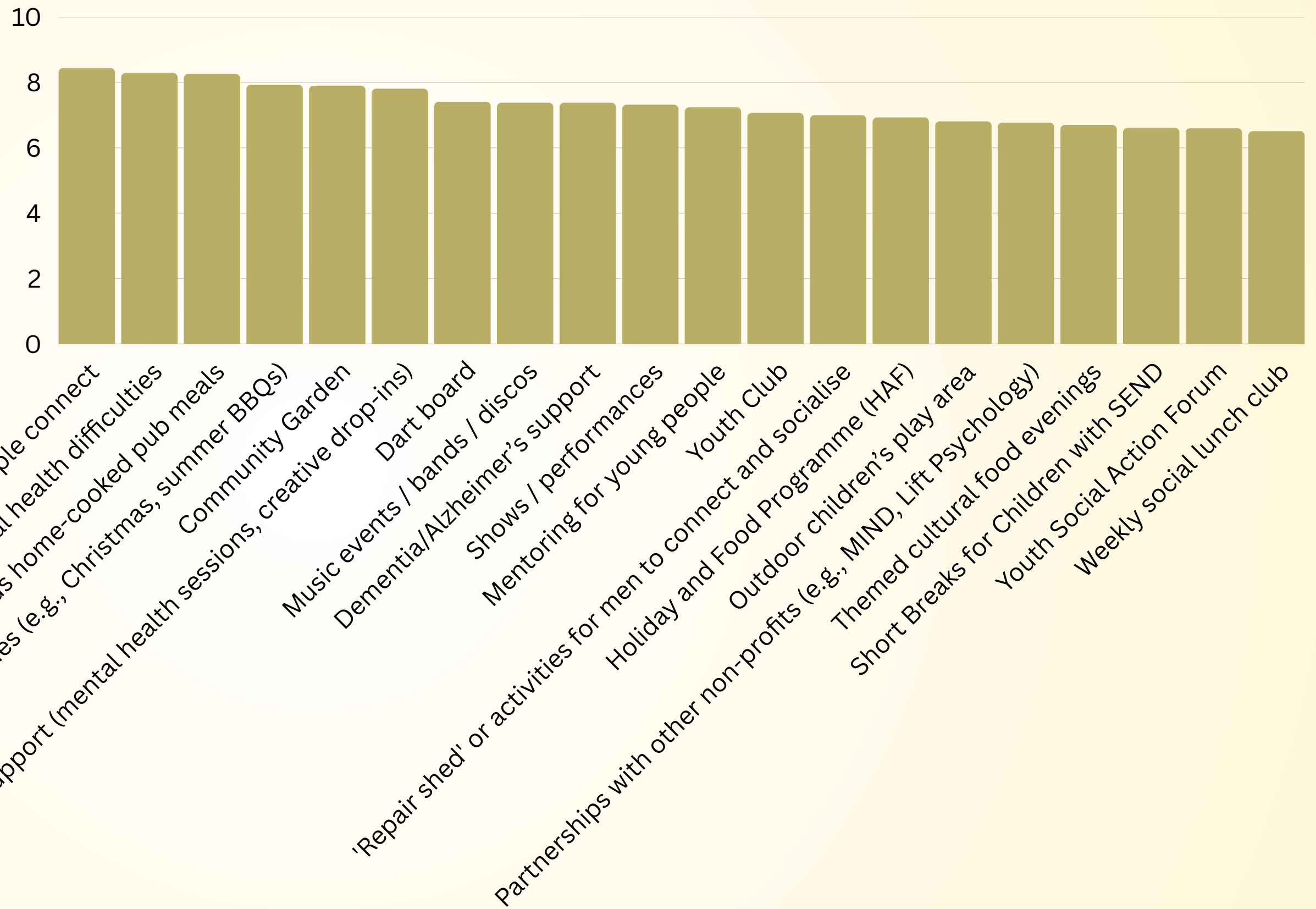
| Activity | Average Scores | | |
|---|---|---|---|
| | Over 60's | 30 - 59 years | Under 30's |
| Nutritious home-cooked pub meals | 7.19 | 8.26 | 6.60 |
| Music events / bands / discos | 6.00 | 7.38 | 8.40 |
| Themed cultural food evenings | 5.66 | 6.70 | 5.67 |
| Seasonal parties (e.g., Christmas, summer BBQs | 6.85 | 7.93 | 9.20 |
| Shows / performances | 7.13 | 7.32 | 7.25 |
| Karaoke | 3.24 | 4.30 | 4.67 |
| Local artist exhibitions | 7.13 | 5.33 | 6.00 |
| Arts for wellbeing (age specific groups) | 5.93 | 6.39 | 4.00 |
| Daytime Cafe | 8.02 | 6.39 | 4.00 |
| Social activities to help people connect | 7.31 | 8.44 | 8.50 |
| Weekly social lunch club | 7.05 | 6.51 | 6.33 |
| Celebrations of local heritage, creativity, and cult | 6.55 | 6.43 | 5.67 |
| Repair shed' or activities for men to connect | 5.10 | 7.00 | 6.00 |
| Intergenerational programmes (all ages) | 4.92 | 6.06 | 5.33 |
| Wellbeing support | 6.21 | 7.81 | 9.83 |
| Antenatal clinics | 4.08 | 5.90 | 9.43 |
| Yoga (adult, baby & mum, family) | 4.82 | 5.63 | 9.67 |
| Parent and baby groups | 4.24 | 6.15 | 9.73 |
| Tai chi classes | 5.15 | 5.03 | 5.25 |
| Seated exercises | 4.64 | 4.79 | 5.67 |
| Sports opportunities (e.g., Hub football team) | 3.34 | 5.18 | 2.67 |
| Access to computers / laptops with Wi-Fi | 4.58 | 5.69 | 6.67 |
| Digital skills workshops | 5.93 | 5.69 | 6.00 |
| Career support, training, apprenticeships | 4.29 | 6.47 | 5.00 |
| Mentoring for young people | 4.42 | 7.24 | 5.67 |
| Food catering / alternative provision | 3.87 | 6.24 | 5.33 |
| Creative arts / alternative provision | 3.92 | 6.10 | 8.92 |
| Youth Club | 4.39 | 7.07 | 9.61 |
| Holiday and Food Programme (HAF) | 3.92 | 6.93 | 9.50 |
| Youth Social Action Forum | 4.11 | 6.60 | 8.00 |
| Short Breaks for Children with SEND | 4.34 | 6.61 | 6.75 |
| Outdoor children's play area | 4.13 | 6.81 | 9.67 |
| Baby toys / Sensory boxes | 4.05 | 5.66 | 9.64 |
| Partnerships with other non-profits | 4.24 | 6.77 | 6.67 |
| Information & guidance | 4.37 | 6.03 | 4.67 |
| Waste reduction initiatives | 3.63 | 5.00 | 5.33 |
| Community Garden | 5.98 | 7.90 | 9.71 |
| Dementia/Alzheimer's support | 7.75 | 7.38 | 5.50 |
| Dart board | 5.25 | 7.41 | 7.50 |
| Cinema Club | 5.40 | 5.96 | 6.25 |
| Cafe volunteering for people with mental health difficulties | 7.25 | 8.29 | 5.50 |

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# Community Feedback

Over 60's

Top 20



| Category | Value |
|---|---|
| Daytime Cafe | 8.0 |
| Dementia/Alzheimer's support | 7.7 |
| Social activities to help people connect | 7.3 |
| Cafe volunteering for people with mental health difficulties | 7.2 |
| Nutritious home-cooked pub meals | 7.1 |
| Local artist exhibitions | 7.1 |
| Shows / performances | 7.1 |
| Weekly social lunch club | 7.0 |
| Seasonal parties (e.g., Christmas, summer BBQs) | 6.8 |
| Celebrations of local heritage, creativity, and culture | 6.5 |
| Wellbeing support (mental health sessions, creative drop-ins) | 6.2 |
| Music events / bands / discos | 6.0 |
| Community Garden | 6.0 |
| Arts for wellbeing (age specific groups) | 6.0 |
| Digital skills workshops | 6.0 |
| Themed cultural food evenings | 5.6 |
| Cinema Club | 5.4 |
| Dart board | 5.3 |
| Tai chi classes | 5.1 |
| 'Repair shed' or activities for men to connect and socialise | 5.1 |

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# Community Feedback

## 30 - 59

### Top 20



Chart categories (left to right):
- Social activities to help people connect
- Cafe volunteering for people with mental health difficulties
- Nutritious home-cooked pub meals
- Seasonal parties (e.g., Christmas, summer BBQs)
- Community Garden
- Wellbeing support (mental health sessions, creative drop-ins)
- Dart board
- Music events / bands / discos
- Dementia/Alzheimer's support
- Shows / performances
- Mentoring for young people
- Youth Club
- 'Repair shed' or activities for men to connect and socialise
- Holiday and Food Programme (HAF)
- Outdoor children's play area
- Partnerships with other non-profits (e.g., MIND, Lift Psychology)
- Themed cultural food evenings
- Short Breaks for Children with SEND
- Youth Social Action Forum
- Weekly social lunch club

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# Community Feedback
## Under 30's

**Top 20**



Chart bars (left to right, values approximate 0–10 scale):

| Category | Value |
|---|---|
| Wellbeing support (mental health sessions, creative drop-ins) | ~9.8 |
| Parent and baby groups | ~9.7 |
| Community Garden | ~9.7 |
| Yoga (adult, baby & mum, family) | ~9.7 |
| Outdoor children's play area | ~9.7 |
| Baby toys / Sensory boxes | ~9.6 |
| Youth Club | ~9.6 |
| Holiday and Food Programme (HAF) | ~9.5 |
| Antenatal clinics | ~9.4 |
| Seasonal parties (e.g;, Christmas, summer BBQs) | ~9.2 |
| Creative arts / alternative provision (14–25, NEET)) | ~9.0 |
| Social activities to help people connect | ~8.5 |
| Music events / bands / discos | ~8.4 |
| Youth Social Action Forum | ~8.0 |
| Dart board | ~7.4 |
| Shows / performances | ~7.2 |
| Short Breaks for Children with Special Educational Needs/Disabilities | ~6.7 |
| Access to computers / laptops with Wi-Fi | ~6.6 |
| Partnerships with other non-profits (e.g., MIND, Lift Psychology) | ~6.6 |
| Nutritious home-cooked pub meals | ~6.6 |

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# Community Feedback
## All ages

*Top 20*



Chart — Community Feedback, All ages (Top 20), y-axis from 0 to 10:

| Category | Value |
|---|---|
| Social activities to help people connect | ~8.1 |
| Seasonal parties (e.g., Christmas, summer BBQs) | ~8.0 |
| Wellbeing support (mental health sessions, creative drop-ins) | ~7.9 |
| Community Garden | ~7.8 |
| Nutritious home-cooked pub meals | ~7.3 |
| Music events / bands / discos | ~7.2 |
| Shows / performances | ~7.1 |
| Youth Club | ~7.0 |
| ...ment for people with mental health difficulties to develop skills and confidence | ~7.0 |
| Dementia/Alzheimer's support | ~6.9 |
| Outdoor children's play area | ~6.9 |
| Holiday and Food Programme (HAF) | ~6.8 |
| Dart board | ~6.8 |
| Parent and baby groups | ~6.7 |
| Yoga (adult, baby & mum, family) | ~6.7 |
| Weekly social lunch club | ~6.6 |
| Antenatal clinics | ~6.5 |
| Baby toys / Sensory boxes | ~6.4 |
| Creative arts / alternative provision | ~6.3 |
| Celebrations of local heritage, creativity, and culture | ~6.3 |

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# Volunteering Data

- Total volunteers put themselves forward on the survey forms: 30

- Total volunteers applied on Reach Volunteering: 20+

- Volunteers have come forward from all age groups

- Total recruited and onboarded: 2

- Please view our current roles here:

Reach Volunteering

[Open Volunteer Positions](#)

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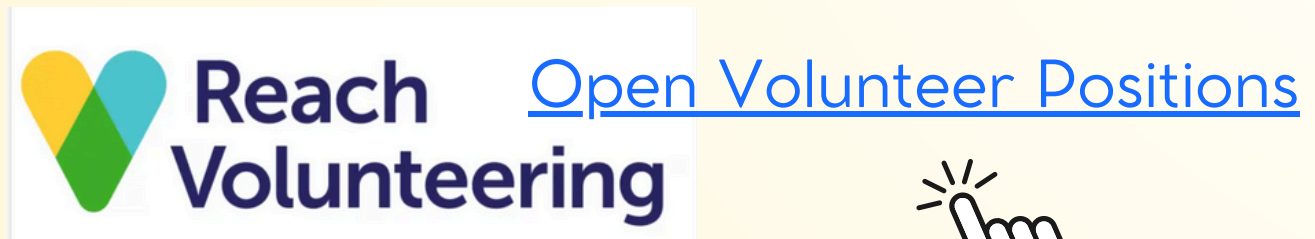
# Key Insights: Community Priorities Across All Ages

🤝 Social connection drives engagement: Casual, inclusive activities like general social activities are highly valued, highlighting the importance of low-pressure environments for interaction across all age groups.

🎉 Celebratory and food-based events attract participation: Seasonal parties, home-cooked pub meals, music events, and shows demonstrate that festive experiences and shared meals foster cross-generational engagement.

💚 Wellbeing support is a high priority: Mental health sessions, creative drop-ins, yoga, and community gardens indicate strong community interest in interventions that support mental and physical wellbeing.

🌱 Opportunities to contribute strengthen cohesion: Café volunteering shows that community members value meaningful participation, skill development, and involvement in local initiatives.

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# Key Insights: Community Priorities Across All Ages continued...

🏢 Flexible, multipurpose spaces are essential: Facilities such as event rooms and shared activity spaces are critical to deliver diverse programming, host larger gatherings, and support intergenerational and youth-focused events.

🧒 Youth-focused provision matters: Youth Club, Holiday and Food Programmes, creative arts/alternative provision, and outdoor play areas highlight the importance of targeted activities for young people, particularly those not in mainstream education or from families receiving financial support.

🩺 Health-focused interventions are valued: Antenatal clinics and dementia/Alzheimer's support show that both preventative and targeted health services are important to the community.

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# Mapping Interests

## Common Ground and Unique Needs

The centre of the Venn Diagram showcases activities that are universally appealing across all age groups.

The surrounding sections highlight areas of overlapping interest between specific age groups, while the outermost sections represent targeted activities and service offerings tailored to individual age segments.

*Pink areas indicate community suggestions rather than voted priorities

**Over 60's**

Literacy help

Art groups (painting/drawing)

Car boot sale    Book club

Games evenings/ bingo    Knit club ········· Sewing class

Couch to 5k group    Dog Friendly

People's assemblies for political engagement    Choir

Specific activities for pensioners

Chess club

Arts for wellbeing (age specific groups)

**Under 30's**

Creative arts / alternative provision

Yoga (adult, baby & mum, family)

Baby/ sensory toys

Life Skills    Blood donations

Family friiendly spaces

Family cooking lessons

Cooking on a budget

Local artist exhibitions

Social Connection & Wellbeing    Arts & Culture Programming

Carers Activities    Community Garden    Daytime Cafe

Social lunch club    Volunteering    Nutritious Home-cooked meals

Parent & baby groups

Dementia/ Alzheimer's Support    Pub    Room hire    Dart Board

Cafe volunteering for people with mental health difficulties    Access to ICT/ Digital skills    Outdoor children's play area

Youth Club/ Social Action Forum/ SEND Short Breaks

Pool table    Cooking classes    Holiday & Food Club    Pilates

Children's storytime.

Career support, training, apprenticeships

Mentoring for young people    Themed cultural food evenings

Hub Football Team    Arcade machine

Arts for wellbeing (age specific groups)

Open space for kids to practice dance    HIIT/ Zumba/ boxing fit

Mobile library venue    Space for parents to talk about neurodivergence

Over 30s rave    LGBTQ Group

Weekend Brunch    Community Pantry

Outdoor seating

**30-59**

# Strategic Considerations

| | |
|---|---|
| **Prioritise Social Spaces** | Invest in Daytime Cafes, seasonal parties, and home-cooked pub meals. Ensure spaces are welcoming, well-staffed, and accessible for all ages. Balance casual vs structured activities and consider opening hours and equipment needs. |
| **Integrate Wellbeing Provision** | Embed mental health sessions and creative drop-ins into core programming. Build partnerships with wellbeing providers and ensure sufficient staff/volunteer capacity. Integrate support alongside social activities for holistic engagement. |
| **Optimise Multipurpose Facilities** | Maximise use of Main Event Room for celebrations, Cinema Club, and smaller meeting rooms. Consider facility upgrades, flexible booking policies, and volunteer programs. Support both large-scale events and smaller, ad hoc bookings. |
| **Encourage Participation Opportunities** | Develop structured volunteering programs and training opportunities. Recognise contributions to retain volunteers and foster community ownership. Activities like cafe volunteering build skills, confidence, and engagement. |
| **Plan for Balanced Programming** | Combine social, wellbeing, and recreational activities to maximise engagement. Maintain core high-rated activities while exploring ways to grow moderate-interest programs (arts, culture, youth provision) |

# Local community ideas for Partnerships

"Collaborate with Headspace or similar charity to create a garden like TWIGS or Jubilee Gardens Project for rehabilitation"

"Lift Hazelwood are here for support or to promote events on behalf of the Hub".

"Pharmacy team said they will help with the community garden."

"STEP Swindon ten to eighteen project stuff"

"[I can offer] Career guidance, occasional chaperoning (SEN specialist)"

"[I can offer] First aid teaching"

" I would happy to perform free of charge at your launch/opening."

"Approach the college to see if any of their construction students can assist - gets some of your work done and gives them practical experience."

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# More Community Voices ...

"This sounds super positive and I feel excited that there will be something like this in the community!"

"Evening meals affordable would be great and community pantry to access and donate food for anyone to benefit from"

"We need our pub back that's how the community will come together"

"Scared to go out in the dark, feels the area is dangerous".

*Comments from the surveys

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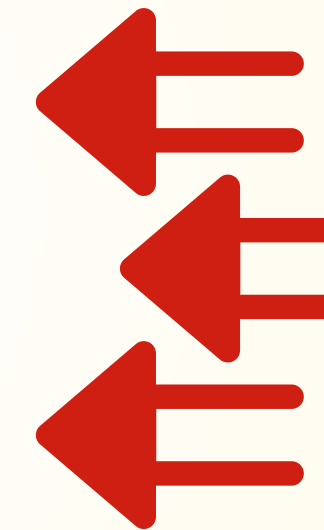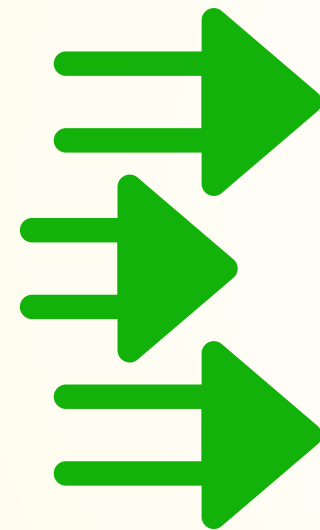
# How We Plan to Balance These Opposing Views

- Use a Weighted Grid Method — a strategic decision-making tool to evaluate options fairly for the whole community.

- Keep inclusivity across diverse age groups as a priority.

- Launch community polls to gather feedback—sign up for our newsletter to participate!



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# Facebook Enagement Figures

Over the past year, The Hub @ Toothill Facebook page has achieved strong engagement and reach across the community.

Key metrics for the period November 2024–2025 are:
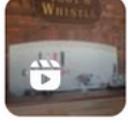
- Views: 66,971 ↑**2,239%**

- Interactions: 895 ↑**193%**

- Followers: 37 ↑**27%**

# Facebook Views

## Views breakdown ⓘ

Custom: 26 Nov-26 Nov ▾

**66,971**
Views ⓘ

**2,221** ↑ 12,239%
3-second views ⓘ

**0 – 0%**
1-minute views ⓘ

3,000.000
2,000.00
1,000.0

26 Nov    11 Jan    26 Feb    13 Apr    29 May    14 Jul    29 Aug    14 Oct

### Views by content type

● Followers   ● Non-followers

Photo — 48.8%
Text — 17.5%
Link — 16.7%
Multi-photo — 8.7%
Reel — 8.4%

### Views by followers vs non-followers

53.6% Non-followers ●    46.4% Followers ●
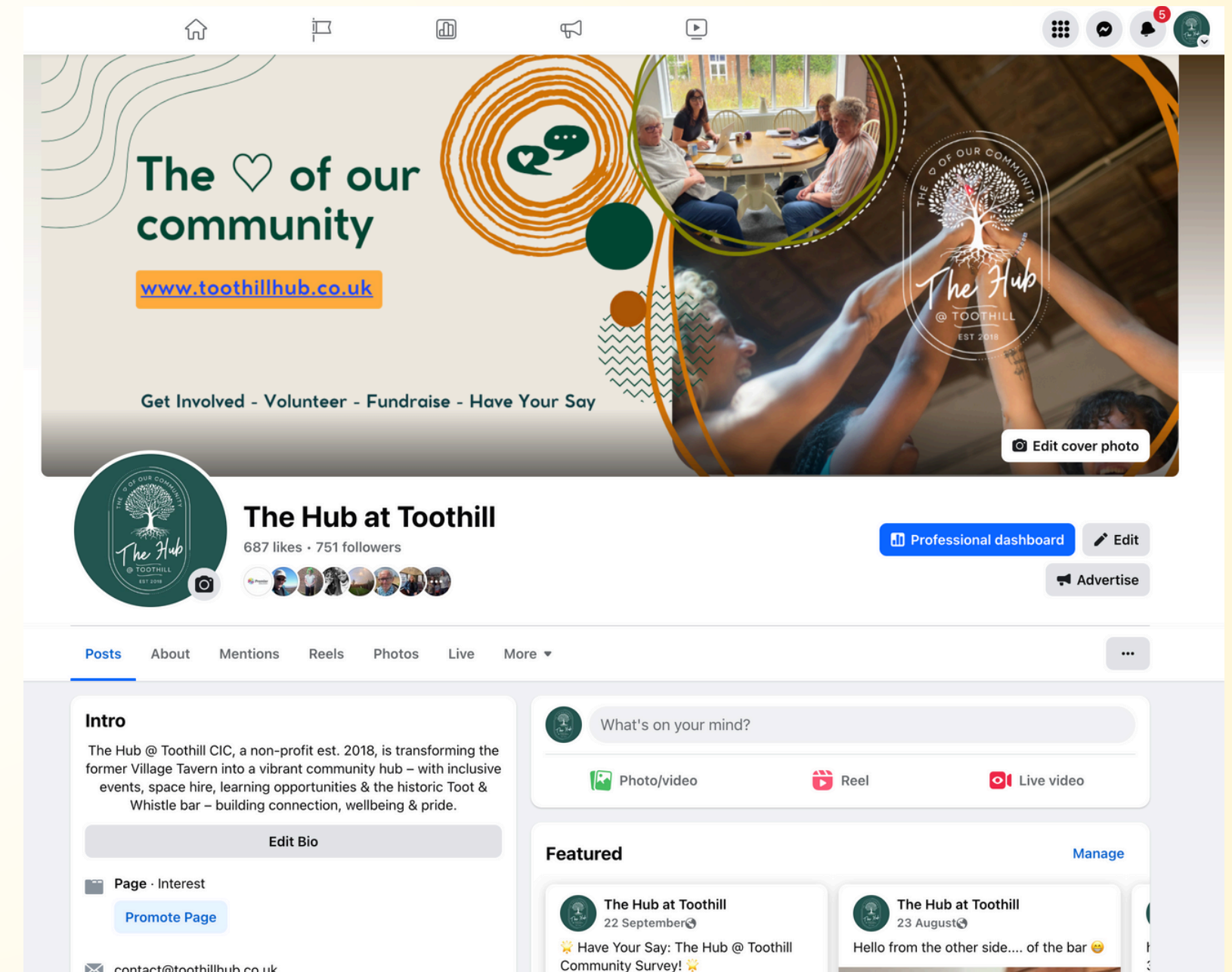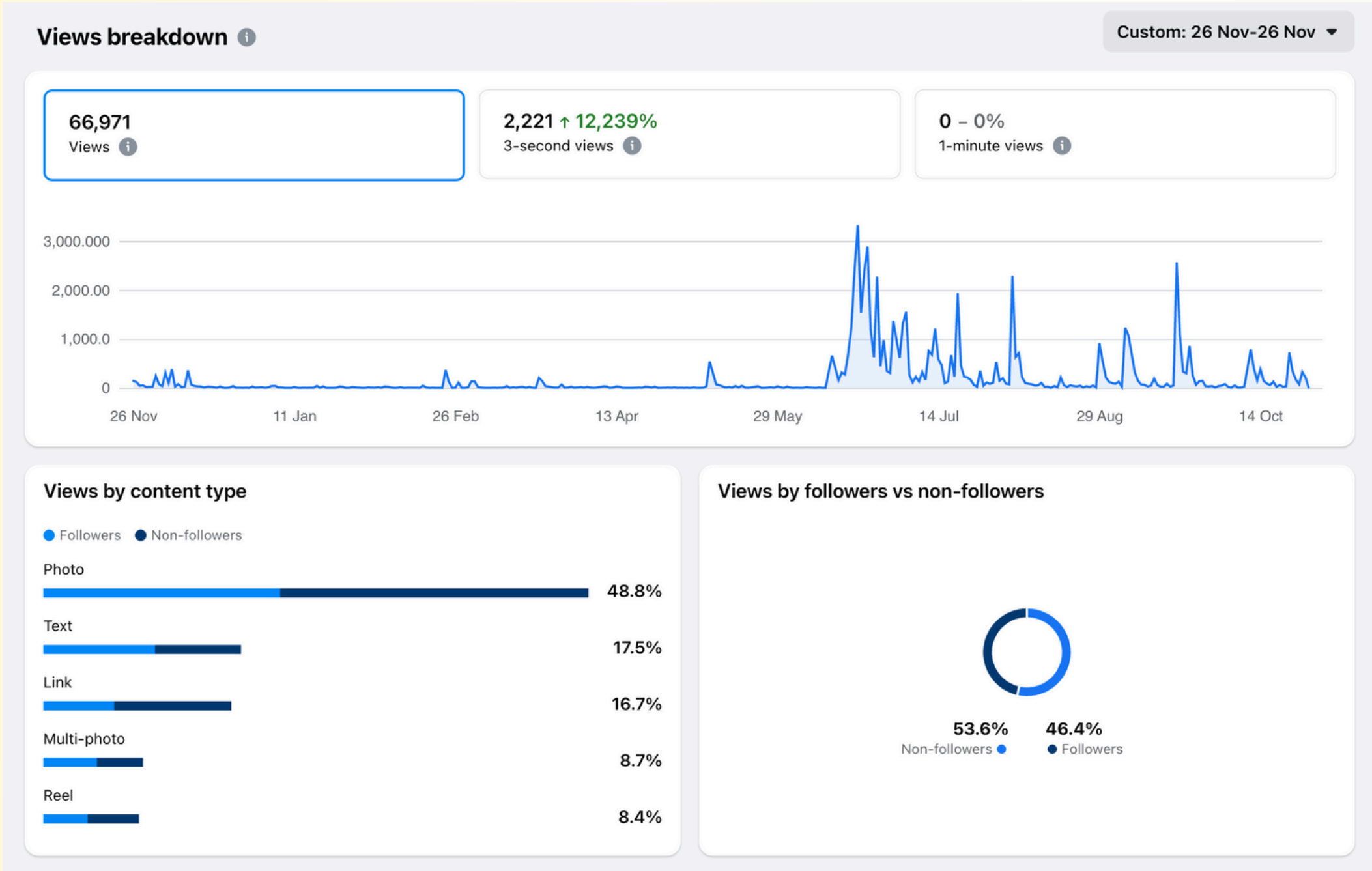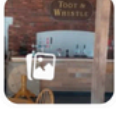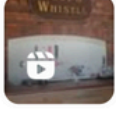
| Post | Views |
|---|---|
| Saturday 12th July 3pm till ...  Published • 8 Jul at 17:40 | 9,007 |
| Since parting company wit...  Published • 19 Nov 2024 | 4,414 |
| 📢🎙️🤝 Have Your Say: Wha...  Published • 16 Oct at 13:49 | 2,974 |
| 🎙️ We were LIVE on BBC Ra...  Published • 30 Sep at 13:48 | 2,903 |
| Saturday 12th July- anytim...  Published • 11 Jul at 10:00 | 2,808 |
| https://www.bbc.co.uk/new...  Published • 26 Aug at 12:17 | 2,712 |
| Monday 21st July. 6.30pm t...  Published • 15 Jul at 09:00 | 2,554 |
| Saturday 12th July 3pm till ...  Published • 6 Jul at 21:08 | 2,457 |
| The bar area!  Published • 9 Aug at 09:00 | 2,339 |

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# Facebook Interactions

## Interaction overview
Custom: 26 Nov-26 Nov ▼

**895 Interactions** ⓘ
+193.4% from previous 366 days

60.000
40.00
20.00
0

26 Nov    11 Jan    26 Feb    13 Apr    29 May    14 Jul    29 Aug    14 Oct

**453**
Reactions ⓘ

**373**
Comments ⓘ

**69**
Shares ⓘ

### By interaction type ⓘ
50.6% Reactions
41.7% Comments
7.7% Shares

### By content type ⓘ
● Followers  ● Non-followers

Photo — 47.5%
Text — 20%
Link — 18.6%
Reel — 9%
Other — 5%

### By followers vs non-followers ⓘ
64% Followers
36% Non-followers

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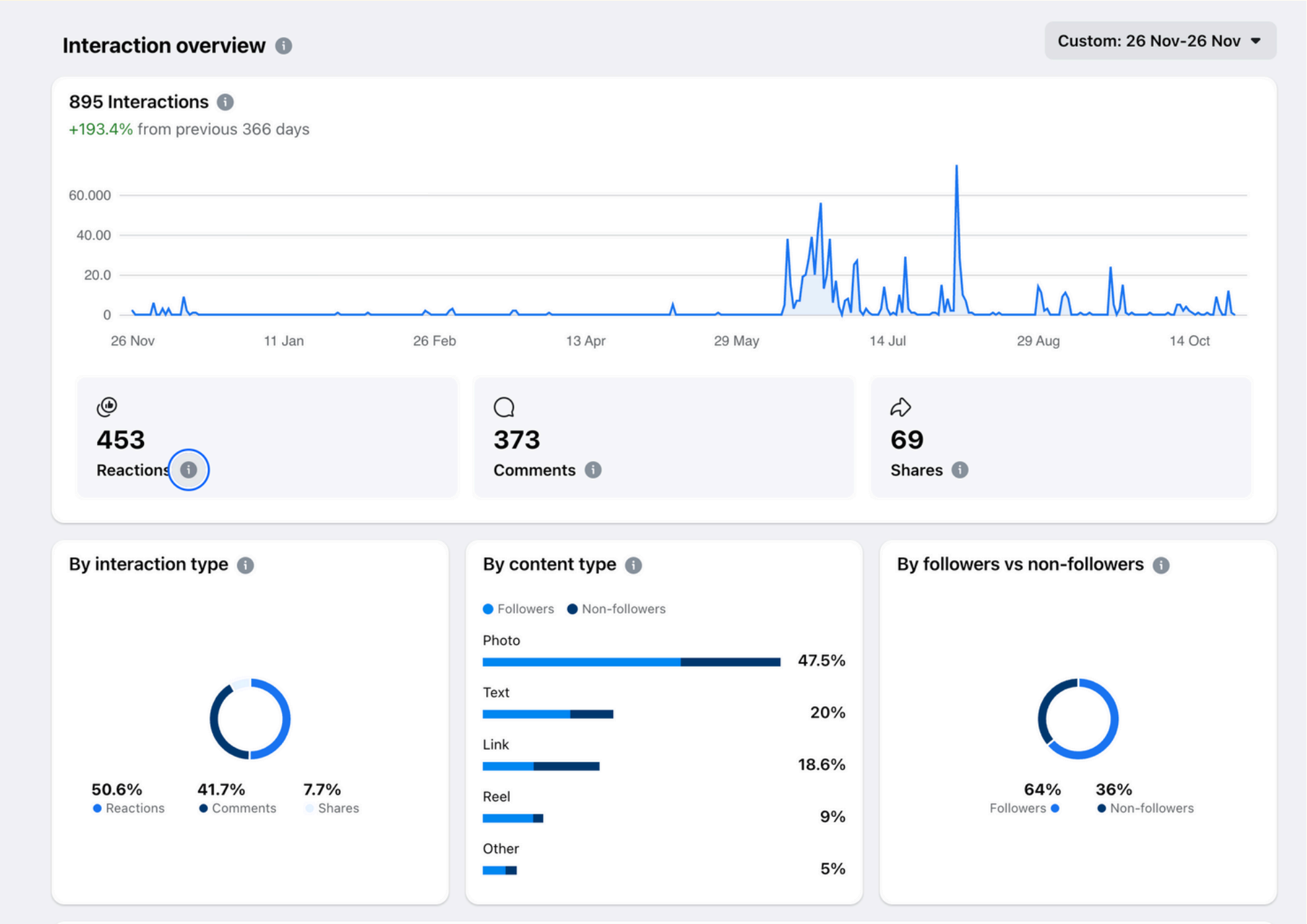
| Preview ⇅ | | Interactions ⓘ ↓ |
|---|---|---|
| | Where are we now? We have a fabu... ◷ Published · 23 Jul at 09:00 | 53  *Largely negative comments |
| | It's 3pm Saturday 12th July and we... ◷ Published · 12 Jul at 15:00 | 42  *Largely negative comments |
| | Saturday 12th July 3pm till 6pm, To... ◷ Published · 8 Jul at 17:40 | 41  *Mixed comments |
| | Monday 21st July. 6.30pm till 8pm i... ◷ Published · 15 Jul at 09:00 | 32  *Mixed comments |
| | Saturday 12th July 3pm till 6pm To... ◷ Published · 6 Jul at 21:08 | 31  *Mixed comments |
| | Saturday 12th July- anytime from 3... ◷ Published · 11 Jul at 10:00 | 28  *Mixed comments |
| | https://www.bbc.co.uk/news/articl... ◷ Published · 26 Aug at 12:17 | 23  *10+ shares |
| | The bar area! ◷ Published · 9 Aug at 09:00 | 22  *15 + 3 shares |
| | As requested, this is how the big lo... ◷ Published · 2 Aug at 09:00 | 21  *Largely negative comments |

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# Turning negative FB comments into insight and actions

| Insights | Notes | Actions |
|---|---|---|
| Lack of Transparency in Communication | • Volunteers were instructed not to share contractor issues at the time.<br>• Five directors have contributed tens of thousands of hours and have been stretched thin. | • Actively sharing past challenges with contractors.<br>• Press release coming soon detailing financial impact after contractor exit.<br>• Transparency will become a core value of The Hub @ Toothill CIC.<br>• Recruiting social media and PR volunteers to improve communication - please apply! |
| Questions About Financial Management | • No funds spent without reporting to The Local Trust.<br>• Overhead costs: 11% vs. 33% average for Big Local projects.<br>• Independent accountant: Monahans since 2018. | • Full financial accounts available on our website.<br>• For questions, use the feedback/contact form for a prompt response. |
| In-Person Community Consultations | These sessions have successfully changed perceptions and created advocates. | • Continue hosting consultations.<br>• Next session: [Insert Date & Location]. |

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# Local Residents becoming advocates for the Hub

"Before commenting negativity, I just want to say that I was in the same place; I was also negative about the project with the length of time and money being spent. However, I recently went to a meeting with the local MP and I brought up the same concerns within this post and was invited to the new building. I was there for almost three hours discussing people's concerns and had a tour of the Building.

The place is stunning and whilst it isn't open just yet there are valid reasons why it isn't and must be careful how this is shared. I haven't needed to sign an NDA as it is down to trust and the team want to be open and honest. I could write it all over the place but it wouldn't help but what I can say it has nothing to do with the Toothill Big Local.

I did highlight the need for communication with the community to be improved and improved quickly, since this was raised this is the 2nd community event in the same amount of weeks.

I will hold my hands up and say I sat behind my phone saying exactly all the same as the comments here. But I have since learnt don't say a thing until facts are learnt and you have taken the time to ask questions face to face and see the Building, understanding what is outstanding. You never know you maybe able to help! I urge as many people to go to this event and see and learn for yourselves."

*FB comment sent in response to negative comments from a local resident

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# Recent positive sharing of news and updates with the community



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# Facebook Data Analysis
## Key Insights
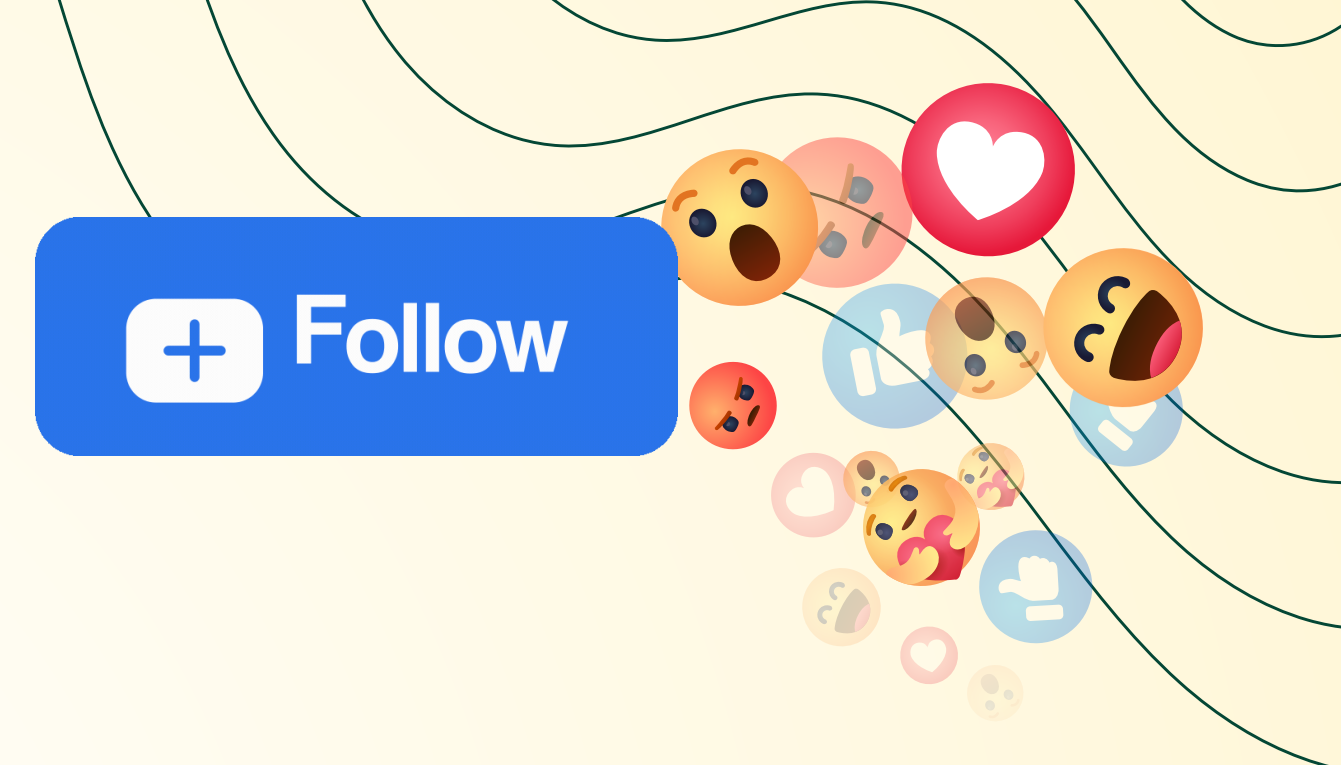
- Engagement is strongly linked to community involvement posts (surveys, events) and visually appealing content.

- Reels, although few, attract the highest attention in terms of total seconds viewed and views reached organically by non-page followers.

- Engagement peaks strongly on posts that feature community involvement, actionable updates, or visually appealing content (Photos/Reels). Posts shared by community members show improved reach and attention.

- Posts with links to external surveys or news coverage generate higher click-through activity but slightly lower raw interactions (as opposed to the posts with negative comments).

- Posts with links to external surveys or news coverage generate higher click-through activity but slightly lower raw interactions (as opposed to the posts with negative comments).

Follow

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# Facebook Recomendations

*To improve community engagement*

Focus on Reels and Photos for high engagement

Share posts (volunteers, directors & advocates) onto personal profile and groups to organically improve reach without ad budgets

Post transformation highlights, behind-the-scenes, people or building updates.

Keep average reel length < 45 seconds to maximise retention.

Use Reels specifically to showcase construction progress and workers and volunteer activity where possible; start doing regular video updates.

Combine recognition with a visual story or quote to increase engagement.

Include hashtags and location tags (#ToothillHub, #CommunityVoices #swindoncommunity) consistently.

Monthly analytics tracking

Recruit volunteer social media marketing team

Identify trends in content performance to guide posting strategy & adjust focus.

Expand to new platforms

Publish press releases and share news posts to increase credibility and shares.

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# PARTNER FEEDBACK ANALYSIS

*Working together for share goals*

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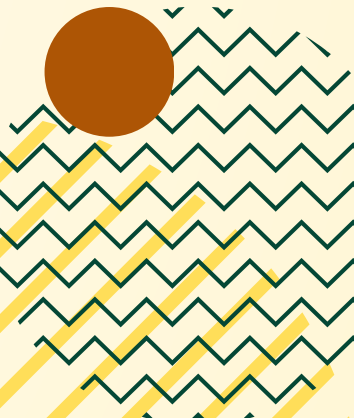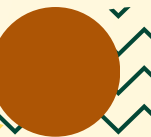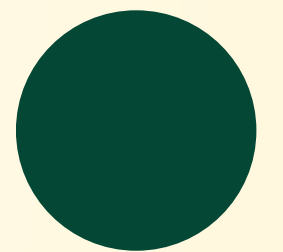
# Partner Survey Key Figures

- **14 Survey Responses**



Horizontal bar chart showing survey responses by partner type:
- Volunteer/Director of Hub: 6
- Swindon Borough Council: 2
- Local Non Profit Organisation: 2
- Business with interest in the Hub: 1
- Consultant: 3
- Self Employed/Freelancer: 1
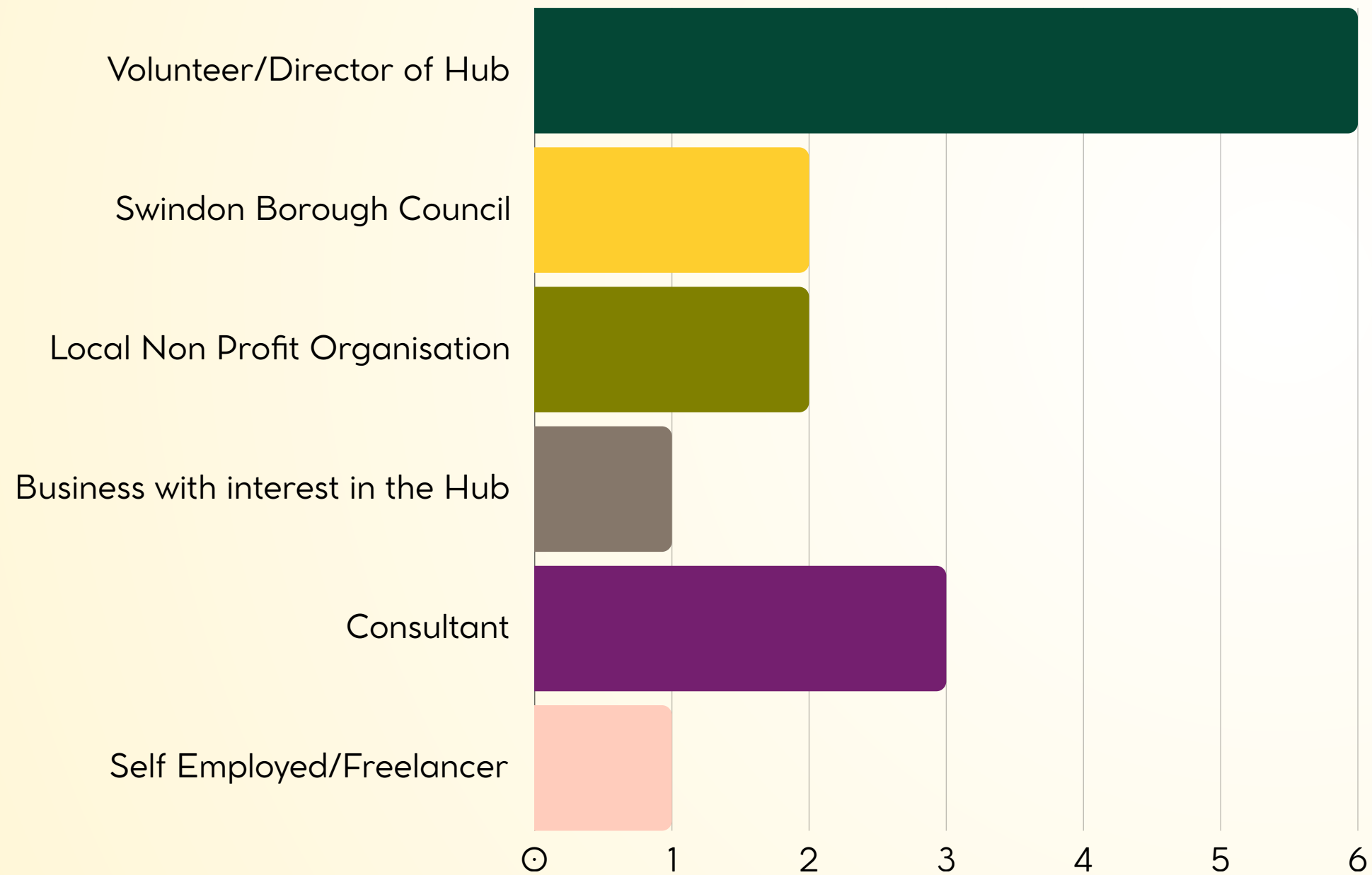
- No survey responses were received from education or healthcare partners

- However, Phoenix Surgery and Wellhub Pharmacy completed paper versions of the Community Survey; their additional comments will be incorporated into the SWOT analysis.

- Verbal feedback and written letter of support was recieved from the Director for Integrated Communities and Partnerships and the CEO at Swindon Borough Council (SBC).

# Partner Activity Scoring

Top 20

*Scale: Partner survey ratings (0–5) normalised to 0–10 to match community scores.



Bar chart categories (left to right):
- Wellbeing support (mental health sessions, creative drop-ins)
- Daytime Cafe
- Career support, training, apprenticeships
- Creative arts / alternative provision
- Holiday and Food Programme (HAF)
- Short Breaks for Children with Special Educational Needs/Disabilities
- Mentoring for young people
- Local artist exhibitions
- Intergenerational programmes (all ages)
- Access to computers / laptops with Wi-Fi
- Social activities to help people connect
- Information & guidance (e.g; housing, hardship support, signposting)
- Outdoor children's play area
- Food catering / alternative provision
- Arts for wellbeing (age specific groups)
- Digital skills workshops
- Weekly social lunch club
- Partnerships with other local non-profits for co-production
- Shows / performances

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# Partner Survey Analysis + Comparison with Community Feedback

✅ High alignment on core priorities: social, cultural, and wellbeing activities.

🤝 **Social connection:** "Social activities to help people connect"

🎉 **Celebrations & events:** Seasonal parties, shows, music events

🧘 **Wellbeing support:** Mental health sessions, yoga, community garden

🍲 **Nutritious meals:** Home-cooked pub meals

👶 **Youth Activities:** Community slightly emphasises youth-focused activities more (Youth Club, outdoor play, creative arts).

🩺 **Health & Wellbeing:** Parent & baby groups, antenatal clinics, and family sessions valued.

# Analysis + Comparison continued...

- **Partner Emphasis:** Partners consistently rate youth, volunteering, and structured programmes slightly higher than community feedback.

- **Community Emphasis:** Community members rate casual, intergenerational, and low-pressure social activities slightly higher in comparison.

- **Arts & Wellbeing:** Arts, creative programmes, and wellbeing-focused interventions have strong support in both datasets, though partners often give higher ratings.

- Some **key gaps** identified but due to the fact the activity was not listed in the Partner Survey as it had been added later to the Community Survey. These include:

  ☕ Café volunteering for mental health skill development
  👵 Dementia/Alzheimer's support

- Housing support and advice was highlighted as a significant interest in activity delivery by SBC.

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# What is a **SWOT?**

SWOT is a strategic planning tool to understand a situation, organisation, or project by looking at four areas:

**Strengths** 💪: Internal advantages, what you do well.

**Weaknesses** ⚠️: Internal limitations or areas for improvement.

**Opportunities** 🌟: External chances to grow, improve, or take advantage of trends.

**Threats** ⚡: External challenges that could cause problems.

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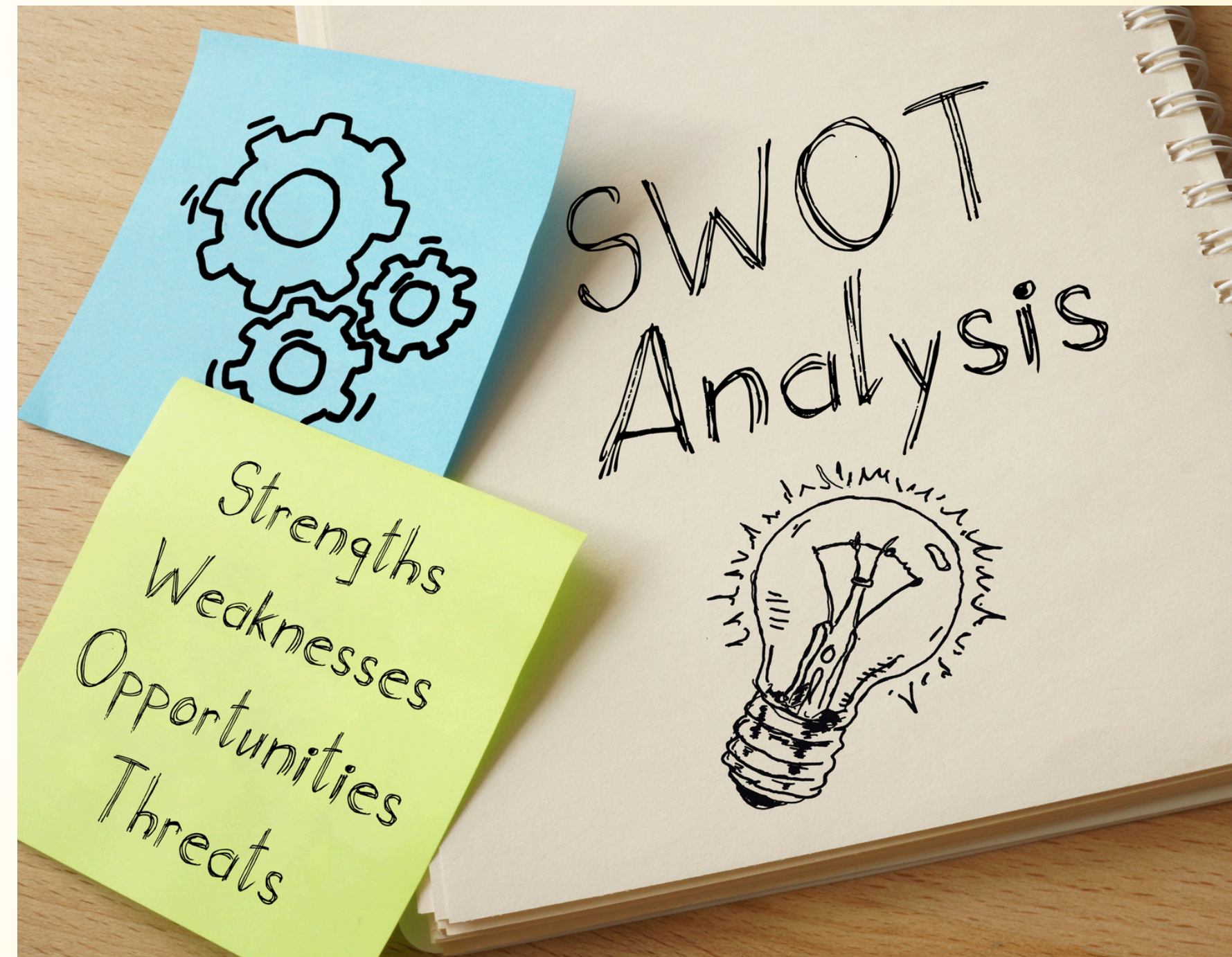
# Contractor issues

**Please note:** We have chosen not to include the difficult situation caused by the previous contractors within our SWOT analysis. Our focus is now firmly on what we can control and the opportunities ahead.

If you would like more information about the delays and financial impact this caused for the Hub, please attend our next Community Consultation: End of Jan TBC →

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https://www.facebook.com/toothillhub

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# SWOT Overview

**Our SWOT has been created using data compiled from:**

- Community feedback surveys
- Verbal feedback from door-to-door engagement
- Community consultations
- Partner surveys
- Verbal feedback from partners
- Letters of support
- Volunteer interests
- Interest from local businesses
- Social media analytics
- CRM logs of enquiries and opportunities
- Partner co-created critical pathway map
- External changes, including government policies, funding landscapes, and evolving national or local strategic priorities

## Strengths
Community & People

Building & Facilities

Strategic Position

Partnerships

## Weakenesses
Capacity & Staffing

Funding

Operational Gaps

Perception & Momentum Issues

Governance & Organisation

## Opportunites
Funding & Finance

Partnerships & Collaboration

Community Needs & Demand

Profile & Engagement

Flexibility of the Space

## Threats
Volunteer Dependence

Funding & Financial Pressure

Policy & Compliance

Community & Local Area Risks

Environmental Factors

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Let's dive deeper

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# Strengths: What We Do Well

The Hub has a number of powerful strengths that position it well for community impact:

## Community & People

- **Dedicated local volunteer team** with strong resilience, passion, and deep community knowledge.
- **Community-led ethos:** "run by the community, for the community," increasing trust and ownership.
- **Local reputation** and positive perception of the Hub's potential.
- **Strong relationships** built through Big Local Trust and long-term engagement.

## Building & Facilities

- **Beautiful, well-designed building** in a central village, accessible location.
- **Multi-use flexible space:** pub, café, community rooms, garden, kitchen, function hall.
- **Nearly completed refurbishment,** disability accessible, with strong potential for health, social, and cultural use.

# Strengths: Continued

## Strategic Position

- **Clear business case with diversified income potential (pub, café, hire, events, commissioned services).**
- **Defined roadmap to 2026 with goals and success criteria.**
- **Hands on support from national partners** (Local Trust, Community Organisers, Stir to Action, etc.) and funding support from **West Swindon Parish Council**
- **Growing pool of community advocates** from consultations.

## Early Partnerships

- **Strong partnership with local MP Heidi Alexander,** who has facilitated introductions to national **building partners offering in-kind support.**
- Initial working relationships with **Swindon Borough Council** and interest from local groups.
- **Offers of collaboration** from skilled organisations (e.g., arts organisations, MIND courses, SBC Housing Drop-in Service).

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# Weaknesses: What To Improve

The Hub faces internal limitations that may reduce its ability to maximise community impact, but these weaknesses can be transformed into opportunities for improvement and strategic growth.

## Capacity & Staffing

- **Small volunteer team** leading to overwork, limited capacity, and risk of burnout.
- **Hard for new people to get involved, slowing growth.**
- **Lack of paid staff** for coordination, communications, and operations.

## Operational Gaps

- **Remaining capital works** blocking ability to get Public Liability Insurance, to open the space
- **Some systems, compliance, and staffing structures not yet finalised.**
- **Need for stronger communication channels, promotional materials, and consistent messaging.**

# Weaknesses: Continued

Perception & Momentum Issues

- Public concern over delays: "Why isn't it open yet?"
- Fear of communicating due to past advice.
- **Some residents are not aware of what went wrong or current progress.**

Governance & Organisation

- Limited partnership working with local agencies to date.
- Need for a **broader board** (legal, governance, fundraising).
- **Risk of becoming more pub than hub if community purpose is not protected.**

# Opportunities: Chances to grow

The Hub has significant opportunities to expand its community impact by building on its existing strengths and partnerships.

## Community Needs & Demand

- Strong **need** for: social inclusion, food provision, older people's support, mental health activities, youth work, arts and culture programming.
- Opportunity to be a **central access point** for services (NHS, housing, CAB, employment, etc.).
- Space for **community-led groups**, trial days, ownership-building activities.

## Partnerships & Collaboration

- Work with WSPC more closely, SBC, local businesses, national partners, arts organisations, and charities.
- Potential to share skills, host joint programmes, or **co-produce** events.

## Flexibility of the Space

- Building can be adapted over time to **meet changing needs.** Phase 2 Building Permission granted.
- Scope for pop-ups, pilot programmes, themed food nights, exhibitions, skills workshops, etc.

# Opportunities: Continued

Funding & Finance
- Opportunities for:
- National Lottery Reaching Communities
- **Social finance (if articles updated or sister co-operative entity)**
- Local business sponsorship
- Community fundraising
- Grants for youth work, food provision, mental health, arts, or digital inclusion

Profile & Engagement
- Major launch event to build momentum.
- Strong social media presence with videos, storytelling, and regular updates
- Chance to build a **large membership base** for voice, governance, and sustainability.

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# Threats: External challenges/barriers

The Hub operates within an environment where external pressures and uncertainties may challenge its ability to sustain and grow community impact.

Funding & Financial Pressure

- **Reduced public funding,** inflation, and rising costs.
- No **double-funding rule** limiting capital support.
- Competition for grants across Swindon.
- Very tight finances during early operation.

Volunteer Dependence

- Risk of **burnout** if recruitment doesn't increase.
- Shortage of volunteers limits operations, opening hours, and event delivery.

Policy & Compliance

- Potential future **regulatory changes** (health, food hygiene, safeguarding, accessibility).
- Outstanding compliance work: fire safety, roof, building control.

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# Opportunities: Continued

Community & Local Area Risks
- Risk of complaints if the pub element isn't well managed (noise, antisocial behaviour).
- Vandalism, graffiti or break-in could undermine early progress.
- Momentum could stall if delays continue.

External Competition
- Other community centres, commercial venues, and services in West Swindon.
- Loyalty to existing spaces (e.g., Freshbrook) may continue.

Broader Environmental Factors
- Tech shifts requiring investment.
- Public health crises affecting in-person events.
- Changing demographics impacting engagement patterns

# 1 - 3 Year Aspirations

1. **Community Impact & Legacy**
   - Establish The Hub as a trusted, inclusive, and vibrant community anchor
   - Support all ages to feel a sense of belonging
   - Deliver measurable outcomes: tackling isolation, improving wellbeing, supporting youth potential
   - Contribute to long-term improvements in Toothill and surrounding areas

2. **Sustainable & Thriving Operations**
   - Achieve a financially stable model: blend trading income, grants, and partnerships
   - Develop a busy, self-sustaining café/pub and community space
   - Offer diverse classes, events, and services responding to local needs

3. **Participation & Leadership**
   - Encourage community-led decision-making, with transparent voting and input
   - Build strong volunteer and staff teams, local people actively shaping the Hub
   - Foster partnerships with local authorities, funders, and community organisations

4. **Social Connection & Wellbeing**
   - Promote friendships, volunteering, and peer support
   - Provide holistic outcomes: social, emotional, mental health, physical wellbeing, and skills development
   - Engage residents through arts, culture, and creative activities

5. **Youth & Educational Opportunities**
   - Develop youth projects for work and social experiences
   - Provide mentoring, career support, and alternative provision opportunities

6. **Community Use & Engagement**
   - Ensure high usage and diverse community participation
   - Host charitable, social, and user groups regularly
   - Explore potential Hub expansions (e.g., Atrium) for wider community benefit

7. **Flexibility & Responsiveness**
   - Listen to the community and adapt to changing needs
   - Be open 7 days a week, delivering activities based on resident feedback

*Formulated from Partner Survey feedback including Directors Board

# NEXT STEPS
# PLANNING

*Working together for share goals*

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# Developing **TOWS** Strategies

We will translate the SWOT findings into strategic actions through workshops with the Directors' Board and volunteer team:

**SO** — **Strengths + Opportunities**: Use existing strengths to maximise new opportunities (e.g., partnerships, funding, community programmes).

**ST** — **Strengths + Threats:** Apply strengths to minimise or counter external risks (e.g., volunteer leadership to maintain momentum).

**WO** — **Weaknesses + Opportunities:** Address internal weaknesses by leveraging opportunities (e.g., improve volunteer recruitment).

**WT** — **Weaknesses + Threats:** Reduce risks where weaknesses and threats overlap (e.g., diversify funding to reduce vulnerability).

<u>Introduction to TOWS Analysis</u>

**University of Hertfordshire**

# Theory of Change

A Theory of Change sets out how the Hub will create positive, measurable change in the community. It explains what we want to achieve, what we will do, and why these actions will lead to impact.

What it helps us define:

- **Our intended impact:** Stronger social connection, improved wellbeing, better youth support, and greater community cohesion.

- **Inputs & activities:** Partnerships, volunteer training, room hire, community-led groups, and inclusive programmes.

- **Short- & long-term outcomes:** From increased weekly participation → to long-lasting improvements in health, inclusion, confidence, and local networks.

- **Evaluation tools:** Clear indicators that help us track progress, learn from experience, and adapt as community needs evolve.

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# Why a Theory of Change

**Why it matters:**

By mapping the steps from activities to long-term change, the Theory of Change gives the community, volunteers, Directors' Board, partners, and funders a shared roadmap. It ensures our work is focused, transparent, evidence-led, and aligned with what the community values most.



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# Strategic Integration

Once the TOWS strategies and Theory of Change are in place, they will be embedded into the Hub's day-to-day delivery and governance.

**Board Oversight:** Directors review, approve, and monitor TOWS actions and the Theory of Change to ensure long-term sustainability.

**Volunteer & Community Involvement:** Volunteers and residents help shape, deliver, and refine activities so the Hub remains genuinely community-led.

**Continuous Review:** SWOT/TOWS, outcomes, and impact measures will be regularly updated to stay responsive to changing needs, funding shifts, and policy changes.
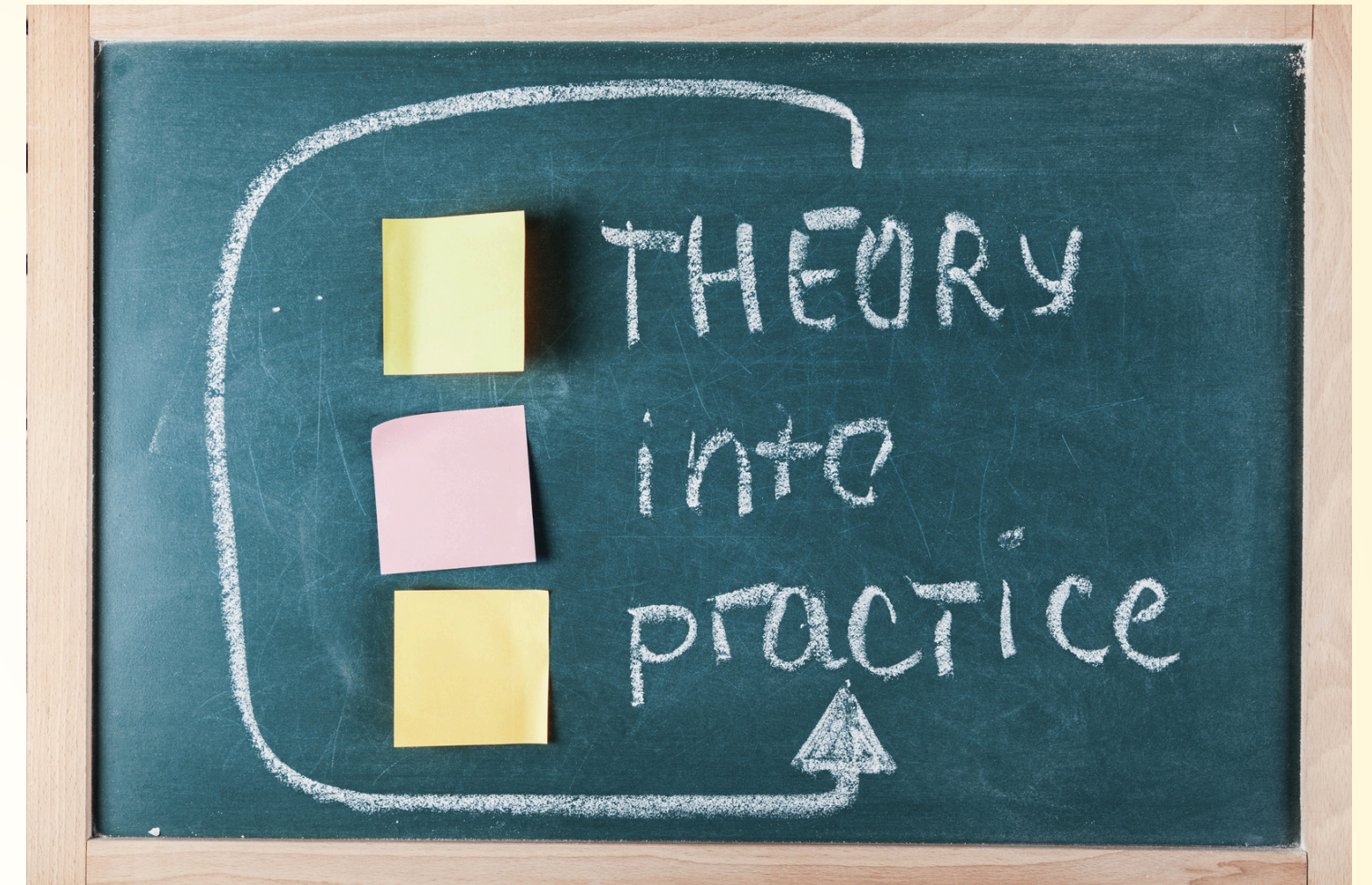
This ensures our strategic planning translates into real, measurable, and long-lasting impact.



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# Thank you

A heartfelt thank you to everyone who helped make this presentation possible:

- The local community members who spoke with us at their doorsteps,
- Everyone who took the time to complete our surveys, and
- A special thanks to the Community Organisers for carrying out the door-knocking campaigns, come rain or shine.

Your contributions have been invaluable, and we truly appreciate your time, effort, and support.

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