



# Community Plan 2021-2024

**Wormley and Turnford Big Local**

November 2020

**ISSUED BY**  
PETRONELLA TYSON

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## Introduction & Background

Every two years, Wormley and Turnford Big Local generate a plan that takes them forward for the following years. This plan is to report back to Local Trust to show how and where we have spent the funds from the last report, the impact it has had on people's lives, and where we want to take the Big Local next. We also want this to be for the community we represent, to show what we have been up to, why and where we want to go to next. We measure our ongoing success in relation to the four **Big Local Outcomes**:

1. Communities will be better able to identify local needs and take action in response to them
2. People will have increased skills and confidence so that they continue to identify and respond to needs in the future
3. The community will make a difference to the needs it prioritises
4. People will feel that their area is an even better place to live

Throughout the document are anonymous quotes from our consultation and workshops with residents.

## **What is Wormley and Turnford Big Local?**

**‘To transform Wormley and Turnford into a place where people are proud to live, that nurtures aspirations, opportunities and a strong sustainable community’.**

Back in 2011, the Local Trust was formed to transform 150 communities across the UK who had been classified as ‘left behind’; without ever receiving development grants, National Lottery funding and little government support or attention. Thus, £1 million was pledged to each community to invest how they wish over the course of the next ten years. In collaboration with our locally trusted organisation, CVS Broxbourne and East Herts, we started in 2012 and have contributed £350,000 to the local community.

Over 2019 - 2021, WTBL has been implementing the previous Community Plan and activity. In March 2020, we were beset with Covid-19 government regulations and had to adapt to our plan according to the evolving government regulations through lockdown. A challenge for a community organisation that oriented its activity around connection, social interaction and community projects.

We are an elected partnership board with ten board members, a community representative, our LTO and three team members: Community Development Manager, Administrator and Marketing and Communications Support, who bring all of this to life. We wouldn’t be here still if it wasn’t for the more than 2600 people who have walked through our doors in the last year, this despite a year where we have all had to radically and rapidly adjust to a different way of organising our community.

### **The local need**

The needs of the local community shifted with the pandemic. Our most ‘in-need’ demographics are:

- 10,630 people live in the Wormley and Turnford Big Local area with 1,480 aged over 65, 2,505 under 15 and 2,570 from BAME backgrounds.

- 1,932 of those residents (18%) live in the top 20% most deprived areas in England (based on income domain)
- 840 children live in lone parent households at 33.8% significantly higher than East of England average 22.3% (HMRC, 2012)
- 385 children live in out of work households and 425 live in poverty (DWP, 2016)
- 125 people claim unemployment benefits and 410 claim working age workless benefits (Aug/Feb 2018, DWP)

This is where we focus our attention:

1. Empowering cohesive and involved communities
2. Transforming community facilities
3. Flourishing children, young people and families
4. Access to services for older people and people with disabilities
5. Awareness of countryside and open space

## Where have we come from?

Over the past year, the organisation and activity has been hampered by the restrictions put in place due to the coronavirus pandemic. Nevertheless, activities continued and thrived, particularly the Health Walks, and new initiatives, such as online coffee mornings, filled a much needed gap for social interaction without an agenda.

To date there is no impact framework or evaluation of the activities or projects commissioned by Wormley and Turnford Big Local. Success and continuation of a project is measured by attendance and assumptions based on qualitative feedback. The table below shows the activity that was underway before lockdown came in on March 2020, unless indicated e.g Health Walks until November 2020.



Date 01/2019 - 03/2020	Activity	People
January - March 2020	Broxbourne CAB	Course: 20
	ESOL classes*	Weekly: 6-8
	Expenditure £2075	
	Sewing Project	Annually: 50
May '19 - November 2020	Health Walk	Annually: 1231
	Wormley Play Group*	Annually: 160-180
	WTBL Community Allotment	Weekly: 6-8

	Trestle Theatre	Course: 18
	<b>Expenditure £7237.62</b>	
	WTBL Art Projects*	Weekly: 7
	Art Explorers*	Weekly: 7-9
	Pop Up Cinema*	Annually: 300
	Steel Drum workshops*	Weekly: 5-10
November - March 2020	YMCA	Annual: 68
January - March 2019	Film and Media workshops	Weekly: 9
	<b>Expenditure £14,191.21</b>	
	Trips: Henry Moore Foundation Health Walk group to Southend	29 45
	<b>Expenditure £3267</b>	
	Extra for allotment and health walks	
	<b>Expenditure £997.65</b>	
	Events Big Lunch Event 2019 Family Fun Run WTBL Christmas Party	300 110 130 110
	<b>Total expenditure £27,768.48 (= £10.50 pp)</b>	<b>2642 people</b>

*\*activity has been stopped in 2020 due to restrictions from Covid 19 regulations.*

With a large partnership board, the group organises around the different themes with the following subgroups. These subgroups are accountable for the activities under their theme and propose to the Board for approval.

### **Awareness of countryside and open spaces**

The Health Walks and Community Allotment projects continued throughout the lockdowns. The coordinator of the allotment group has since left and there is a need for an experienced coordinator to work with volunteers to create the potential impact the allotment, as well as the development of a community centre garden could have on the community on behalf of the Big Local. The Health Walk had a three month pause and restarted in June with 719 volunteers in 5 months.

Heightened due to the Covid-19 pandemic, WTBL made partnerships with the following organisations in the area to provide additional support during 2020 around mental health and wellbeing.



CHEXS	Wormley Free Church	Hearts Helping Herts	Herts MIND	Churches Together
HABS	CVS	Overcomers Outreach	Communities 1st	AgeUK
Family Centre	Hoddesdon Baptist Church	Citizens Advice	Lea Valley Healthcare	B3Living
Hoddesdon PCN	Broxbourne Council	Forever Ahead	FoodBank	Social Prescribers
Rosedale Community Church	Broxbourne Council (Housing)			

### **Empower cohesive and involved communities**

Citizens Advice Bureau was commissioned to run outreach sessions at the Hub at the Community Centre from January - March 2020. The focus areas were in: Housing, Employment, Benefits advice and on Landlord / tenant relationships. As a Big Local area, Wormley and Turnford has been identified to need additional socio economic support, especially as 25% of people have no qualifications compared with 23% across East of England<sup>1</sup>.

The CAB worked with twenty people, 85% women and 15% men, 53% of them have long term health conditions; 11% are disabled and 37% of the group have no condition. 45% claim Employment Support Allowance; followed by Personal Independence Allowance. The debt issues the people have are in overpayments of 'Working Tax Credit (30%) and 'Child Tax Credit', then Council Tax arrears (25%) and Rent arrears with housing associations (25%). Any credit card debts and fuel debts were issues for 5% of the group. The initiative went online during lockdown but there was no take up from local residents.



easily access services.

The English for Speakers of Other Language (ESOL) was held on a weekly basis. It closed before the first lockdown and went online without take up from local migrants.

### **Access to services for older people and people with disabilities**

There were trips to the Henry Moore Foundation and to Southend with the Health Walk group. This group includes people with disabilities. Sewing classes and the pop up cinema were popular with 300 people attending the latter.

The charts below indicate the accessibility and distances to local facilities, in comparison to the rest of the county; it is a walkable area - people can

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<sup>1</sup> See Local Insight profile for 'Wormley and Turnford' area May 2020



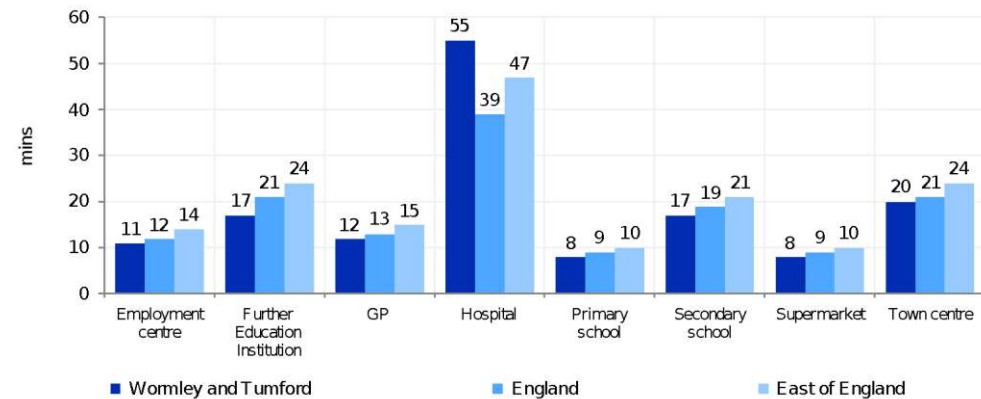


Figure: Average travel time (mins) by walking or public transport to the nearest key service Source: Department for Transport: Core Accessibility Indicators (2017)

Average road distance from Job Centre	Average road distance from Secondary School	Average road distance from GP	Average road distance from Pub	Average road distance from Post Office
4.5km	1.3km	0.6km	0.8km	1.2km

## Flourishing children, young people and families

The past plan of activity 2019-2021 had a strong emphasis on young people. Partnerships were formed with local organisations (e.g. HABS, CHEXS, Children’s Centre, YMCA) to deliver a programme of activities locally during holiday time. A pop-up cinema was very popular with families and ongoing programmes on filmmaking, art and music groups, have increased skills, confidence and friendship groups. Play groups have not only benefited children but also any isolated single parents.

A comprehensive study of young people: Big Local Youth Study was conducted by the YMCA on behalf of WTBL (see Appendix III) in 2019 that asked 75 young people 48 questions about their experience of Wormley and Turnford. This informed how we promoted the community consultation and our future activity for young people.



### **Community facilities**

A subgroup formed to work on acquiring the Wormley Community Centre to sustain the community activity started by WTBL. Currently, WTBL is renting a section of the centre, which they call their 'Hub' for the sewing classes etc. This group was successful in being granted a 999 year lease from the council. The subgroup has become Broxbourne Big Local charity and will eventually become the custodians of both community centre and the community development programmes in the area.



### **Where do we need to get to?**

Since the previous plan was written up to 2021, the context in which we operate and the needs of the community we serve have changed due to restrictions from a health pandemic. The last nine months have seen many people work from home, be on furlough from work, and have their work be threatened (7% of our residents fear redundancy; whilst 35% of 41-65 year olds are not working in

the area). This plan encapsulates the WTBL response to this need in our community as well as ensuring there is a legacy in place to the work achieved by WTBL in the past eight years.

## 1. Our changing context:

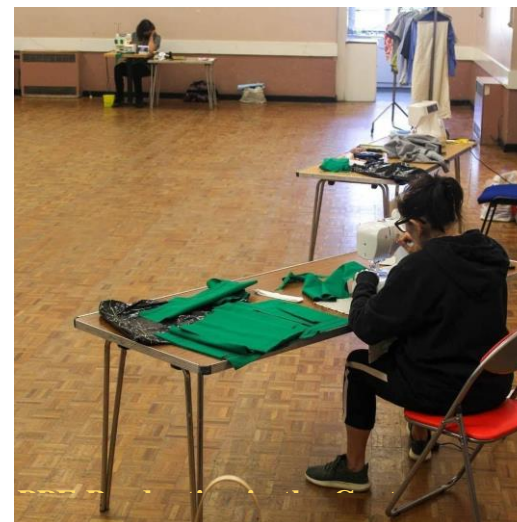
### Life after lockdown community consultation September - October 2020

In May 2020, Local Insights market research consulting team conducted a thorough socio economic study of the Wormley and Turnford Big Local area. The statistics vary in their period of time, some are from 2008, or the Census in 2011, and some more recent.

However, they tell an interesting story of the area and why it is a Big Local area. Here we have picked out relevant data of the community to inform our work.

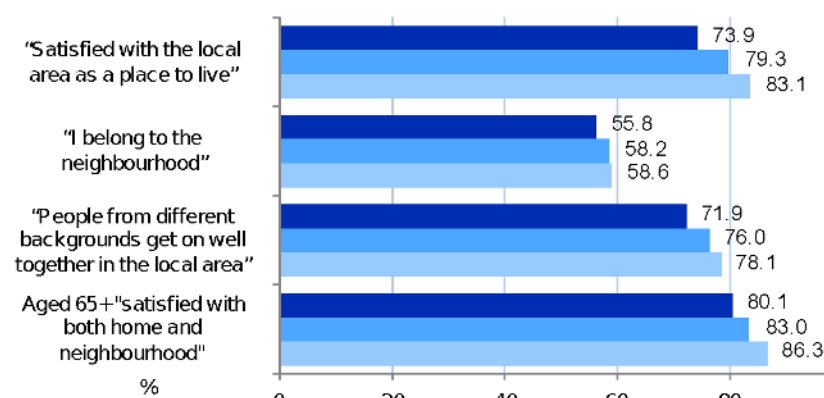
The figures below show different measures of people's satisfaction with their neighbourhood and their sense of community cohesion. It also shows different measures of people's participation in volunteering and political decision making in the local area. The number of active charities per 1,000 population is also helpful to see how civic society is filling some of the gaps in services, and how sustainable they are.

*Figures are self-reported and taken from the Place Survey. The Place survey is collected at Local Authority level so does not include neighbourhood information, and ceased nationally in 2008 so is increasingly out of date.*



<p>"People from different backgrounds get on well together in the local area"</p> <p>72%</p> <p>(East of England = 78%)</p>	<p>People who feel that they belong to their neighbourhood</p> <p>56%</p> <p>(East of England = 59%)</p>	<p>People who are satisfied with local area as a place to live</p> <p>74%</p> <p>(East of England = 83%)</p>	<p>Aged 65+ "satisfied with both home and neighbourhood"</p> <p>80%</p> <p>(East of England = 86%)</p>
<p>People involved in decisions that affect the local area in the past 12 months</p>	<p>People who believe they can influence</p>	<p>People who have given unpaid help at least</p>	<p>Active charities</p>

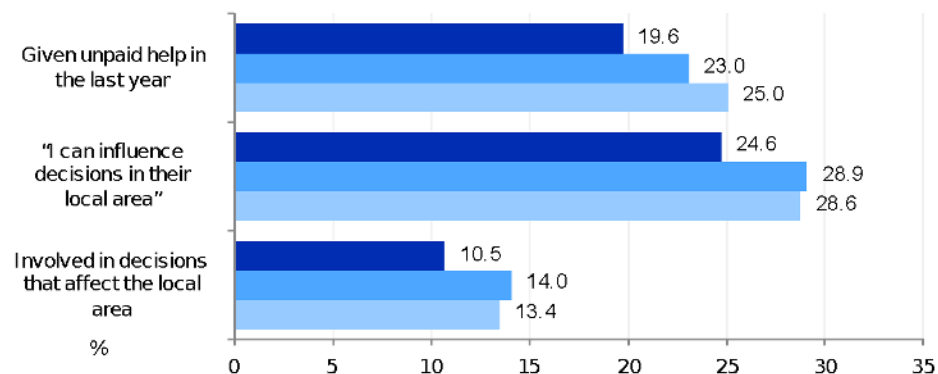
	decisions in their local area	once per month over the last 12 months	
11%	25%	20%	1.7 per 1,000 population
(East of England = 13%)	(East of England = 29%)	(East of England = 25%)	(East of England = 3.0 per 1,000)



■ Womley and Tumford

■ England

■ East of England



■ Womley and Tumford

■ England

■ East of England

Between the lockdowns in October 2020, we conducted an online questionnaire with 82 responses to assess the community's wellbeing. Long term (eudemonic) functioning in society and short term (hedonistic) happiness were measured using the sources such as Warwick Edinburgh Mental Wellbeing Scale, Office for National Statistics and British Red Cross among other resources (see Appendix II). This was reflected in how they felt they did and could participate and contribute in community activity, what they wanted to see more of in their community and their sense of civic pride. The latter is vital to enrol more people in the sustainability and ongoing legacy of WTBL.

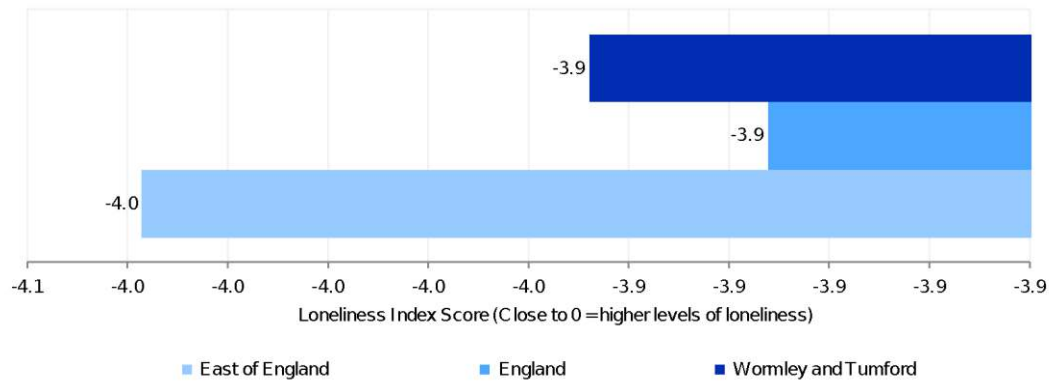
## **Discussion**

In support of the work of WTBL, 35% perceived they never lacked companionship yet almost a third (28%) felt they lacked it some of the time, and 9% felt they often did. Again, in feeling left out, 32% felt they did some of the time, slightly more at 10% said often, and similarly 37% said never. Feeling isolated from others, which is more a measure of community, had 39% feeling some of the time, and fewer responded 'Never' at 29%. Although these figures are not too alarming, there is work to do to connect up the wider social fabric of Wormley and Turnford so people feel there is more of a community that holds them, not just relying on a few people they are related with or that they have done something wrong.

*Figure: Loneliness index (probability of loneliness for those aged 65 and over).*

*Source: Age UK (2011)*

There are two indicators of pensioner loneliness. The census provides a measure of the proportion of pensioners living alone (defined as households of one pensioner and no other household members). In addition, Age Concern have developed a Loneliness Index (see the graph), which predicts the prevalence of loneliness amongst people aged 65+ based on census data. Areas with a value closer to 0



and 37% were unsure (choosing 3 on the scale of 5).

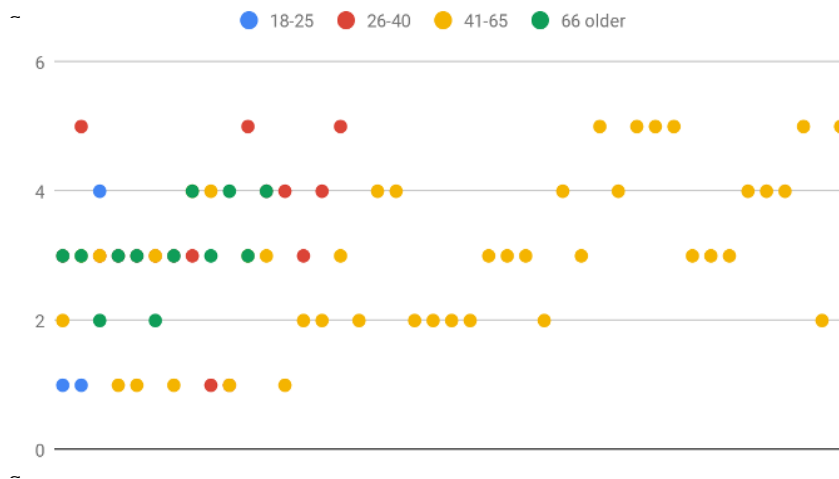
The middle ages 26-40 and 41-65 felt the least optimistic - and also it was the latter who responded the most. Younger people tend to be more optimistic generally both shown in the results for the community consultation and on the right in the YMCA Big Local Youth Study (see both graphs below).

The concern of the 26-40 year olds about their future when they are making plans and creating their future, is a concern for the community.

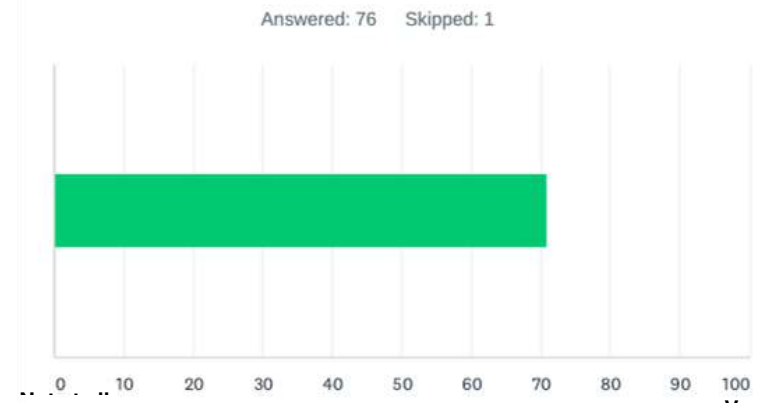
predict a greater prevalence of loneliness amongst those aged 5 and over and living in households, compared to areas with a value further away from.

As a community, regardless of what happens in the national / global, social and political context, there is an urgent need for residents to feel more optimistic about their future. In the graph below, 33% of people did not feel optimistic about the future (choosing 4 or 5 on the

I am feeling optimistic about my future



Q10 Do you feel confident about your future?



### **“How can I be proud to live here, where there is poverty, hunger and crime? “**

To assess civic pride, we used the Net Promoter Score (NPS) which is usually used in brands and businesses to indicate how likely someone is to recommend their product or service as an indication of its value. Here, we asked how likely you would recommend Wormley or Turnford as somewhere to live. The score was low at -25 (the range is -100 to +100). This is a sharp indication of a lack of civic pride, as also shown in the suggestions for improvements that were centred on civic infrastructure, e.g. a revamp of the community centre and better lighting at night. Importantly, it was noted how the power of our language and way of speaking about the place, determined its fate in some ways.

### **“Do not "talk" Wormley down!”**

### **“Making sure Wormley and Turnford count as we seem to get forgotten”**

In Appendix II you can find the detail of the results. What it also showed us was that people were still getting outside most days (89%) - and this was supported by the popularity of the Health Walks and allotment groups. It does mean 11% had not left the house for seven days - outside of lockdown.

When asked how and what they could contribute to the community, 42% did not know how to, are disempowered to create the community they want. The remaining 58% want more community activities especially for children, youth and families; a better community centre and civic infrastructure; a cinema and cleaner neighbourhood. From WTBL, more opportunities for community outreach and volunteering, training, courses, funding opportunities and lobbying potential.

In terms of online content and classes, this could be a missed opportunity with over half (51%) saying they felt very comfortable using online video conferencing and applications like WhatsApp. Which leaves 49% who do not, a large proportion still. This was reflected in the 2011 census when only 18% responded online and 82% in paper.



There is still work to be done to promote WTBL, its purpose and role, despite people completing the questionnaire. 24% were not aware of what WTBL offered. The majority did associate it with community activation and having a positive impact in the area. The barrier to attending activities was the timing (39%) and then cost (17%). Not having someone to go with was 12%.

**“If Wormley and Turnford Big Local were no longer here, what would you miss?”**

**“What could have been achieved.”**



In the follow-up online workshop hosted on Zoom 27th October, residents added insights on the community and what they needed more of.

*“It is more about passion and less to do with skills.”*

Insights included:

- “pockets of community within the community; no central meeting point”
- Increased relatedness: “not to perceive people as strangers”
- Education and awareness on being a ‘good’ community member / role model / ambassadors: *“How do we find the project champions?”*
- Training in communication, facilitation and social enterprise for people to feel empowered to start a project
- Online activities that do not have a focus on them feeling forced to participate: there can be anxiety on Zoom, and some residents prefer it if they can ‘just be’ and not have to talk e.g coffee mornings

The Partnership Board agreed there was power in refining the offering from WTBL and focusing on delivering fewer projects well.

To reflect this, we have adapted our **working subgroup structure** to the following:

Outreach and Engagement	<ul style="list-style-type: none"> <li>● Youth Subgroup (one of the current Subgroup)</li> </ul>
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	<ul style="list-style-type: none"> <li>● Event Planning Subgroup</li> <li>● Key partnerships/ relationships (one of the WCC work streams)</li> </ul>
Governance	<ul style="list-style-type: none"> <li>● HR</li> <li>● Policies Subgroup</li> </ul>
Fundraising and Impact	
Community Centre	<ul style="list-style-type: none"> <li>● Building project and management</li> <li>● Kitchen/ bar/ café</li> <li>● Operations/ activity hire</li> <li>● Anchor Tenants and Regular Users</li> </ul>
Health and Wellbeing	
Communication and Marketing	
Finance	

## 2. The transition to Broxbourne Big Local

Over the next three years, WTBL will transition to the Broxbourne Big Local CIO. This organisation will have a new staff structure that reflects the objectives of the organisation. A Board of Trustees will be added to, with a main objective as a custodian of the

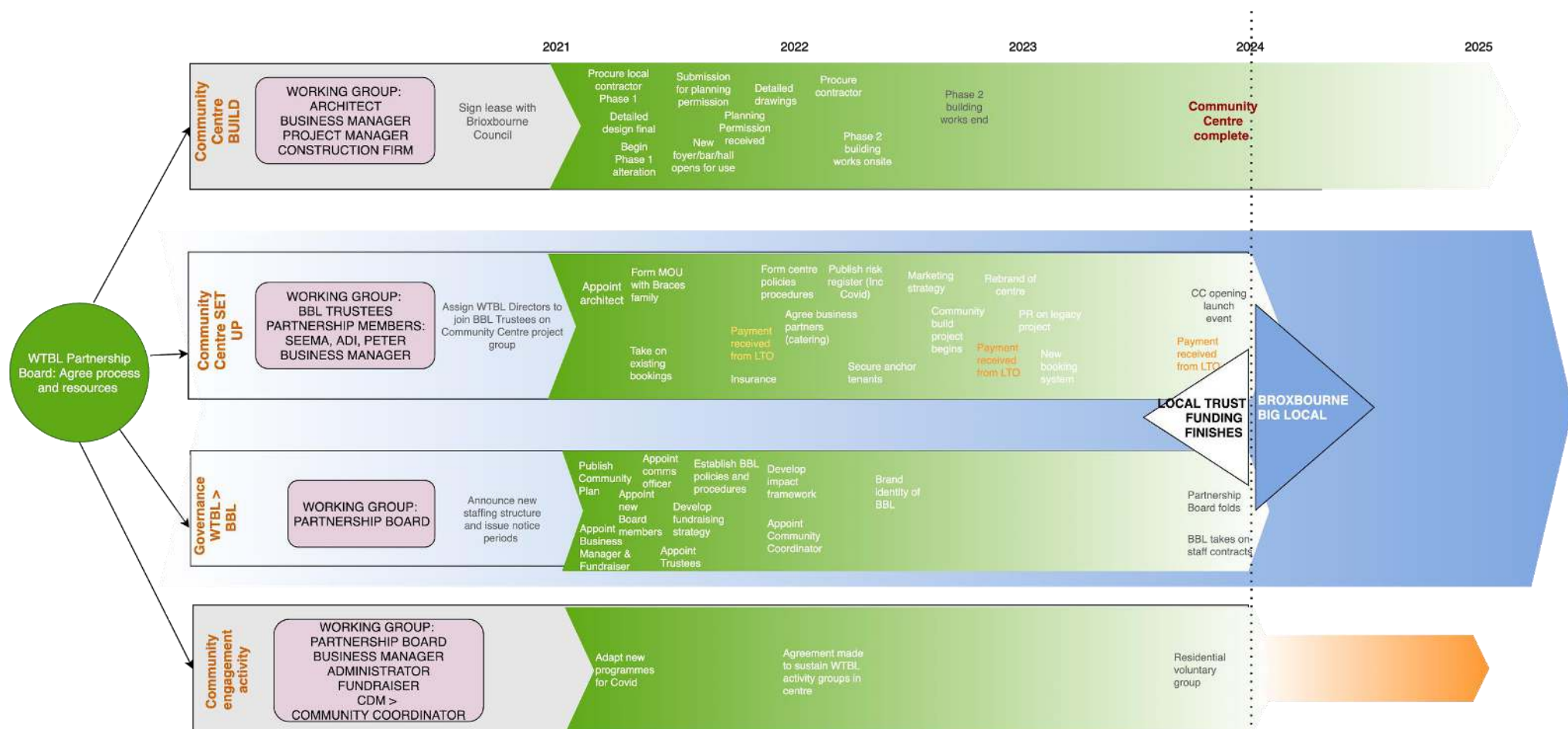
community centre. A subgroup, many of whom are now Trustees of the entity, successfully negotiated a 999 year lease with Broxbourne Council.

The business plan, action plan and financial forecast can be found in the Appendix IV, V and VI. Broxbourne Big Local has been incorporated as a charity and a subgroup is working on the establishment of the organisation so it is set up well to manage the transition over the next three years.

In December 2023, Wormley and Turnford Big Local will cease and the Partnership Board will fold. The Broxbourne Big Local will have the community development responsibility, beyond the community centre it manages, that will continue the activities developed under WTBL.

On the following page is the critical path outlined for the next three years for the main focus areas:

- Community Centre build
- Community Centre set-up (forming the organisation and transition to BBL)
  - Governance, Partnership and business development
- Community engagement activity



## The objectives of the Broxbourne Big Local as incorporated:

*“Borough of Broxbourne and (if the Trustees in their discretion consider appropriate) of surrounding areas, in particular those inhabitants in need of relief from financial or other hardship due to their social and/or economic circumstances, by associating together the said inhabitants and the statutory authorities and voluntary and other organisations in a common effort to improve facilities and service provision in the interests of social welfare, community cohesion and improving conditions and life chances for local residents, including (but not limited to) the provision of opportunities for service users to learn through experience.”*

## The community engagement activity

### Awareness of countryside and open spaces

With Covid 19 government restrictions, more activity is required that is outside and in open spaces. Hence, many of the activities were able to continue in 2020 following social distancing measures. We will approach the B3 Housing Association to access their basketball courts and maximise their potential over the year.

We have therefore increased our provision for community infrastructure to support more outdoor activity, much of which is carried over from 2020 when projects were put on hold due to the Covid 19 pandemic:

- Outdoor gym: this was budgeted in our previous plan but was paused due to Covid 19
- Outdoor table tennis table: to encourage more young people to enjoy outdoor sport activities
- Men in Sheds: the construction of a shed in our allotment to provide for this group that brings men together around practical activity, equipment and purpose.
- The cultivation of a community garden outside of the community centre and revived allotment activity



- Clean-up days: organised volunteer events to clean up (litter picking etc) in different areas of Wormley and Turnford

### **Empower cohesive and involved communities**

After the impact of the project with Citizens Advice Bureau, we are continuing a similar offer with Community Money Advice that is better value for money. We are intending to have 50 people a year on the programme. We are continuing the ESOL classes as an offer to include more people in the community.

### **Flourishing children, young people and families**

After conducting our young people's survey and community consultation, plus additional insights from the local Job Centre Plus, we can design our programme of activity to be more accessible and appropriate to their needs.

In March 2020, there were 100 people aged 18-24 across Broxbourne registered with JobCentre Plus, by October this had increased to 998 people six months later. There is a clear desire from young people to learn tools and cope better with their mental health and wellbeing, where 65% of young people were interested in a youth group that taught you about improvements to health and wellbeing; and additionally 37% said Yes and 43% said Maybe, to more information on coping strategies. 'Art and Crafts', 'Sports' including football, boxing and dance were the top activities requested in the survey.

With increased unemployment of young adults (18-24) who may not have qualifications nor optimistic job prospects, there is an opportunity here for them to develop their skills in teaching, coaching and supporting young people in youth clubs as an additional, available resource. 26 of 92 young people responded that youth clubs were 'fun' and indeed out of 92 responses, there was only one that was against youth clubs. Other views are that it is a 'safe place', somewhere to 'learn new skills' and 'exciting'. See Appendix III for the results of the Big Local Youth Survey.

This could also be aligned with creating community ambassadors and role models for young people. Especially that 53% of young people see that anti-social behaviour affects their community, because they are "bored", "drunk" and other issues listed in the Appendix III.

Options we are looking at encourage leadership development, empowerment, and group work. In practical terms, young people discover news mostly from school (47%) and social media (34%), and preferred times were after school (52%); 5-7pm (37%).

### **Access to services for older people and people with disabilities**

Intergenerational activity needs to be increased and was highlighted in the youth survey with the question how positively do you think older people in Wormley and Turnford view young people: 1 (not at all) 10 (Positively) was 5/10.

Heightened by the lockdown in 2020, there is an intention in this plan to include more digital inclusion programming at the centre and other spaces in the area.

### **Transforming community facilities**

This objective is fulfilled by becoming custodian of the community centre, transforming its design and operation so it can better serve the community and contribute. Also, our allotment site, an outdoor tennis table and working closely with partners such as B3 Living on utilising the basketball courts.

## Legacy statement

**Our Theory of Change is: “Building a sustainable cohesive community together.”**

As the Partnership reaches a significant milestone in its journey, it looks to the future, at today’s challenges and to the next steps to achieve the required growth, development and goals. The challenges over time have been many, however it is the strength, passion, commitment, determination, and community spirit of the local people, the residents and Partnership members, that continues to contribute to the success of this project.

These are our Legacy promises:

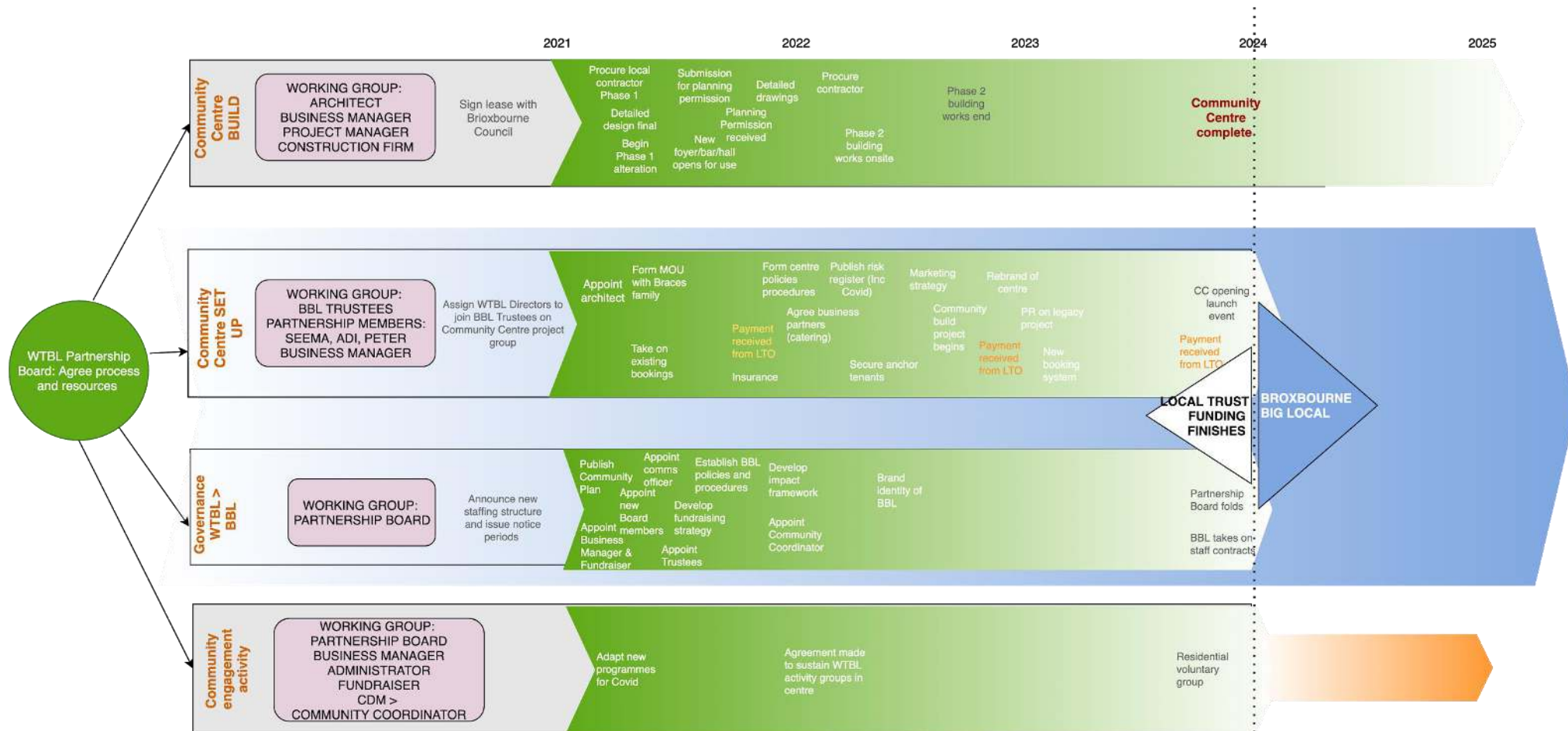
- To leave behind a vehicle that continues to deliver to local residents, the charitable core values identified through WTBL’s regular consultation.
- To enable the delivery of local services and events that residents want, need and use.
- To ensure there remains a long term modern Community Hub run for the benefit of residents, which includes variable revenue streams to enable sustainability.
- To put in place robust plans and actions creating a cohesive supportive community for the future.
- Ensure there is continual investment and maintenance of a modern, fit for purpose website providing a source of information for the local community

*“I love the initiative to revamp the community centre and I love that people want to make the area better for everyone. Involving the community creates the cohesion and forms better links at all ages.”*





The critical path below shows the sequence of key decisions and events that need to be made over the next five years during the transition to Broxbourne Big Local and the acquisition of the community centre.





## WTBL transition January 2021 - December 2023

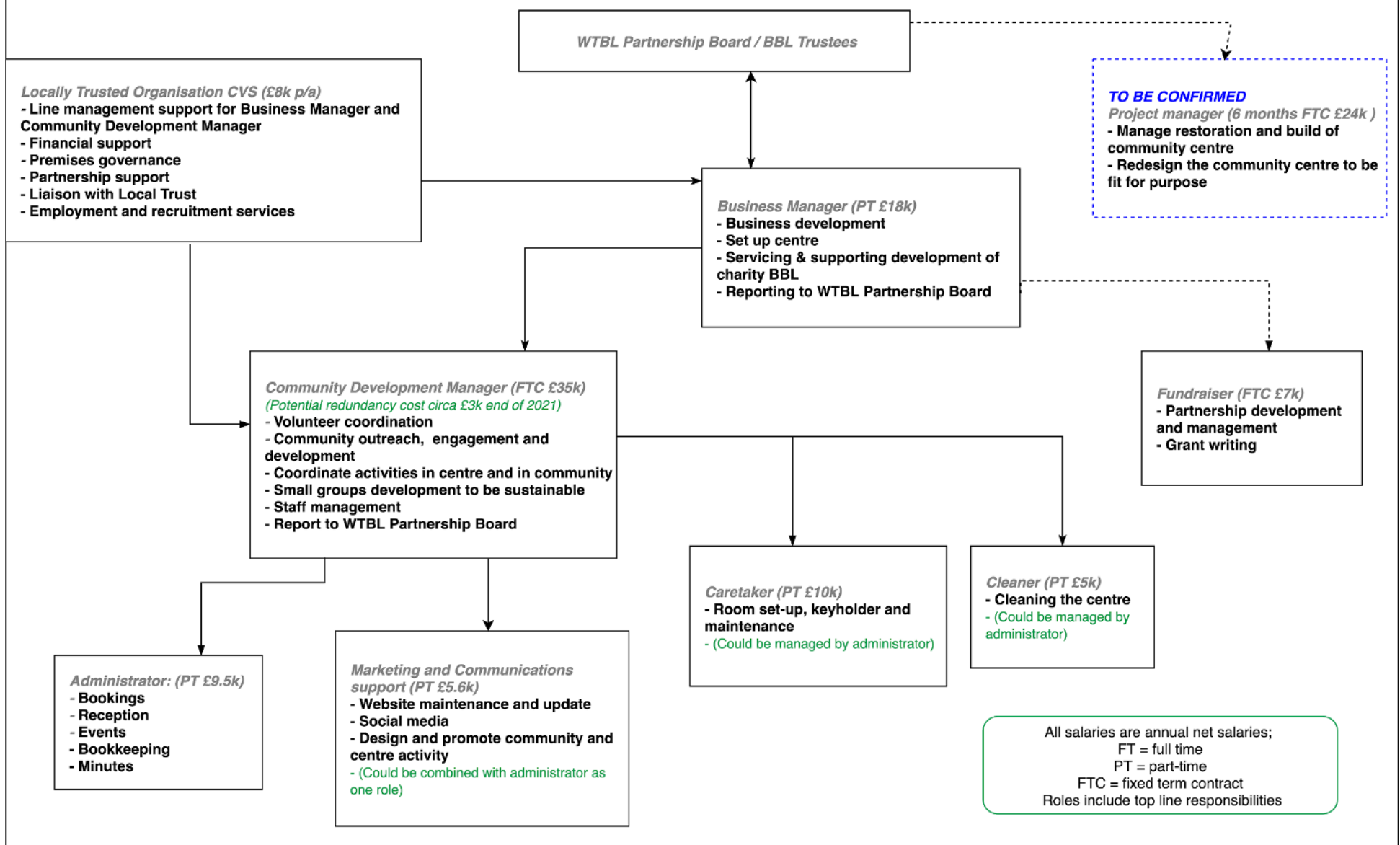
For the next three years, the current WTBL will continue with its community development activity fulfilling the vision: building a sustainable cohesive community.

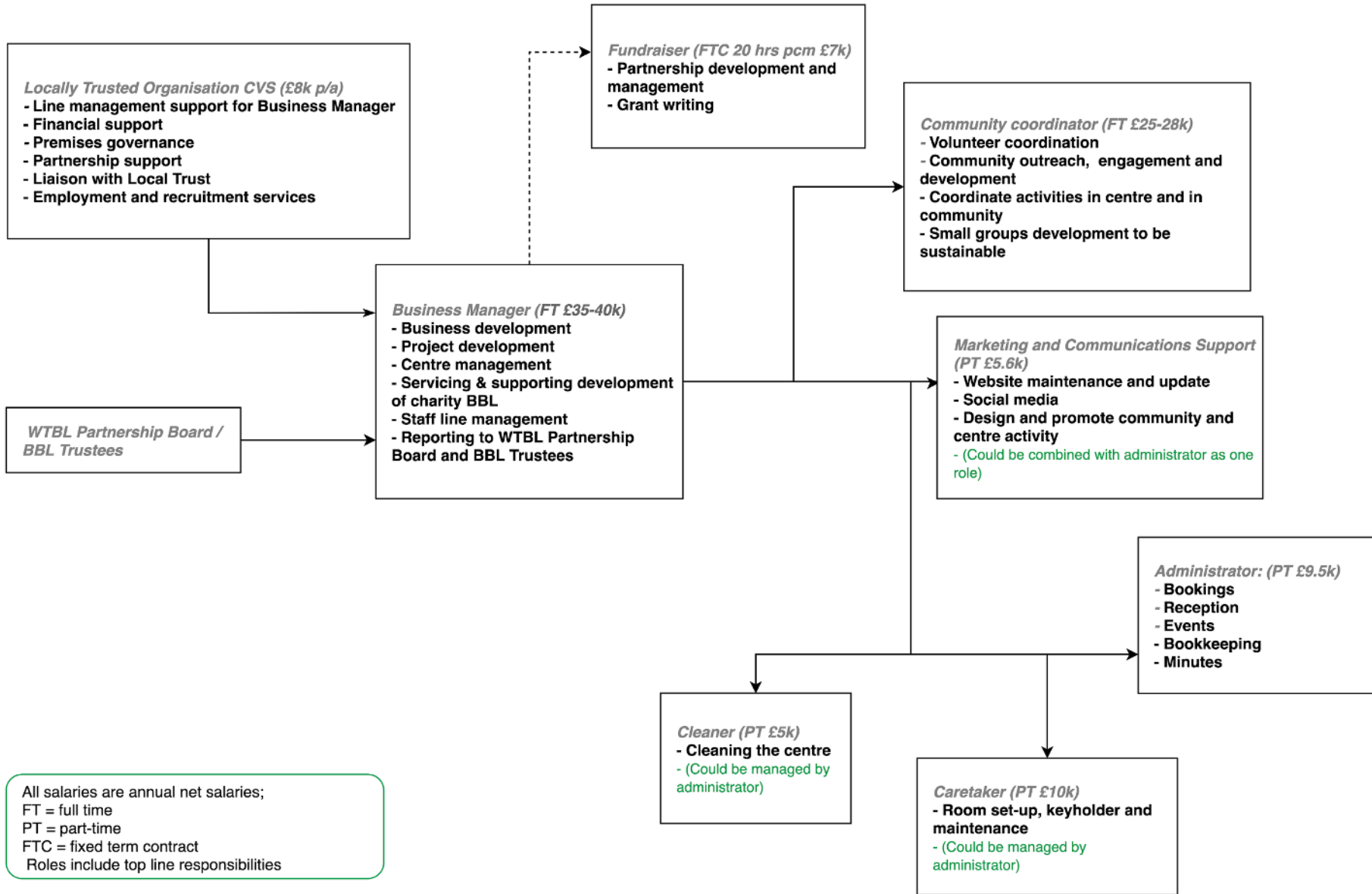
1. A working group has been formed tasked to set up the community centre so that it flourishes and the transition of ownership is smooth. The BBL charity will be signing the lease on the community centre before the end of 2020. The working group is formed of the two current Trustees of BBL and three Partnership Board members.
2. The BBL charity will have time to create its own policies, procedures and other core organisational responsibilities so it can be a fully functioning organisation ready to employ people in three years time.
3. WTBL as it currently is, will continue with its support from LTO CVS, the activity programme and Partnership Board volunteers until December 2023
4. During the next three year transition, the staffing requirements and resources will have a new focus. The Community Development Manager role will continue for 2021 and after that will no longer be required at a managerial level. The community outreach will be included in the Community Coordinator role to be recruited to start in December 2021 until December 2023 at which point the Local Trust funding for both BBL and WTBL is planned to finish. Therefore the status of the Community Coordinator role at that point is unknown.
5. All Local Trust funding will end by December 2023 and will be transferred to the new entity Broxbourne Big Local over the next three years.
6. The Administration function is still core to the organisation, though with differing responsibilities including bookings and bookkeeping. A communications function has been added and could be a role on its own or added to Administrator.

7. New roles identified for the transition include a Business Manager (part-time in first year to focus on developing the business plan moving to full-time in year two), a Fundraiser (part-time freelance basis), and a social media and communications support (part-time).
8. An architect will be appointed to develop the design concept further, in consultation with the partnership and potential stakeholders, with consideration given to any requirements resulting from the Covid 19 pandemic. A full planning application will then be prepared and submitted. They will either manage the project (preferred) or work alongside a Project Manager (6 month fixed-term contract for site development) that has already gone out to tender. All these will be recruited and in post by next April 2021.

### **Staffing structure for the transition**

Over the next few years, the staffing requirements will change according to the needs of the project. Below are two diagrams, for 2021 and 2022- December 2023, that illustrate the transition, particularly the increase of responsibility for Business Manager and reduction in community development.





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## Costed vision summary

Our vision for Wormley and Turnford is a place where people are proud to live, that nurtures aspirations, opportunities and a strong sustainable community’.

We have our five areas and within those certain priorities for the next three years of Local Trust funding.

1. Empowering cohesive and involved communities
2. Transforming community facilities
3. Flourishing children, young people and families
4. Access to services for older people and people with disabilities
5. Awareness of countryside and open space

As you will see from our financial forecast and future spend, as we invest in the development of our community centre and supporting organisation Broxbourne Big Local, the legacy of WTBL, we will also continue in these areas that respond wisely to the current / mid-term context, of activities outside, in open spaces and online. Many projects were also budgeted for the last plan and due to Covid 19 restrictions, were not implemented. Key expenditures in these areas are:

### Outdoors

- The outdoor gym (a project that is brought forward from previous year)
- An outdoor tennis table
- Cultivation of green spaces: the allotment and community centre garden
- Men in Sheds project (again from previous plan)

### Personal finance and employability

- Community Money Advice support
- Upskilling
- Youth clubs and training
- Volunteer opportunities

#### Online activity

- A new cinema screen for community centre
- Digital skills training
- Marketing of events and activity

Costs	Y1	Y2	Y3	Y4	Y5
Staffing	£122,100	£108,100	£105,100	£105,100	£105,100
Community Centre	£42,600	£247,800	£139,600	£250,400	£141,600
Projects and activity	£42,200	£26,800	£25,200	n/a	n/a
Partnership costs	£5,200	£5,200	£5,200	£4,200	£4,200
<b>Income</b>	£215,000	£390,000	£290,000	£312,000	£208,000
<b>Annual Profit / (Loss)</b>	£2,900	£2,100	£14,900	£57,400	£62,200

#### Assumptions

In the Appendix IV is a detailed financial forecast for the next 3-5 years of the transition from WTBL to BBL including the acquisition of the Wormley Community Centre and new staffing structure.

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## Evaluation

It is with full credit to the team and Partnership Board, that despite challenging circumstances for any community organisation, they have stayed together, innovated and created a plan to be resilient against future health restrictions, and in fact addresses it with a focus on outdoors, productive, active lives. At the same time, this plan does not turn its back on those who need more structural support to transform their circumstances, so they can also participate in the community without anxiety or fear about their financial or social situation. Where WTBL cannot directly provide the support the community needs, it partners with organisations who are better served to, such as the YMCA and Community Money Advice.

The approach to this plan is inclusive and intergenerational. Few of the activities are specific to age ranges or backgrounds, and with the infrastructure available, anyone from the community can use it. In particular, this applies to the community centre. ‘If we build it they will come’. The community centre, in its provision and aesthetic, is outdated and does not reflect the optimism generated by this Partnership Board over the past eight years. With a truly multipurpose space, and tenants that reflect the vision for Wormley and Turnford, this centre will become a relevant and magnetic resource for activating this community to feel connected and inspired.

‘To transform Wormley and Turnford into a place where people are proud to live, that nurtures aspirations, opportunities and a strong sustainable community’.

It is important to distinguish that the legacy is beyond the community centre, and by literally having this stake in the ground and a sustainable business model underneath it, will enable the Broxbourne Big Local to have a deeper and wider impact. The Community Coordinator position indicates a commitment to developing the community beyond the walls of the centre and continuing the work started by the WTBL. This will be crucial in making a difference during future lockdowns, to maintain connection and a sense of companionship at home.



Since the last plan, we have discovered through our Big Local Youth Survey, how the young people in our community are, what they need and want, and how best to make it accessible to them.

We have a strong following on our health walks and champions within groups who are taking on more responsibility to see the changes they want to see in their area, for example in the gardens and allotments. We also observe the wisdom to not spread ourselves too thin, especially during this transitional phase, and to fund organisations that are reaching out to groups with the support they need.

Simultaneously, the development of both the physical community centre and the organisation to steward the centre so it thrives, will be the focus for the Partnership over the next year. We have increased the Board to ten members and remain committed to fulfilling our vision over the next three years.

