

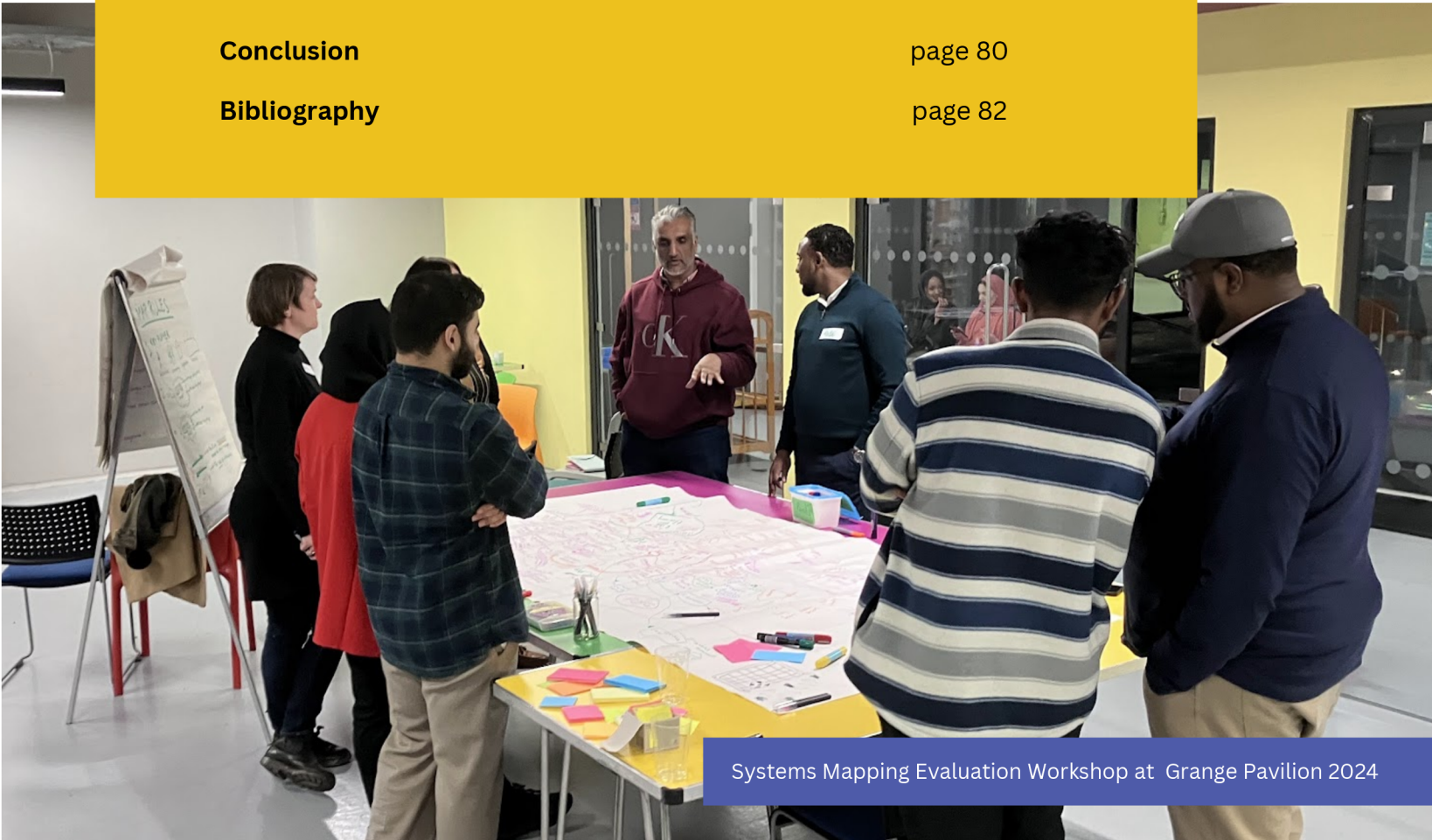


Community Gateway Grange Pavilion / Youth Forum Evaluation 2024

Communities Transforming
Cardiff University

Contents

Executive summary	page 2
SECTION 1	
Section 1.2: Evaluation Purpose	page 7
Section 1.3: Evaluation Methodology	page 12
Section 1.4: Successes	page 17
Section 1.5: Gaps & Recommendations	page 26
SECTION 2	
Section 2.1: Networks	page 40
Section 2.2: Sustainability Recommendations	page 50
Section 2.3: Repeatability	page 57
Section 2.4: Wider Impact	page 69
Conclusion	page 80
Bibliography	page 82



Systems Mapping Evaluation Workshop at Grange Pavilion 2024

Executive Summary

Purpose of the evaluation

This is an evaluation of Community Gateway, an award winning Cardiff University platform that builds long-term partnerships between Cardiff University and local communities for mutual benefit. The platform has been piloted for 10 years in Grangetown, a vibrant neighbourhood in Cardiff. This evaluation has been commissioned by Community Gateway to explore what difference the pilot has made since 2014.

Community Gateway has brokered, initiated and supported over 90 projects between the community in Grangetown and Cardiff University since 2014. These are called community-university projects. Community Gateway's two most successful community-university projects, Grange Pavilion and Grange Pavilion Youth Forum, have since become organisations in their own right. These three organisations now work in close partnership to provide an infrastructure for communities in Grangetown to take action on what matters to them most. In order to fully understand the impact of Community Gateway, the impact of Grange Pavilion, and Grange Pavilion Youth Forum has also been evaluated.

The evaluation has been conducted by the first Community Gateway Project Manager, Rosie Cripps, who led the project for the first year, and then in collaboration with Lynne Thomas until April 2018. She has returned to evaluate Community Gateway with both a subjective and objective view. She has prior knowledge of the original aims and ambitions of the project and has drawn on existing relationships to access interviewees. Her time away from Community Gateway has given her the objectivity to see what's been achieved and to make recommendations. This also means she is subject to bias and, in an evaluation with strong themes of race and social justice, her bias and privilege as a white, middle class woman, should be considered when reviewing her findings. She was assisted by Cardiff University student, Tianwei Lin, who's objectivity and perspective proved to be invaluable.

Evaluation methodology

The evaluation uses Outcome Harvesting, an innovative evaluation methodology developed by Ricardo Wilson-Grau (Wilson-Grau 2018). It was chosen because it retrospectively makes sense of complex social change programmes. It's not always possible in social change to know in advance what changes will happen or why; Outcome Harvesting looks at what change has happened and then works backwards to understand who and what influenced that change. The method was applied as follows:

- Three workshops were held with representatives from Grange Pavilion, the Youth Forum and Community Gateway. The workshops: identified key evaluation questions and stakeholders, highlighted suspected outcomes, made sense of the data and built consensus regarding what action to take next.
- All 90 community-university project partners (for which contact details were available), were invited to take part in in-depth interviews. Interviews were designed to verify or discount suspected outcomes.
- Additional stakeholders were identified to help verify outcomes as the evaluation unfolded, these included, users of Grange Pavilion, students, alumni, University leaders and 10 members of Grangetown Youth Forum. A total of 52 stakeholders were interviewed over 3 months.

- Interviews were analysed using secure online analysis software, 'Dedoose'. A database of 'outcome stories' captured: who changed (an individual, community, organisation or institution), when, with whom, because of what activity.
- 659 outcome stories were identified and then themed by subject and stakeholder group. The 7 stakeholder groups are: community partners (primarily Grangetown residents), Cardiff University senior leaders, students/alumni, academics, professional staff, youth forum members, and users of Grange Pavilion.

Evaluation methodology

The following information was identified in response to two evaluation questions (page 8):

- Unintended and intended outcomes (both positive and negative) and signs of wider impact.
- Gaps in provision and procedural issues.
- The types of people involved in the organisations and wider networks.
- Considerations about how to sustain the three organisations.
- Indications of why the organisations have been successful and their repeatability.

The outcome stories were themed into 'successes' and 'gaps and recommendations'. The rest of the analysis was conducted by identifying themes from the number of times a subject was referenced.

Key findings

1.1 Successes

Community Gateway, in collaboration with Grange Pavilion and Grange Pavilion Youth Forum have:

- Influenced Cardiff University culture to become less hierarchical by 'giving up control' to local communities. This is enabling communities to successfully influence University strategy and policy.
- Increased challenge-led learning and coproduced research in local communities. This is influencing Local Authority policy and mobilising a movement of 'compassionate citizens' at Cardiff University.
- Increased community belonging, ownership and civic action in Grangetown.
- Improved communities' influence over decisions which affect their lives and enabled them to take action on the issues which matter to them most.
- Developed a thriving and 'fiercely loved' community-led hub where local communities and University members can pursue passions and trial social innovations which are being adopted by the third and public sector.
- Created an estimated £25m social value via Grange Pavilion and secured a 99 year commitment from Cardiff University to sit on the Grange Pavilion Board.
- Mobilised a movement of young leaders in Grangetown who are committed to future generations locally and globally and who are primarily from traditionally under-served communities. Together they are supporting peers facing multiple inequities to live more purposeful and fulfilling lives.

1.2 Gaps in provision / recommendations

- Community Gateway could be more visible at Grange Pavilion and capacity increased to improve communications.
- It may help both Grange Pavilion and Community Gateway to define their audience, what they offer and the difference between the two partners. Alternatively they could re-brand as one entity.
- All three partners could benefit from defining their purpose, tracking impact and disseminating learning widely. Many people involved would welcome more regular recognition and appreciation.
- Civic mission work should be demonstrably valued and collectively evaluated. Civic mission project leaders need more time, recognition, support and cross-university peer-networks.
- As Cardiff University becomes more accessible, Equality, Diversity & Inclusion initiatives in HR need expanding and support increased for students and staff from under-served communities.
- All three partners may benefit from monitoring who they are/aren't serving if they intend for all communities to be included and might consider the approach of 'caring for everyone' (Cottam 2018). There's opportunity for more connections to be purposefully built between communities and across socio-economic divides; volunteers and Pavilion hirers would benefit from being given opportunities and support to help achieve this.

2.1 Networks

32 of 52 interviewees completed demographic monitoring forms for this evaluation, data suggests:

- Those involved across the three partners align closely with Grangetown demographics. Older people, those with disabilities and Christian communities are under-represented and those with no-religion are over-represented. Those not in employment, education or training are also under-served.
- The three partners have access to influential networks locally, nationally and internationally and to a wealth of professional expertise which is simply not available in most communities in Wales.
- The strong representation of Muslim, Hindu, bisexual, young and Black, Asian and Minority Ethnic people indicates good progress in inclusively engaging under-represented groups.
- Better data is required to understand if certain communities are being over-served at Grange Pavilion, this will inform programming decisions and help allay community tensions. Building connections between long-standing Grangetown residents and 'newer' communities in order to address increasing socio-economic divides would be helpful.
- Improved networks with Public Health Wales are needed to address health inequities.

2.2. Sustainability

All three partners have made a 99 year commitment to Grangetown, their main currency is their relationships. To sustain the organisations:

- Relationships should ideally be shared widely and become well embedded in each organisation so they can be sustained even when key figures leave. A CRM system is advisable.
- Succession plans, which nurture future leaders over years, could be explicitly in place in all three organisations. These plans should ideally include some intention to purposefully ‘hand over’ relationships.
- Continually initiating light-touch community-led projects will keep bringing in volunteers and new partners.
- Recognising when projects are finished, self-sustaining or adopted by others is important for freeing up capacity for new initiatives to emerge.
- It may be beneficial for Community Gateway principles to inform University and Grange Pavilion strategies.
- Community Gateway should consider expanding to other areas of Cardiff which are likely to most benefit from university partnerships, whilst maintaining a presence in Grangetown over 99 years to ensure projects receive additional support if required.

2.3 Wider impact

Collectively, the three projects are showing signs of:

- Increasing social equity.
- Improving community cohesion in Grangetown.
- Increasing co-produced, impactful teaching and research.
- Increasing social mobility.
- Contributing to a thriving community centred around Grange Pavilion.
- Delivering against 15 of 50 Wellbeing of Wales goals.
- Informing and delivering against Cardiff University strategic priorities and improving University identity and reputation.

2.4 Repeatability

The model demonstrates a new way of working between public institutions and communities at a time when communities have had to ‘step-up’ in the face of unparalleled public cuts. As a place-based, co-produced programme, these same outcomes can’t be picked up and replicated, but the principles and conditions that make it work can. These are:

- longterm commitment to local geographical communities from public or anchor organisations
- forming genuine ‘bridging’ relationships,
- public bodies listening and working alongside communities,⁸
- enabling all involved to pursue passions and social purpose,
- and creating spaces for experimentation and emergence.

Conclusion

Community Gateway, Grange Pavilion and Grange Pavilion Youth Forum are award-winning initiatives, with over 15 national and international awards (see appendix 1). They bring together 100s of people from across sectors and communities around a shared 99 year commitment to Grangetown. They have been described as ‘remarkable’⁷ and ‘radical’ (local resident 2024) exemplars of what can be achieved when community voices and knowledge are prioritised. This holistic approach to challenge-led learning and co-creating research with communities embeds civic mission in core University activities and helps deliver against multiple Cardiff University strategic objectives. It’s a demonstrable example of what it looks like for Universities to be ‘of’ and not just ‘in’ communities.

Key Takeaways

1. The collaboration between Community Gateway, Grange Pavilion, and Grange Pavilion Youth Forum has successfully enabled local communities to take action on what matters to them most. The commitment to listening deeply and inclusively to communities, to challenge-led learning and to coproducing meaningful research has helped mobilise both community and University members to influence decisions that are leading to equitable change. Grange Pavilion has become a thriving community-led hub that generates significant social value and nurtures young leaders committed to local and global impact. The building, and the people that use it, have increased the sense of belonging, ownership, and civic action in the area.
2. The three projects, through their collective efforts, are showing signs of influencing social equity, improving community cohesion, enhancing research and student experience, boosting social mobility, and positively impacting both the local community and Cardiff University strategic priorities.
3. Clearly defining each organisations’ purpose, principles and who they serve would help more people engage with and benefit from their work. More attention needs to be given to building connections across socio-economic divides in Grangetown to prevent community tensions from increasing. Civic mission peer-networks are needed at Cardiff University.
4. While the three partners have made progress in engaging underrepresented groups, better data collection and analysis is needed to understand and address potential disparities in service provision. The three partners have access to influential networks locally, nationally and internationally and to a wealth of professional expertise which is not available in most communities in Wales.
5. Strengthening systems and strategies, including relationship management and succession plans, will help ensure long-term sustainability and support for new initiatives. Integrating core values across the three organisations and expanding Community Gateway to new areas will increase the impact that Cardiff University and local communities can achieve together.
6. Successful collaboration between public institutions and communities is built on longterm commitment, genuine relationships, deep listening, shared passions, and spaces for shared learning and experimentation. This helps shape public institutions that serve people equitably and which help people live purposeful lives.

Evaluation Purpose

"Like all big organisations we like to control, and we find it hard to give up control. And that's what I found quite liberating about Community Gateway, we've given up control and it's been shown to work.

I think both [Community] Gateway and CAER [Heritage] show us approaches that can be successful."

Pat Young, Chair of Council, Cardiff University



1. Evaluation Purpose

1.1 Evaluation Purpose and Uses

This is an evaluation of Community Gateway and two of its most successful community-university partnership projects, Grange Pavilion and Grange Pavilion Youth Forum. The main uses, outcomes and evaluation questions were co-created by the three partners being evaluated.

The principal uses of the evaluation are to:

- Understand what known and unknown outcomes have happened as a result of Community Gateway, Grange Pavilion and Grange Pavilion Youth Forum.
- Explore what gaps have and haven't been addressed in the University and Grangetown.
- Understand the core elements that make Community Gateway, Grange Pavilion and the Youth Forum sustainable and/or repeatable.
- Understand who the projects are reaching in Grangetown and what networks have formed as a result (particularly those leading to new opportunities).
- Build ownership over evaluation findings.

Key Evaluation Questions

The Key Evaluation Questions co-designed with Community Gateway, Grange Pavilion and the Youth Forum are as follows:

1. What long and short-term changes in relationships, behaviour, attitudes or policy (outcomes) have happened as a result of the projects and/or activities developed with Community Gateway, Grange Pavilion and Grange Pavilion Youth Forum?

a) What signs are there to demonstrate if these three projects have had an effect on people's lives or on the state of the environment?

b) What are the demographics of those they are reaching and what is the wider network?

2. Do these outcomes provide evidence of what gaps Community Gateway, Grange Pavilion and Grange Pavilion Youth Forum have and haven't addressed in the University and community and can they clarify the core elements that make the projects repeatable and/or sustainable.

1.2 Aims and Activities

Community Gateway

Aims

Community Gateway is a Cardiff University platform with an ambition to work with partner communities, towards an equitable, cohesive and thriving world. They aim to achieve this by nurturing long-term partnerships between Cardiff University and local communities for mutual benefit. The platform has been piloted for the past 10 years in Grangetown, Cardiff. The initial aims were to:

- Invest in nine social, environmental or economic themes chosen by the communities of Grangetown.
- Provide easy access for Grangetown communities and members of Cardiff University to work together.
- Increase awareness of the skills and resources available at Cardiff University for the communities of Grangetown.
- Engage with Grangetown residents to identify high-impact and world-class research, teaching and volunteering opportunities for Cardiff University which meet local needs and help make Grangetown an even better place to live.
- Provide a neutral community space to hold community-university events.

Activities

- Providing a cycle of engagement events which repeat annually:
 - ‘*Connections to Grangetown*’ aims to identify academics, staff and students at Cardiff University interested in collaborating on projects with Grangetown residents. Showcases existing projects and builds interdisciplinary networks.
 - ‘*Love Grangetown*’ engages communities across Grangetown to identify community priorities and to co-create project ideas between communities and Cardiff University.
 - ‘*Careers and Role Models Week*’ raises awareness of courses and jobs at Cardiff University for local communities facing multiple forms of inequality. It has expanded to showcase all universities and colleges in Cardiff.
- Building and maintaining relationships with local residents via a permanent presence at Grange Pavilion.
- Helping communities access expertise and resources at Cardiff University and facilitating access to local communities for staff, students and academics through introductions and meetings.
- Supporting community-university project partners by: providing seed-funding, logistical support, event management, marketing, assistance with sponsorship/funding applications.
- Sharing learning at conferences and events and influencing research funding panels.
- Chairing the Youth Forum and representation on the Grange Pavilion Board.
- Providing student ambassadorships, work experience and student research opportunities in Grangetown.

1.2 Partner Aims and Activities

Grange Pavilion

Aims

Grange Pavilion is a thriving community space in the heart of Grangetown which aims to provide a neutral space for communities to come together. It is managed by Grange Pavilion Community Interest Organisation, a voluntary board consisting of 75% Grangetown residents. Main activities include

Activities

- Oversight of staff and volunteers.
- Oversight of management of the building, grounds and facilities.
- Oversight of legal partnerships, policies and procedures.
- Provision of free space and support for community groups.
- Overseeing financial sustainability of the building.
- Provision of whole-community events and activities to increase community cohesion.

Grange Pavilion Youth Forum

Aims

Grange Pavilion Youth Forum is a youth-led Community Interest Company facilitating fulfilling lives and purposeful futures for young people age 11-25.

Activities:

- Management of 4 staff employed at The Training Ground café and co-management of the social enterprise with Boss & Brew Academy.
- 2 x weekly drop-in Youth Forum sessions year-round (Wednesday and Friday evenings), providing a youth-only, youth-led space.
- Whole-community fundraising events for humanitarian aid.
- Attending policy networks and representing young people across sectors in Wales.
- Building high-value social networks across Wales to increase young people's social and cultural connections and experience.
- Engaging with other Youth Forums and young leaders across Wales.
- Connecting young people with cultural, educational or employment opportunities in line with their passions and interests.

Conclusion

The evaluation will aim to help Community Gateway, Grange Pavilion and Grange Pavilion Youth Forum:

- Demonstrate to Grangetown residents, stakeholders and funders where and how Community Gateway, Grange Pavilion and Grange Pavilion Youth Forum are making a positive difference.
- Reflect and learn from successes and areas of improvement to help inform future planning, and in the case of the Youth Forum, a vision.
- Understand how to sustain, repeat or expand the three projects and build ownership of them.
- Understand whether the projects are equitable (and, if possible, the types of networks/opportunities that may be forming).

Section 1.2

Evaluation Methodology

"I'm sat round a table not with salaried strangers but with people [Community Gateway representatives] acting from a place of love and support. I can ask them for almost anything and they can find someone who will help and it's on our terms."

Grangetown Resident 2024



2. Evaluation methodology

2.1 Introduction to Outcome Harvesting

Outcome Harvesting is an evaluation philosophy and tool which works backwards to make sense of who changed, with whom, at what time, and how a project/organisation contributed to this change.

It was developed by Ricardo Wilson-Grau (Wilson-Grau 2018) in 2002 as a way to capture, verify and make sense of changes that organisations have *influenced* as opposed to changes they have *caused*.

It recognises that there are multiple influencers in systems and therefore monitoring influences can be more useful in making sense of the complexities of social change than trying to track causal change. Attribution tends to only be possible when change is linear and causal. Outcome Harvesting however takes a pragmatic approach to evaluation which highlights intended and unintended *influences*, both positive and negative.

Outcome Harvesting puts people and their outcomes right at the centre of the evaluation, capturing changes in behaviour, attitude, relationship and policy of individuals, communities, organisations and institutions (in this context, policy refers to a rule a group of people make for themselves).

Because it focuses on evaluating systems, not just one organisation, it can answer questions for all types of groups and individuals in a system. This means the evaluation can be coproduced and highly participative which helps prevent the evaluation from becoming extractive. It is therefore well suited to evaluating social change programmes like Community Gateway, Grange Pavilion and Grange Pavilion Youth Forum whose outcomes have emerged as opposed to being pre-defined. “Outcome Harvesting is particularly suitable to assess innovative and development work for which social change is the purpose” (Wilson-Grau 2019).

2.2 A new take on Outcome Harvesting

The approach to Outcome Harvesting used in this evaluation has been heavily influenced by international Outcome Harvesting expert Dr Jeph Matthias¹ who generously mentored the evaluator throughout this evaluation and who diverges from Wilson-Grau by taking a more ‘relational’ approach to harvesting outcomes. Dr Matthias identifies outcomes from 100s of micro-narratives captured through semi-structured interviews with key stakeholders. Stakeholders in this sense means people who have been influenced by, or who have influence over, Community Gateway, Grange Pavilion and Grange Pavilion Youth Forum. The participatory form of Outcome Harvesting used to conduct this evaluation was broadly as follows:

- Develop evaluation questions with Grange Pavilion, Community Gateway and Grange Pavilion Youth Forum.
- Develop a systems map to understand who best to interview, the lines of influence and the relationships and dynamics of the system.
- Identify draft outcome statements to substantiate.
- Identify key sources of information, documents, and interviewees, plan workshop dates and schedule interviews.
- Document review and 1-1 interviews to gather and substantiate outcomes. This is an iterative process, more interviewees and documents were requested to help substantiate outcome stories as they arose.
- Mid-cycle sensemaking: review with primary evaluation users, including what findings have arisen so far, whether new questions are emerging or if existing questions have been answered or are now irrelevant, and whether new key players need to be included.
- Analyse for patterns, interpret results and write evaluation report.
- Dissemination workshop to agree on how to distribute and act-on the findings.

2.3 Participants

52 people were interviewed from 7 stakeholder groups with a minimum of 5 per group. The sample size of 5 was informed by the inventor of Applied Information Economics, Douglas Hubbard who developed the 'Rule of 5's' from which we can infer that relatively accurate decisions can be made based on similarities drawn from the experiences of 5 people (Hubbard 2014). The stakeholder groups were:

- Senior Leaders: 3 senior leaders at Cardiff University well placed to advise on Community Gateway's influence both historically and more recently.
- Academics: 11 academics, 9 of which had partnered with Community Gateway on community-university projects ranging from 1 day events to 10 year programmes.
- Students and alumni: 13 students and alumni, I focused on 6 who had been taught by, or volunteered for, Community Gateway.
- Professional staff: 9 professional staff members, many of whom had worked with Community Gateway in different roles.
- Community Partners: 14 community partners who have collaborated on Community Gateway projects.
- Grange Pavilion and hirers: 21 university and community members who sit on the board or have hired the Pavilion.
- Grange Pavilion Youth Forum Members: 11 Youth Forum members

2.4 Overlapping Stakeholder groups

Many of these stakeholder groups overlap, for example 'professional staff' at Cardiff University may also be local residents and Youth Forum members may also be Cardiff University students. As such, the stakeholder groups are not clear cut divisions. The interviewees were broadly categorised into 'members of the University' (28 interviewees) and 'members of the community/wider public' (24 interviewees). The blurred boundaries were a significant finding in themselves, demonstrating the ways the University has become more embedded in Grangetown.

2.5 Qualitative Data and Bias

Outcome Harvesting is both quantitative and qualitative, in approach; themes are identified from outcome stories arising from in-depth interviews, this is qualitative data. The number of times each theme arises is then analysed and recorded using a code tree (quantitative data). Qualitative data is always interpretive and subject to bias.

The outcome themes reference the breadth and scale of change that has taken place, but do not account for depth. Some of the policy changes for example are fewer in number but just as impactful. The quotes across the evaluation aim to highlight examples of the depth of change taking place.

The type of outcomes change over time; the outcome themes referenced more frequently tend to highlight changes that started earlier in the programme whilst those referenced less frequently tend to occur once the earlier outcomes are in place. For example, increased access to the University for local communities might lead to increased community influence over University strategy in the longterm.

Conclusion

Outcome Harvesting is an evaluation method well placed for understanding all outcomes for multiple stakeholders, whether they be intended or unintended, positive or negative. These outcomes help make sense of complexity and aim to provide useful information that all three partners can act on.

Section 1.3

Successes

"Q: Did [Community Gateway] factor in your decision to apply for the role of Vice Chancellor at Cardiff University?

A: "I knew that Cardiff was a university that took civic engagement really seriously, and that's something that's important to me. So yes, it did actually. It wasn't the deciding factor, but it was a very clear signal that this was a university that not just talked the talk, but it walked the walk."

Professor Larner, Vice Chancellor of Cardiff University 2024



3. Successes

3.1 Introduction

Outcome Harvesting establishes the known and unknown consequences of a social change programme and helps make sense of multiple viewpoints and fragmented knowledge.

The following pages map the main positive changes influenced by Community Gateway, Grange Pavilion and the Youth Forum. The first diagram highlights the outcome themes that occurred most frequently across all stakeholder groups. The remaining diagrams highlight outcome themes by stakeholder group.

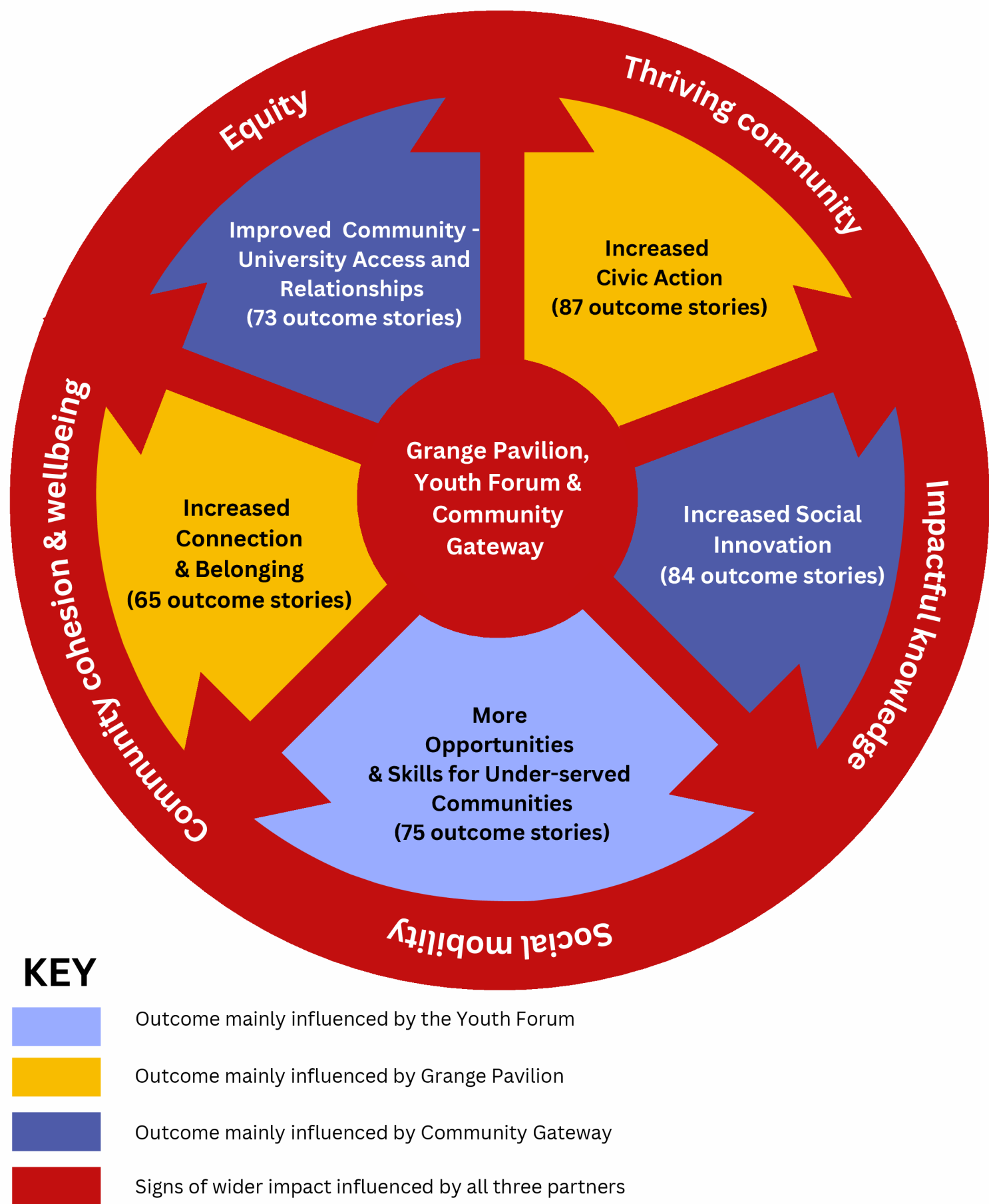
3.2 Impact definitions

When sharing the findings with Community Gateway, the Youth Forum and Grange Pavilion leaders, there was some discussion about which words were best used to capture or define the change that had happened. The following definitions clarify what is meant by each term:

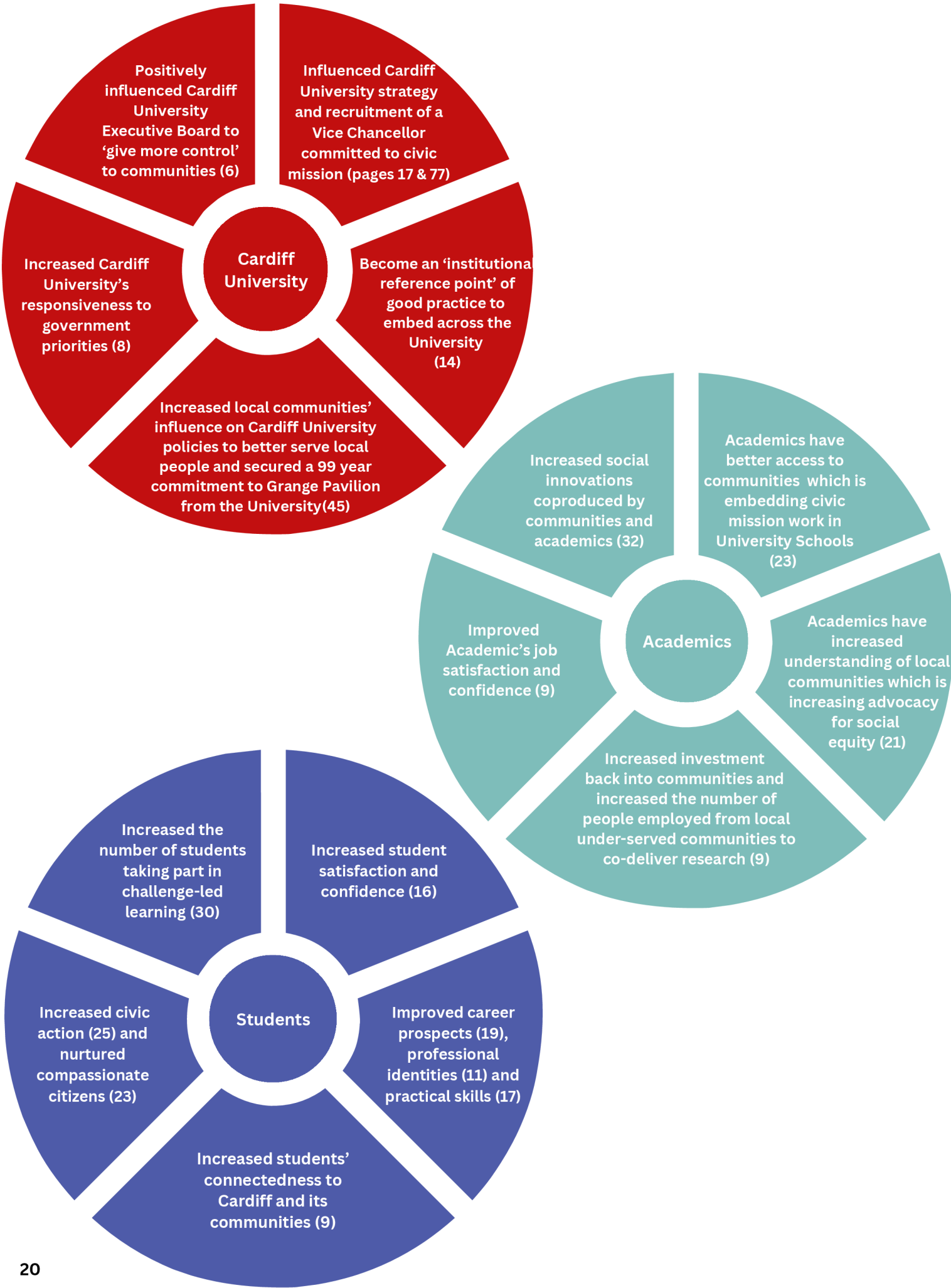
- **Social mobility:** First coined by sociologist and political activist, Pitirim Sorokin, in 1927, social mobility refers to a change in social status (Sorokin 1927). According to the OECD “Social mobility refers to how a person's socio-economic situation improves or declines relative to that of their parents or throughout their lifetime. It can be measured in terms of earnings, income, social class, and well-being dimensions such as health and education. Promoting social mobility benefits individuals, the economy, and social cohesion.”¹⁵ The leaders of Community Gateway, Grange Pavilion and the Youth Forum were keen to emphasise that social mobility didn’t mean moving away from Grangetown and considered whether ‘social agency’ may be a better term. It was agreed social mobility was a more widely recognised term and therefore would be used in this evaluation with clarification that it does not refer to moving away from a community.
- **Impactful knowledge:** Impactful knowledge in this evaluation primarily relates to knowledge, co-created between the University and community which benefits either society, culture, public services and/or quality of life.¹⁶
- **Equity:** Equity refers to the need to make adjustments for social injustices and imbalances so that everyone is treated fairly. Equity is different to equality which is about providing equal opportunities to all.
- **Thriving community:** the National Lottery Community fund identifies four themes associated with thriving communities: “individual wellbeing, relationships and connections, places and spaces and people in the lead”.¹³ These themes have been used to evaluate the extent to which the three partners are contributing to a thriving community in Grangetown.
- **Social cohesion and wellbeing:** The World Health Organisation states that wellbeing “encompasses quality of life and the ability of people and societies to contribute to the world with a sense of meaning and purpose.”¹⁷ This evaluation also considers wellbeing in terms of The Well-being of Future Generations Act which legally requires public services to work towards 7 wellbeing goals. These goals aim to help improve the environment, economy, society and culture for people and the planet now and in the future.¹⁹ One of the seven goals is ‘a Wales of cohesive communities’ which Welsh Government define as “attractive, safe, viable and well-connected” communities.¹⁸

3.1 Positive outcomes across all stakeholder groups

This diagram demonstrates the most frequently occurring outcome themes which arose across all stakeholder groups. The outer red circle indicates what signs of wider impact Community Gateway, Grange Pavilion, and the Youth Forum appear to be contributing to. They align closely with the aims of each organisation (see page 10), which indicates they are effectively fulfilling their purposes.



Cardiff University Successes



“Having literally a place to go [Grange Pavilion] where we know the Community will come and feel safe and come and have a chat with us is important. But actually what sits behind that is the network that the project gives us and you know that's what the enabler is for us. It's somebody to almost vouch for us in terms of that partnership building and relationship building and without that, that would be significantly more difficult.

HR Staff Member Cardiff University

“I look at [the Dean] I said, ‘this isn't gonna work off the back of a fag packet. If you want people from different backgrounds to come in and have a place in the University, we need to do outreach work...You need to put your money where your mouth is’ if you're talking about all these things about how it's important to get people from disadvantaged backgrounds into [the] School, how are you going to do it? And he came back and said to me, I'll give you some money...

That whole mindset that I was in eight years ago, a lot of the changes I wanted to see, at the time I didn't see this as a University obligation I saw it as my obligation. As time has developed, I think this is a University obligation. It's not just about me. As I've done it and I've understood the communities more... I thought our University could be bigger than this, our University can be better than this”

Cardiff University Academic 2024

“I look predominantly at buildings in the built environment and how they can be as accessible as possible for a wider range of people as possible...Community Gateway kind of embedded something into my DNA...and it's always been a part of me.”

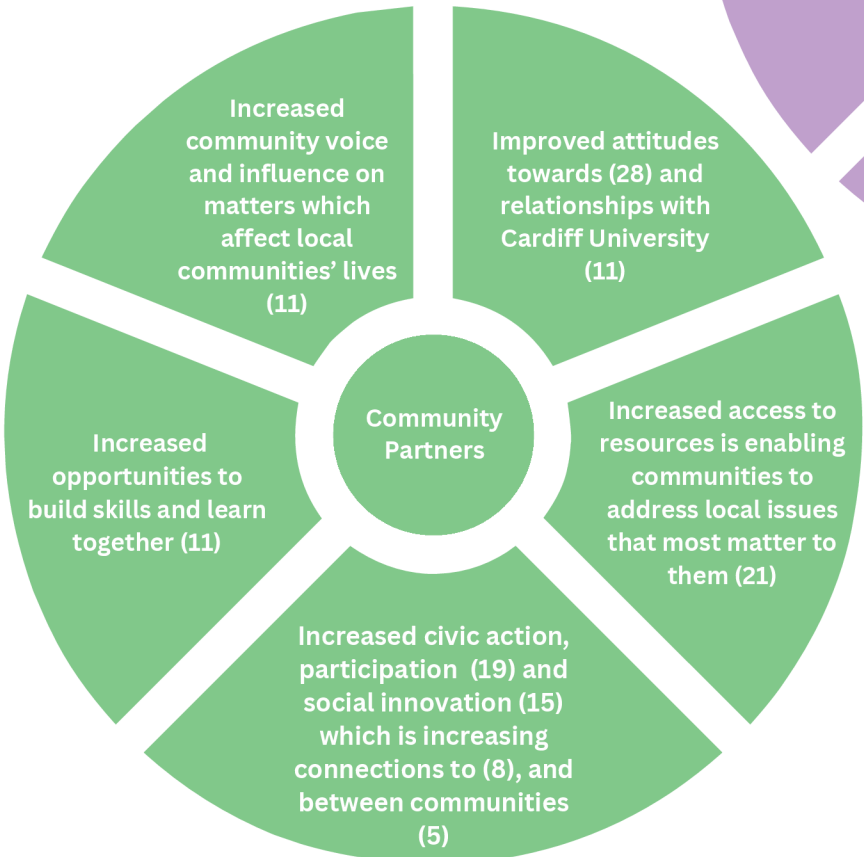
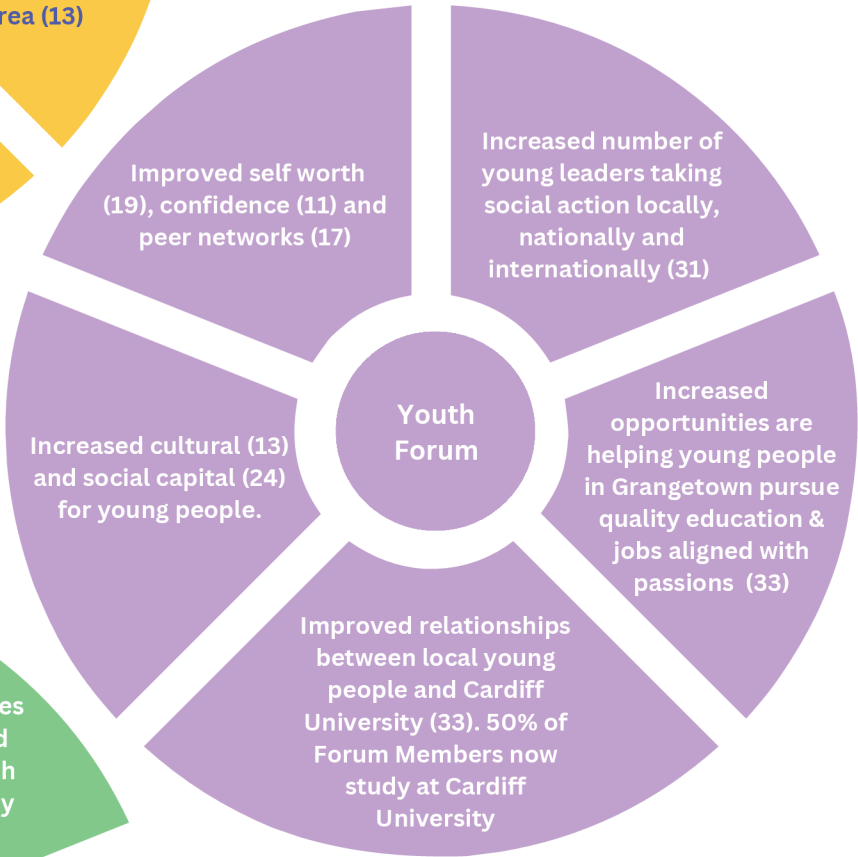
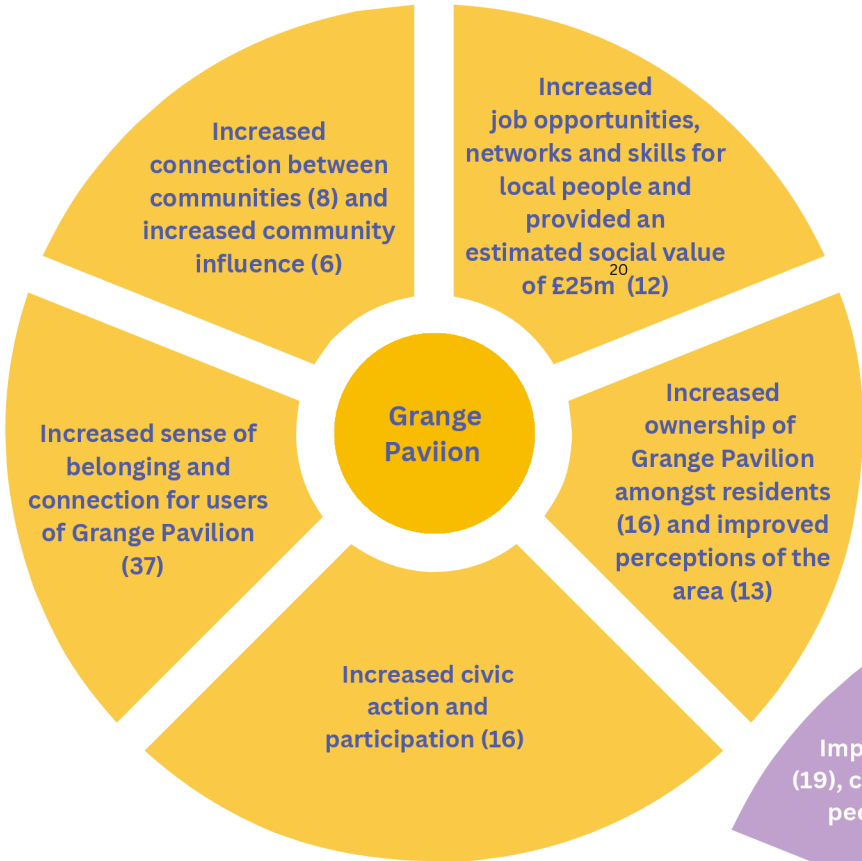
Cardiff University Alumni 2024

“It's been [my group's] favourite [course] of the whole time doing their degree and I think a lot of that comes from the the Community engagement that we get to do.”

“I grew up in a very white Christian village in the middle of nowhere so the fact that I've been thinking about stuff like you might want an opportunity to have some more privacy or a separate space where you might be able to take your hijab off, it's something that I just wouldn't have thought of.”

5th Year Architecture Students

Grangetown Community Successes



“One day, we were actually in the [Grange Pavilion] cafe as it happened, because all the rooms were used. I saw somebody come in and she walked across the cafe to the door. Then she turned and she walked straight back out again. So I just said “hi, hang on a minute”, I just popped out and said “hello, how are you would you like to join [our group]?” I told her who we were and she burst into tears and she said “I’m just so lonely”.

Grange Pavilion Hirer 2024

“Is [Grange Pavilion] a neutral or a loved space? Yeah, it’s not even neutral it’s heavily not neutral....I remember as well once when there was a kid out the front and kicked a football and kicked the football at the glass door and I literally shouted out. And if I’d have done that in a professional capacity, I’ve spent many years working with young people, I don’t lose my temper. I lost my temper. That’s fierce love. It’s like raaa, I care.”

Grangetown Resident 2024

“I feel like, in such a diverse community, [the Youth Forum] also gives a way out almost, people can come here and just forget about everything and be themselves and do what they want to do. So it also acts as like a youth club almost, but a youth club with professional opportunities. Yeah, and I think it’s the perfect balance.”

Youth Forum Member 2024

“There’s a stepping stone that people always miss out in the middle. So I feel like people are always like, ‘I want this but don’t know how to get there’. [The Youth Forum] is a middle ground where it’s okay we can help you get in touch with these people who can help you get further. I think it’s very rewarding like you’re always helping people, but also benefitting myself at the same time.

Youth Forum Member 2024

“I’m more willing to actually say (to Cardiff University now), I’ve got an idea, can we try and run with it? And using Community Gateway as a way into the University to say, who’s the best person or who might be interested? ... I’ve got more relationship with people in Cardiff University than any of the other universities in the city, it’s definitely growing year on year on year. And I now know more people that I can just go, ‘Oh, can we try this please?’”

Grangetown Resident 2024

Conclusion

Since 2014, Community Gateway has influenced a new way of working amongst Cardiff University Executive Board focused on listening to communities and building longterm relationships.

“I remember particularly Community Gateway created a problem for ...the old PVC [Pro Vice Chancellor] for engagement, innovation and enterprise. Professional Service staff would ask him ‘why wasn’t Community Gateway spending its money?’ You know, this is the old mantra of getting money out of the door. And I would, maybe Mhairi [Community Gateway Academic Lead] doesn’t remember this, but I remember it very well. I had to ask her how things were going and she would say to me, ‘well... we’re listening’.”

Cardiff University Academic 2024

This has led to over 90 community-university partnerships, involving over 1000 students. The most tangible impact of which has been Grange Pavilion and the £2m investment into the area.

“The great thing about the whole project, there’s been such a physical manifestation which is the Pavilion...you can just point to it and say, look what we’ve had and look at the numbers of people, because some days we go in and it’s rammed with parents and kids and noise and it’s wonderful... it’s thriving”

Pavilion Hirer 2024

The evidence for other Community Gateway outcomes have been less clear. This evaluation is only a snapshot of the wider impact, but has found that Community Gateway, Grange Pavilion and the Youth Forum have had a broad and varied influence across Cardiff University and Grangetown. Despite attempting to attribute outcomes separately to each of the three partners, they have collectively contributed to this change. They have demonstrated a new holistic way of working in which teaching, research and civic mission are combined. By co-locating University members with communities in Grangetown, relationships are forming across the University and community based on interests and passions. The Youth Forum and Grange Pavilion act as a social and physical infrastructure between the University and community. The partners have evolved to:

- Influence Cardiff University culture to become less hierarchical by ‘giving up control’ to local communities. This is enabling communities to successfully influence University strategy and policy.
- Increase challenge-led learning and coproduced research in local communities. This is influencing Local Authority policy and mobilising a movement of ‘compassionate citizens’ at Cardiff University committed to social justice.
- Increase community cohesion and civic action in Grangetown.
- Improve communities’ influence over decisions which affect their lives and enabled them to take action on the issues which matter to them most. And secured a 99 year commitment to sit on the Grange Pavilion board.
- Develop a thriving and ‘fiercely loved’ community-led hub where local communities and University members can pursue passions and trial social innovations which are being adopted by the third and public sector. Grange Pavilion is estimated to have delivered £25m in social value.

- Mobilise a movement of young leaders in Grangetown primarily from traditionally under-served communities committed to future generations locally and globally and enabled young people facing multiple inequities to live more purposeful and fulfilling lives.

This is improving student, staff and local residents' satisfaction, self worth and confidence and is attracting and retaining academics and University leaders committed to civic mission. It is also building new 'bridging relationships' between the University and community which is anecdotally increasing job and University applications from traditionally under-served communities and has the potential to impact social mobility, create more fulfilled lives and ultimately improve the wellbeing of local communities.

Section 1.4

Gaps in Provision & Recommendations

“Honestly you hear about all these big organisations that want to get involved in communities for whatever reason they feel; altruistic reasons sometimes, most of the time its because they can show their Trustees or Investors, or whatever it is, 'we're doing this'. And I always think 'oh God, here we go again'. And you'll get some patronising sort of people come on board, and they'll try and tell us what to do. But genuinely, I think [Community Gateway] was very positive, from a very early stage, I thought, we might get something out of this.”

Grangetown Resident 2024



4. Gaps & Recommendations

4.1 Introduction

Outcome Harvesting aims to record all outcomes, giving a full picture of what influence a social change programme has had, whether that's positive or negative. The unintended negative outcomes can prove to be the most insightful, offering reflections on where organisations might need to take action. Although the number of negative outcomes in this evaluation are considerably less than the positive, they are informative.

The interviews also highlight procedural changes that might be of use to Community Gateway, Grange Pavilion and the Youth Forum. These are about how the organisations deliver their activities.

Both the unintended negative outcomes and procedural issues present a fuller picture of the gaps in provision in services offered by the three partners. The following pages depict the most frequently referenced gaps, provide recommendations and highlight specific ideas from interviewees. The numbers in brackets detail how many times procedural issues were referenced and how many negative outcome stories arose.

Some gaps in provision and recommendations are issues that need to be collectively addressed by all three partners and some are specifically regarding Cardiff University with the intention that Community Gateway may be able to influence or advocate for the implementation of these recommendations.

Some recommendations may have already been implemented, others may not be appropriate and I encourage the three partners to explore their own solutions to addressing the gaps in provision.

All Partners	
Gaps in provision	Recommendations
<p>Be purposeful about inclusion and aim to ‘care for everyone’ (17 references)</p>	<ul style="list-style-type: none"> • Be transparent: communities need to know how and why some people get seed-funding/support from Community Gateway or free space at Grange Pavilion and others don’t. Allocate free-hire spaces based on annual income for example and be clear about the seed-funding process. • Monitor users of the Pavilion to give an accurate picture of engagement across all communities at each board meeting. Make evidence-based decisions. • Engage across ALL communities including those considered more privileged. Not doing so may lead to community tensions. Give people roles, and support to help deliver your shared vision. • Continue to follow co-production principles in the management of the Pavilion: include resident voices and feedback from outside the Pavilion board. • Train staff and Grange Pavilion board members in community organising and outreach and encourage collective responsibility for engaging with all communities. • Alternatively, apply for funds to recruit an Outreach and Engagement Officer specifically for Grange Pavilion. • Locate the Community Gateway Project Manager in Grangetown more to support community-led projects. • Don’t rely on posters and social media, actively build close relationships with groups you want to better serve and invite people personally to events. • A joint stakeholder map could help clarify existing users, which communities are under-served and where the Pavilion has most influence.
<p>Address blurred boundaries (15 references)</p>	<ul style="list-style-type: none"> • Grange Pavilion has become synonymous with the Youth Forum, Community Gateway and the Hide Out Café. Agreed principles and ways of working are required which consider the impact of employee and volunteer’s actions on all four partners. • Nurture collective responsibility for all four partners with staff, volunteers and forum members. Agree ways to hold one another to account when principles are not followed. This will help clarify expectations for everyone involved. • Develop partnership agreements which states: how data should be accessed, shared and stored; how impact is recorded and how relationships are shared and managed.

All Partners	
Gaps in provision	Recommendations
Recognise and appreciate all involved (12 references)	<ul style="list-style-type: none">• Recognise all partners’ achievements using Cardiff University communication channels. Recognise long standing community-university partners as well as new partners.• Personally appreciate individuals’ ongoing contributions regularly, so they feel personally valued, especially the ‘hidden heroes’.• Build appreciation of one-another into the culture at all three organisations.
Have crucial conversations (9 references)	<ul style="list-style-type: none">• Welcome crucial conversations about sensitive topics. Approach them from a place of kindness and respect. Facing issues head on will help establish shared values and boundaries.• Explore the University’s role as a neutral mediator and what the pros and cons have been. Agree ground rules for meetings and re-visit at each meeting.

Gaps in provision	Recommendations
Demonstrate civic mission is valued and equitable (24 references):	<ul style="list-style-type: none">• Professor John Goddard, a leading academic in civic mission research, advises that universities should value those ‘outstanding individuals with the ability to make wider connections’ (Goddard 2012). Do this equitably at Cardiff University by giving academics real time away from research and teaching to lead and embed Civic Mission programmes at the University. Recognise their contributions.• Promote more academics for their civic mission achievements and give research, teaching and civic mission equal weighting on promotion forms.• Support academics and professional staff to secure external funding for successful civic mission projects.• Highlight the strategic value of civic mission work to School and College leaders.• Conduct joint evaluations across civic mission projects to demonstrate their combined benefits/value.• Create civic mission peer-networks to share learning and promote interdisciplinary working.
Improve equity (13 references)	<ul style="list-style-type: none">• Create better support for students and staff from local communities once they have secured a place or role at the University, particularly those facing multiple forms of inequality e.g economic background, faith, gender, ethnicity. Informal spaces that sit between the University and community like the Youth Forum are well placed to do this.• Extend and fund HR roles committed to recruiting local people from communities traditionally under-served by the University.
Address the effects of ‘institutional churn’ (8 references)	<ul style="list-style-type: none">• Ensure support for civic mission projects is embedded and valued deeply in College and School strategies and that working in partnership with communities is not at the whim of academic leaders.• Conduct exit interviews with key advocates of civic mission work to capture the institutional knowledge.• Develop a civic mission peer-learning network across the University.

Community Gateway

Gaps in provision	Recommendations
Improve communication, visibility and purpose (30 references):	<ul style="list-style-type: none">• Clarify what Community Gateway is, what it offers and who it is for. Communicate this to different stakeholder groups.• Distinguish Community Gateway from the Pavilion or embrace the partnership with the Pavilion and re-brand it as one entity (if partners agree).• Form a stand-alone Community Gateway centre/institute to demonstrate Community Gateway’s role as a University-wide platform.• Display visible signs of the ‘Gateway to Cardiff University’ at Grange Pavilion and information on why/how residents might like to be involved. Respond promptly to community ideas and requests• Have a dedicated office/desk space and advertise this so staff are accessible.• Communicate regularly across all stakeholder groups, provide multiple updates throughout projects, follow-up regularly after engagement events and report back on outcomes of research or teaching projects co-developed with residents. Quarterly newsletters and podcasts were mentioned as ways of achieving this.
Monitor, evaluate and share learning widely (27 references and 1 negative outcome).	<ul style="list-style-type: none">• Formalise community-university partnerships and state clear monitoring and evaluation expectations.• Use Outcome Harvesting to record key ‘chapters’ as you deliver the programme as opposed to pre-defining all expected outcomes. Build in annual cycles of reflection and sense-making to help stakeholders identify what positive and negative changes Community Gateway has influenced and why. Develop an outcomes database to capture changes.• Create stricter reporting mechanisms with the platform’s Steering Group.• Work constructively with data teams across the University.• Establish joint monitoring and evaluation procedures with Grange Pavilion.• Explore what other monitoring and evaluation mechanisms are being used by other civic mission projects across the University and conduct joint evaluations.• Share the Community Gateway story with resident groups to help sustain relationships in Grangetown with new/young residents who don’t know its provenance. Commission a large mural at the Pavilion.• Co-create strategies with relevant Professional Services teams and share learning with other communities and policy makers. Distribute Annual reports.• Establish a formal Community Gateway institute with academics who can co-ordinate monitoring and evaluation activities across stakeholder groups.

Community Gateway

Gaps in provision

Recommendations

Formalise partnerships and be purposeful about inclusion (13 references and 3 negative outcomes)

- Work relationally forming relationships based on kindness, reciprocity and trust whilst also underpinning partnerships with clear expectations and partnership agreements.
- Consult partners through the whole life-cycle of the project, particularly before projects are ended, handed over or tested again in another format.
- Locate the Community Gateway Project Manager 'on the ground' in Grangetown more.
- See 'learning for all partners' (page 28) to read more about purposeful inclusion.
- Keep project partners informed of project progress (even if it's to say there is no progress) and respond promptly to inquiries.

Be transparent about seed funding (12 references and 2 negative outcomes)

- Be transparent about who and what seed-funding is for. Communicate this widely and create fair and transparent guidelines about seed-funding decisions.
 - residents would like more investment go towards community-led projects.
 - Academics and professional staff are unaware of seed-funds being available to co-produce ideas prior to research.
- Have clear funding rounds based on team capacity and advertise closing dates.

Avoid a 'Grangetown laboratory' (4 references and 5 negative outcomes)

- Widen networks by finding out residents' interests at Grangetown events and develop a Customer Relationship Management system to track this.
- Work more closely with community groups using Grange Pavilion (excluding the Youth Forum who are over-researched).
- Co-create guidance for Community Gateway's university partners on ways both Cardiff University members and residents can address extractive behaviours.
- 'Hallmark' which Cardiff University projects have been Community Gateway approved so residents know these principles have been agreed.
- Share good practice for coproduced research with civic mission teams when grant rounds open at Cardiff University.
- Expand to new areas of Cardiff.

Increase staff capacity (9 references)

- Build a business case for a Relationships and Administrative Assistant. This would have a profoundly positive impact on the programme's effectiveness which is currently stretched to capacity. This has been detrimental to relationships.

Community Gateway	
Gaps in provision	Recommendations
Avoid extraction (9 references)	<ul style="list-style-type: none"> Lack of feedback after projects, events and research can feel extractive or discourteous. Regularly follow-up after events and report back throughout projects and as they close. This also applies to teaching and student projects. Newsletters and podcasts would help provide updates. Locate the newly developed Community Gateway archive in a form accessible to residents preferably in Grangetown and if online, make all academic articles free of charge.
Ensure ‘doorstep democracy’ and avoid top-down projects (5 references) (3 negative outcomes).	<ul style="list-style-type: none"> Local Authority funded projects and projects that take place in resident’s streets/ close to their property are at risk of people feeling ‘done to’. If concerns are raised, even by one resident on a street, consider stopping or moving the project – trial democratic voting systems to see if this helps allay concerns. The relationship between the University and community needs to be reciprocal, community ideas must be prioritised to maintain the power imbalance between the University and community.

Grange Pavilion

Gaps in provision	Recommendations
Clarify purpose and audience (16 references)	<ul style="list-style-type: none">• Clarify the Grange Pavilion vision, mission, objectives and principles. Let this inform all the work of Pavilion staff and key strategic documents.• Clarify who and what Grange Pavilion is for and communicate this widely.• Create mechanisms to listen more to what residents and hirers want and expect from Grange Pavilion.• Monitor demographics to understand gaps in provision.• Use cultural/arts activities to bring different audiences together, particularly in the evenings and for over 35s. Co-create these events with your target audience.
Manage staff and volunteers (13 references and 3 negative outcomes)	<ul style="list-style-type: none">• Conduct exit interviews with staff and volunteers and implement their suggestions where appropriate. Hold 6 monthly 1-1s led by the Pavilion co-chairs.• Fundraise for and recruit a business manager to support with strategy, commercial income, policies and staff management.• Develop clear strategy and principles so staff understand expectations.• Co-create more protocols with staff and volunteers especially for emergency or high-risk situations that are above staff members' pay level/expertise.• Hire staff able to deal with changeable/high pressure environments and increase support and hold weekly one-to-ones for staff with well-trained managers.• Hold team days with staff and volunteers and invite them to advise on key decisions.• Hold tribunals to manage complaints and seek advice from similar organisations on effectively managing volunteer/staff complaints.• Address conflicts of interest between staff, volunteers and board members.
Manage conflicts of interest (12 references and 4 negative outcomes)	<ul style="list-style-type: none">• 'Make decisions based on the needs of the community' (Grangetown resident 2024) and furthering the overall vision.• Extend the definition of 'conflict of interest'. Pavilion board members with personal connections to communities involved in disputes should not vote on such decisions. E.g Cardiff University board members should not vote on a dispute about academics at Grange Pavilion.

Grange Pavilion

Gaps in provision	Recommendations
Manage relationships (10 references and 4 negative outcomes)	<ul style="list-style-type: none">• Train all Board members, staff and volunteers in establishing strong and effective relationships with hirers and visitors. Define a principle for effective relationship management e.g “treat all visitors and hirers with kindness and trust, go above and beyond expectations.” You will need to see what rings true for Grange Pavilion values.• Recruit individuals with excellent relationship building skills.
Monitor, evaluate and share the history (8 references)	<ul style="list-style-type: none">• Share the vision, mission, principles and story of Grange Pavilion with Pavilion board applicants and recruit based on their alignment and commitment to these.• Develop a monitoring and evaluation strategy at the Pavilion based on your overall vision. Include monitoring user demographics, annual in-depth interviews, feedback/suggestions boxes, staff and volunteer surveys / exit interviews, and recording of unexpected outcomes.• Develop partnership agreements with free hirers which includes monitoring and evaluation expectations. Work with free-hirers to co-create a M&E plan that’s mutually beneficial and which builds on methods and tools they may already use.• Continue working with Cardiff University students and academics to look at the wider impact of Grange Pavilion and build ties with WISERD and Social Sciences.• Hold annual sense-making and reflection sessions with Pavilion board and team members to report back on key learning and successes identified through monitoring and evaluation. Use the findings to guide Pavilion board decisions.• Use the bookings system to monitor expected user numbers and any outcomes that arose.
Improve communications and marketing (8 references)	<ul style="list-style-type: none">• Develop a communications plan with key stakeholder groups and how they might prefer to be contacted, particularly if you want to target specific groups or residential areas.• Find out where existing visitors heard about you and why they use the building, repeat these approaches with communities under-served by the Pavilion.• Look at advertising and marketing channels and which communities may be missed by these methods.• Utilise posters and flyers to target specific local communities.• Be strategic about communications and marketing, plan them from the outset of the project and don’t leave it a couple of weeks prior to an event to start marketing.• Be transparent about why some Pavilion events are advertised and not others.

Grange Pavilion

Gaps in provision	Recommendations
Listen to the community (7 references and 3 negative outcomes)	<ul style="list-style-type: none">• Listen to users of the Pavilion. Invite residents and partners to solve challenges alongside the Pavilion and staff through consultation events, workshops, suggestion boxes etc.• Act on feedback so people know they’ve been heard “you said, we did”.
Facilitate connections (6 references)	<ul style="list-style-type: none">• Work with all hirers and particularly free-hirers (community groups who hire the Pavilion for free) to explore purposefully bringing groups together more at the Pavilion.• Support and nurture those users of the Pavilion committed to working on facilitating better integration of Pavilion hirers.• Building connections between long-standing Grangetown residents and ‘newer’ communities will help address increasing socio-economic divides.

Grange Pavilion Youth Forum

Gaps in provision

Recommendations

Improve representation and outreach (8 references)

- Agree your target audience. Develop an outreach plan outlining how you will actively engage young people from different backgrounds and outside existing networks.
- ‘Care for everyone’ whilst engaging more with young people who could really benefit from the Youth Forum’s support.
- Invite Youth Services to collaborate with the Youth Forum. Share examples of ways the Youth Forum have successfully collaborated with other Local Authority teams.
- Collaborate with local primary schools to start sharing information about the Youth Forum earlier.

Communicate longterm benefits (2 references)

- Ask Youth Forum members to share testimonials /case studies about their experiences of the forum: use these to recruit more young people, report to funders, inform stakeholders and to re-assure parents.
- Consider working with Cardiff University to monitor the forum’s impact on social mobility. At minimum, record key outcomes as they arise.
- Record members’ progress: what’s life like when arriving at the forum, what opportunities do they take part in and what jobs roles/ University places they secure.

Programming (1 reference)

- Programme optional activities for all Youth Forum sessions where possible

Engage parents (1 reference)

- Invite parents to visit the forum or hold open evenings to allay any concerns.

Discuss sustainability (1 reference)

- Regularly and openly discuss the need for younger Youth Forum members to lead activities, projects and events. Explain the consequences of not doing so.
- Bring younger members to initial meetings with project partners so they can take ownership of the relationship and project from the outset.
- Gradually increase younger members’ confidence through incremental challenges.
- Co-create a sustainability plan together as a Forum and adhere to this or raise funds for a paid Youth Forum Co-ordinator.
- Encourage Youth Forum leaders to step back in their final year and put younger members in charge with older members only offering mentorship. Let mistakes happen.

Stakeholder recommendations

Develop a directory of students, academics and staff who live locally who would be willing to help co-produce research, teaching and volunteering projects in their local communities.

Collaborate more with other Universities to offer small grants to communities and to protect wider culture as funding declines.

Develop role model programmes between the Youth Forum and local primary schools.

Visible shifts in policy as a result of Community Gateway projects – clearly communicated to communities.

A Community Gateway podcast.

Re-introduce more knowledge exchange and cultural projects like the philosophy cafe.

Maintain long-term engagement with students and alumni who have been involved with Community Gateway, utilise them as assets.

Offer parent visits to the Youth Forum.

Grangetown/ local community scholarships.

Re-establish links with the Business School particularly for support with marketing initiatives.

Hold meetings with hirerers of the Pavilion to discuss ways of bringing communities together more.



More interdisciplinary working across schools closely involved with Community Gateway projects.

Involve local communities more in University governance structures with a steering group or committee of people to advise on University strategy.

Inform professional service strategies: HR, EDI, Civic mission, Public Engagement.

Conclusion

The greatest value that Community Gateway, Grange Pavilion and the Youth Forum contribute is their relationships, these must be protected and well maintained. All negative outcomes that arose in this evaluation were regarding scenarios where relationships had broken down. The recommendations in this section aim to help maintain and strengthen the relationships held by each organisation, but also relationships between communities in Grangetown.

The main priorities for action are as follows:

- Community Gateway could be more visible at Grange Pavilion and capacity increased to improve communications.
- It may help both Grange Pavilion and Community Gateway to define their audience, what they offer and the difference between the two partners. Alternatively they could re-brand as one entity.
- All three partners could benefit from defining their purpose, tracking impact and disseminating learning widely.
- People involved would welcome more regular recognition and appreciation.
- Civic mission work should be demonstrably valued and collectively evaluated. Civic mission project leaders need more time, recognition, support and cross-university peer-networks.
- As Cardiff University becomes more accessible, Equality, Diversity & Inclusion initiatives in HR need expanding and support increased for students and staff from under-served communities.
- All three partners may benefit from monitoring who they aren't serving if they intend for all communities to be included and might consider the approach of 'caring for everyone' (Cottam 2018). There's opportunity for more connections to be purposefully built between communities and across socio-economic divides; volunteers and Pavilion hirers would benefit from being given opportunities and support to help achieve this.

Section 2.1

Networks

“[Grange Pavilion Youth Forum] made me a lot less apathetic towards the community around me. Rather than just my community, like my friends, my family. I didn’t really used to care about the wider community at all, I’d worry about me and mine, but nowadays, because of the events we do and we see community coming together, it has made me care actually about the wider community in Wales and Cardiff.”

Youth Forum Member 2024



Cardiff University Health Board family health event at Grange Pavilion

1. Networks

Introduction

Grange Pavilion board representatives wanted to explore the networks at the Pavilion in order to:

- Build a better understanding of both the assets and expertise at the community's disposal.
- Understand avenues of influence.
- Build understanding of the types of people who use Grange Pavilion.

To gather this data, all interviewees were asked to complete monitoring forms. 30 of the 52 interviewees completed the forms. Forms were completed by 8 academics, 4 students, 3 alumni, 4 professional staff, 5 Youth Forum members, 2 community partners and 4 Pavilion hirers and users. All had visited or hired Grange Pavilion.

1.1 Networks

No specific questions were asked about networks during the interview due to time limitations, despite this, interviewees built a picture of the scale and levels of networks being formed both locally, nationally and internationally.

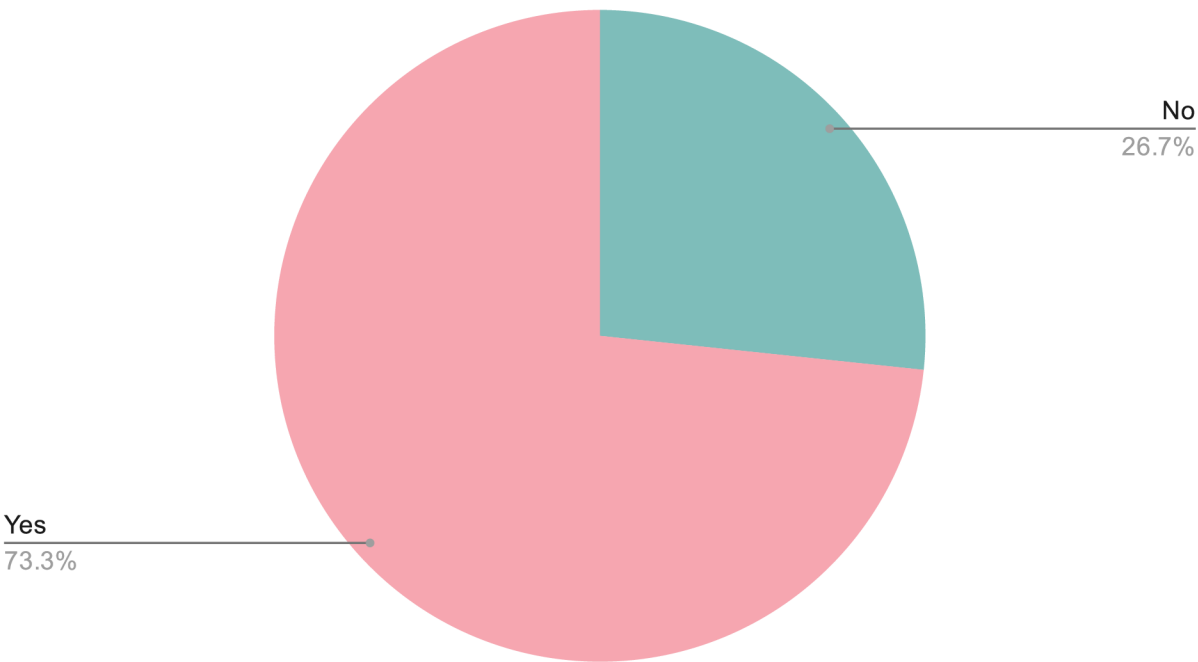
The combined networks of Grange Pavilion, Community Gateway and Grange Pavilion Youth Forum are immense. As recommended in Section 1.4, spending time conducting a joint stakeholder map could be beneficial for all three partners and would help clarify the extent of influence available to them. The following are just a snapshot of the vast networks at play.

- In Grangetown, connections continue with Grangetown Community Action, Grangetown History Society, Grangetown Studios and are growing with The Shree Swaminarayan Temple. This network also includes the many local groups using the Pavilion on a weekly basis.
- In the city region the three partners have good connections with the Leader of Cardiff Council, Head of Planning and the Planning Team, Child Friendly Cardiff, Cardiff Commitment, a range of Local Councillors, local primary and secondary schools as well as connections to other colleges and universities. There is also a strong network now led by Voluntary Action Cardiff which includes Action Caerau Ely, Chapter Arts Centre and leaders of other community buildings.
- Nationally there are good connections with the First Minister and Future Generations Commissioner, Local MPs, Health & Social Care Wales, Citizens Cymru and Planning Wales. There are cultural connections with the BBC and the Bay Film studios, Screen Alliance Wales, Museum Wales, Cardiff City FC, Street Games Wales, Run Wales and the Arts Council of Wales and various growing and environmental networks
- Strong relationships with funders include Big Lottery, Garfield Weston Foundation and the Moondance Foundation.
- Internationally both the Youth Forum and Community Gateway have built connections with contacts across the world via international Future Leaders courses with the Future Generations Office and through connections with the British Council and Welsh Centre for International Affairs. Equally international connections have been established to share learning with communities in Bangladesh, America, Belgium and Australia. Connections to Cardiff University mean Grange Pavilion is often visited by academics from across the globe.

There was an interest in building more connections with Public Health Wales to explore how the Pavilion can be better utilised to address health inequities.

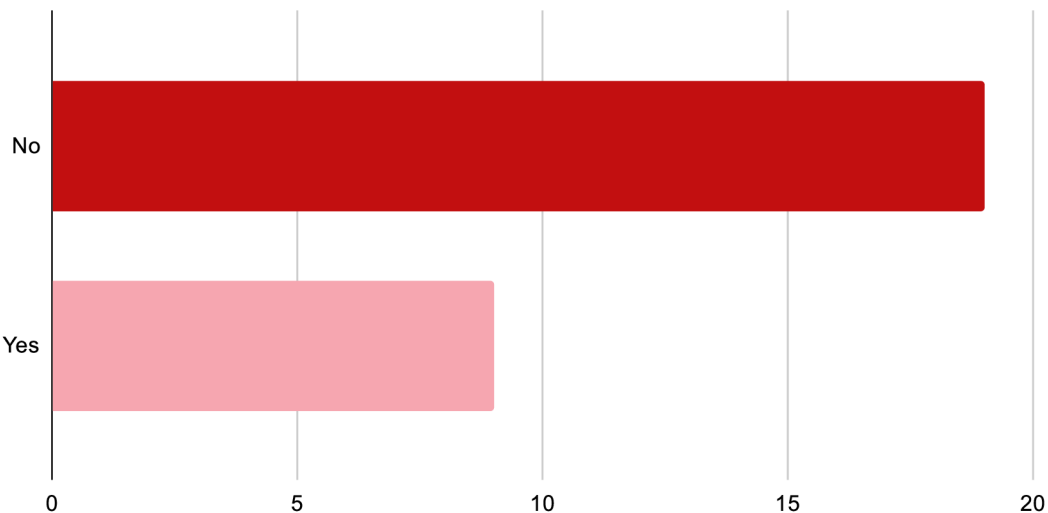
The following pages unpack the demographic of the evaluation and sheds light on the people closely involved in Grange Pavilion, the Youth Forum and Community Gateway. It also highlights the value of making informed decisions and mediating tensions using monitoring data as well as perceptions.

Do you live in Cardiff?



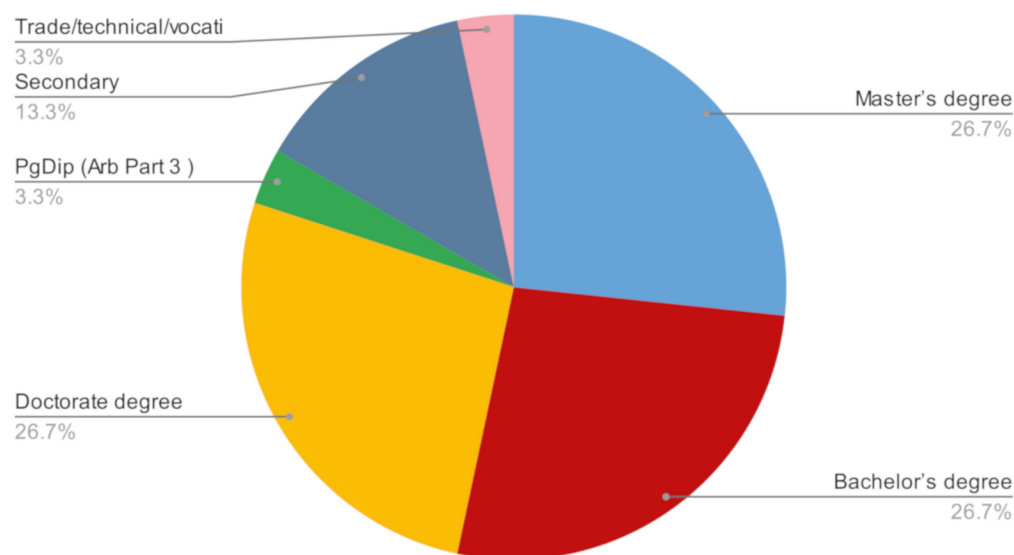
Everyone interviewed had either visited or hired the Pavilion indicating the symbiosis between Cardiff University and Grange Pavilion. Of the 30 people who completed monitoring forms, 75% were living in Cardiff. Academics, and alumni tended to live outside of Cardiff but still visit and use Grange Pavilion when the opportunity arises.

Did you attend secondary school in Cardiff?



Only 32% of respondents attended secondary school in Cardiff indicating that 68% of those involved in the projects are likely to have grown up in other areas.

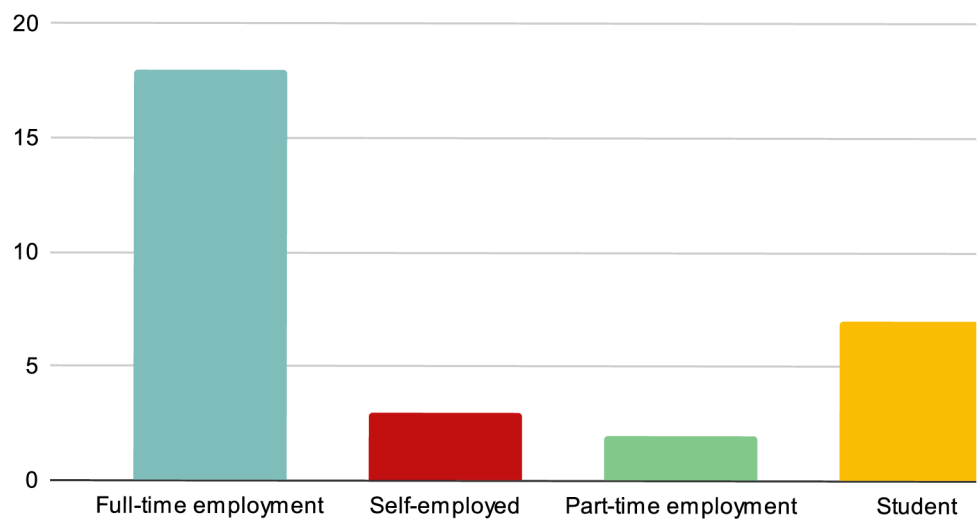
Level of education



According to the OECD, 2% of the UK population have a doctorate degree.² In this evaluation more than a quarter (26.7%) had a doctorate degree. The collaboration with Cardiff University provides Grangetown communities, the Pavilion and Youth Forum access to professional expertise which is simply unavailable to most communities. Equally, building connections between academics and areas of Cardiff, traditionally underserved by Cardiff University, provides new insights into expertise through lived experience and improved understanding of local issues at Cardiff University.

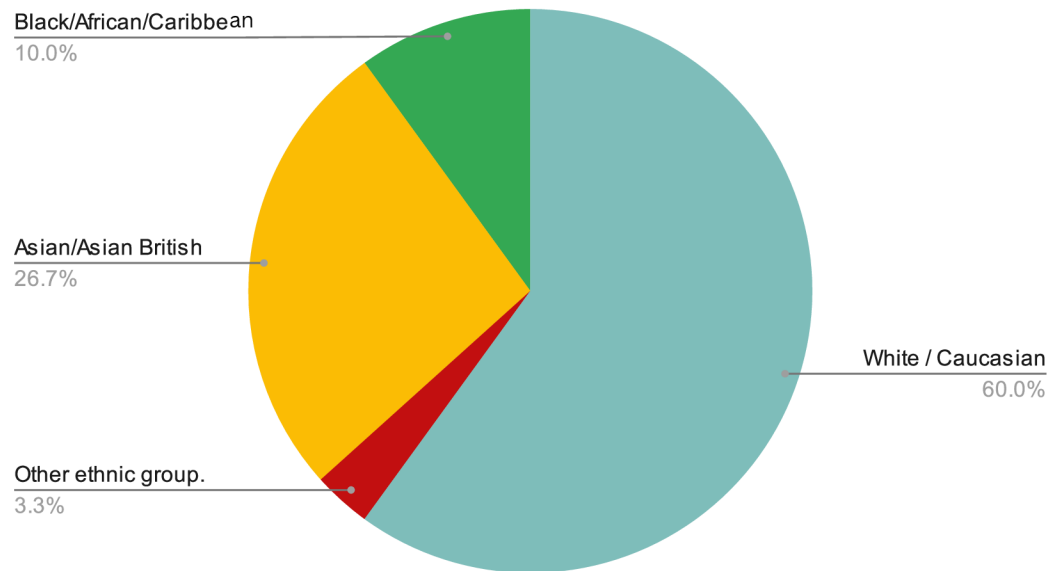
16.6% of respondents, which equates to 5 people, listed secondary school/college or technical/vocational qualifications as their highest level of education. 3 of those were aged 15-19, 2 were aged 33-44. Higher educational attainment is often linked to improved economic outcomes for individuals and communities. Tracking these qualifications can help assess the impact of education on social mobility, employment opportunities, and overall community prosperity. Measures like this could prove particularly useful for Youth Forum members to assess potential impact on social mobility.

Employment status



The data indicates that community partners are likely to be in employment or education. Only 6%, which equates to 2 people, were in part-time employment indicating a high socio-economic status of those involved.

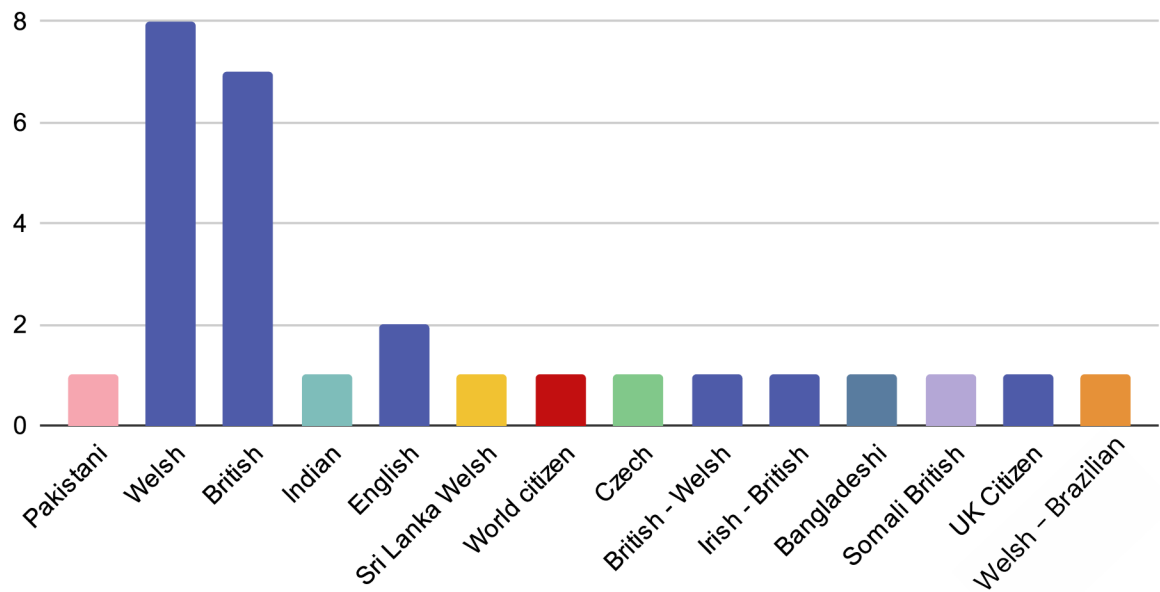
Ethnicity



40% of respondents were from Black, Asian or other ethnic groups with 60% identifying as white. This closely aligns with Grangetown demographics with a slight over-representation of white and Asian communities. “The predominant ethnic group is 'White', constituting 54.16% of the total population. The 'Asian, Asian British or Asian Welsh' ethnic group is the second largest, making up 23.63%, while 'Black, Black British, Black Welsh, Caribbean or African' accounts for 10.83%.”³

All interviewees were visitors or hirer’s of the Pavilion reflecting that a range of communities are well catered for. Much wider monitoring data is required to draw accurate conclusions here. Monitoring user demographics to better understand this is highly recommended, particularly as it’s such a clear indicator of success against the Pavilion’s vision.

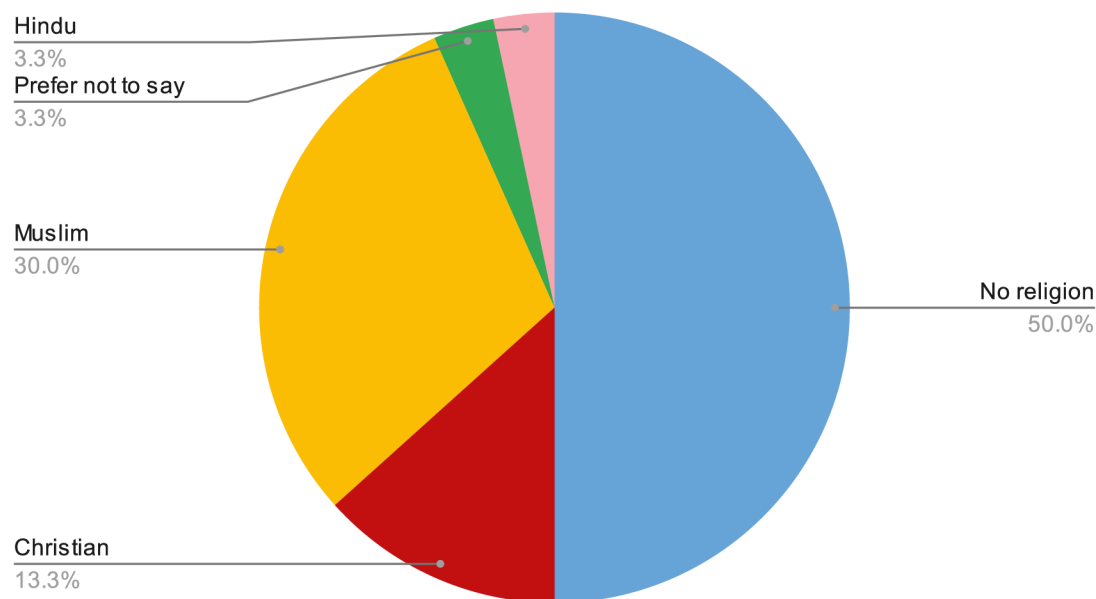
National Identity



National identity is also representative of Grangetown demographics with 18% identifying with non-UK identities - Grangetown Census 2021⁴ figures estimate this to be 17% in Grangetown. ‘Non-UK and UK’ combined identities are more highly represented in this evaluation at 10.8% as opposed to census figures of 3.4%.

This data indicates all ethnicities and nationalities are well represented in the partnerships.

Religion



There was a perception from some interviewees that Muslim communities may be over represented at the Pavilion. In fact, the data aligns closely with Grangetown demographics. In Grangetown, Muslim communities make up 28.8% of the population and Hindu communities make up 4.2% according to Census 2021 data.⁴ This compares closely to the 30% of Muslims and 3.3% of Hindus who completed monitoring forms for this evaluation.

Those with no religion are markedly over-represented, 50% of respondents were of no religion, as opposed to Grangetown demographics in which 31.5% of the population have no religion. Christian communities are markedly under represented, only 13.3% of respondents reported being Christian as opposed to 27.9% of the Grangetown population.⁴

The 2011 Census also uncovered marked differences in the age demographic of each religious group. The Christian population have a higher proportion of people in the older age groups, whilst Muslim populations have a much younger age profile.

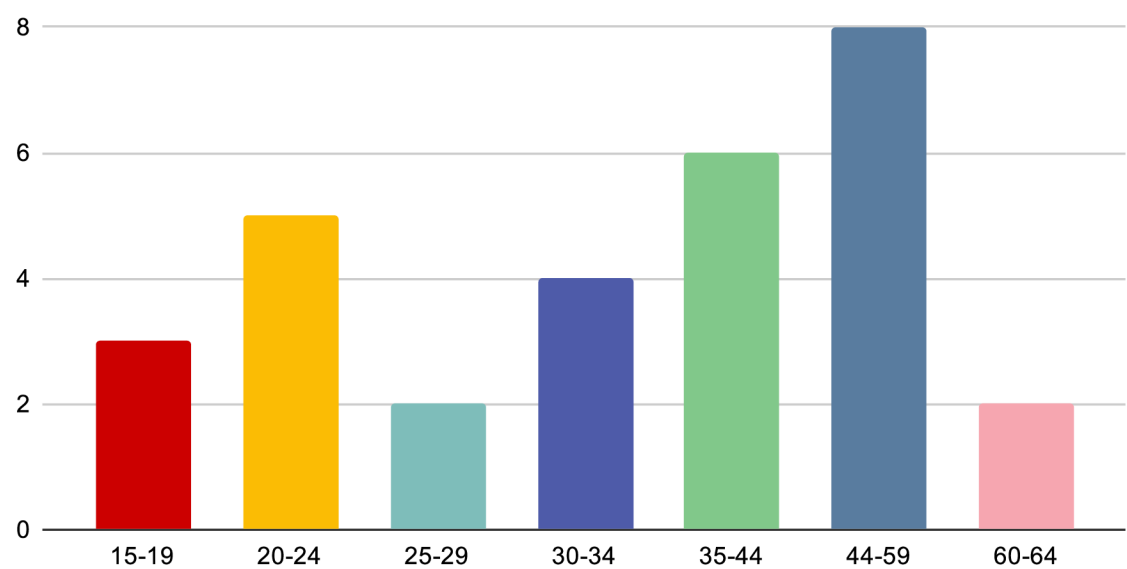
The Statistics Wales report ‘A Statistical Focus on Religion in Wales, 2011 Census’ finds that Muslim communities have the most varied ethnic profile of all religious groups.⁵ Good representation of Muslim communities is therefore indicative of strong inclusion at Grange Pavilion.

Collectively, this data indicates that Muslim and Hindu communities are likely to be adequately represented at the Pavilion, people of no-religion are over represented, and Christians may be under-represented.

This data hints at the importance to rely on facts and data when making decisions about inclusivity and strategic direction, particularly at Grange Pavilion where ambitions focus around inclusion and cohesion.

Monitoring demographics can help re-assure communities, provide focus for outreach activities and help allay community tensions.

Age

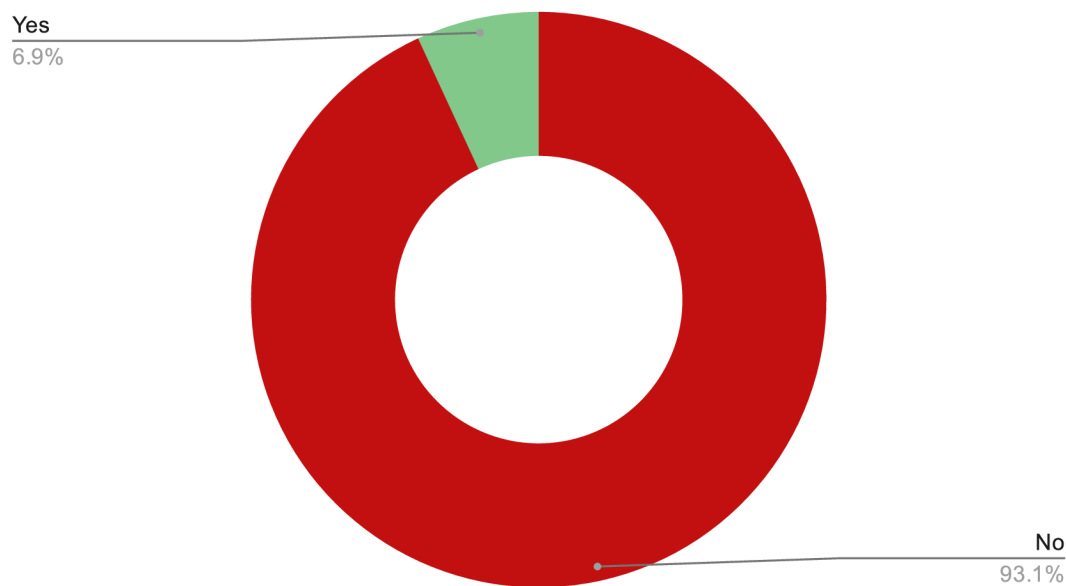


There was an under representation of those in their late 20s and those aged 60+ in this evaluation. Those aged 64+ make up 9% of the population in Grangetown, those aged 25-34 make up 22% of the Grangetown population.

Some interviewees reported a lack of provision for middle age ranges at Grange Pavilion and over provision for younger age ranges, particularly through private hire for kids parties and provision for the Youth Forum. The opinions of those aged 35-59 are likely to be over represented in this evaluation although programming activities for this age range may be helpful if there is already strong engagement here.

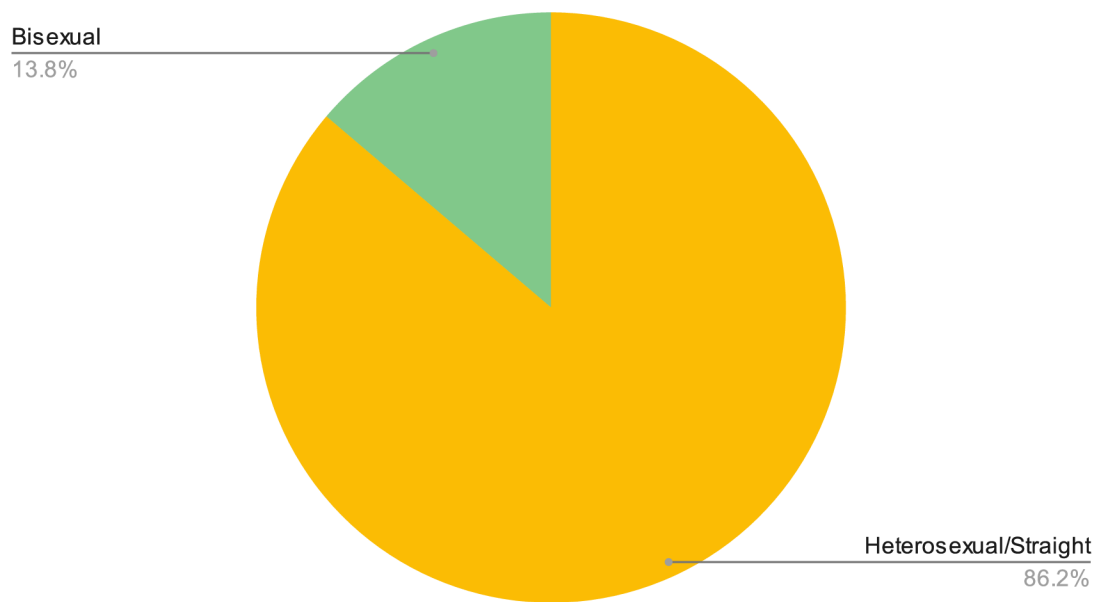
Grange Pavilion has always prioritised engagement with young people and the Youth Forum as they are perceived to be the future custodians of the building. Children’s parties help financially sustain the Pavilion so that free space can be offered to community groups. Balancing provision for young people with provision for older age groups may be worth further investigation.

Do you consider yourself to have a disability?



More than 20% of Grangetown residents have a longterm physical or mental health condition. This is lower than the Wales average. Only 7% of respondents in this evaluation considered themselves to have a disability.

Sexual Orientation



Comparatively to the Welsh population, those who identify as bi-sexual are very well represented with 13.8% identifying as bisexual as opposed to the Welsh average of 1.2%. Those considering themselves to be heterosexual or straight in this evaluation (86%) closely aligns with Welsh demographics of (85%). This again highlights a sense of acceptance and cohesion created by the three projects, particularly as bisexuality is considered controversial amongst some religious communities. It does also highlight a lack of representation of other sexual orientations which make up 1.8% of the population of Wales.

Conclusion

All those who completed monitoring forms for this evaluation had either hired or visited Grange Pavilion indicating how intertwined the relationship is between Grange Pavilion and Cardiff University. The majority of respondents live in Cardiff but have grown up in other areas.

The demographic data collated from this evaluation aligns closely with the demographics of Grangetown in terms of ethnicity, national identity and faith, there is however an under-representation of Christians and over-representation of people of no religion.

People with disabilities, older people and people not in employment or education appear to be under catered for by the three partners.

Overall, the strong representation of Muslim, Hindu, bisexual and young people and the diverse ethnic heritage of those involved indicates good progress in inclusively engaging under-represented groups. Better data is required to understand if certain communities are being over-served at Grange Pavilion, this will inform programming decisions and help allay community tensions. Building connections between long-standing Grangetown residents and 'newer' communities will help address increasing socio-economic divides.

Grangetown has access to a level of professional expertise far greater than most communities across the UK. The three partners have far reaching local, national and international networks which means they are well placed in terms of influence, connections and access to expertise and resource, this is promising for the longterm sustainability and resilience of the three partners. The benefits of creating a space of belonging across so many community profiles means other public institutions such as the BBC are also being drawn to the Pavilion to better listen to communities and utilise the Pavilion's networks.

More health programmes are starting to emerge at Grange Pavilion following Covid 19. Grangetown was one of the areas hardest hit by the pandemic and better links to Public Health Wales and policy makers in health could help increase community influence to address health inequalities in the area.

Section 2.2

Sustainability Recommendations

“[Community Gateway, Grange Pavilion and the Youth Forum] share those common themes of being an agent that aims to inspire, being an agent that facilitates and being an agent that advocates for the community.

I think we share those common themes and I think it's just actually how can we continue to support each other because I think we all need each other.”

Grange Pavilion board member 2024



Grange Pavilion AGM and Iftar 2022

2. Sustainability Recommendations

2.1 Introduction

Community Gateway, Grange Pavilion and the Youth Forum don't need exit strategies. They have been designed to always be mutually beneficial to both the local community and University. Universities and communities are stronger together and therefore the infrastructures that enable this need sustaining longterm.

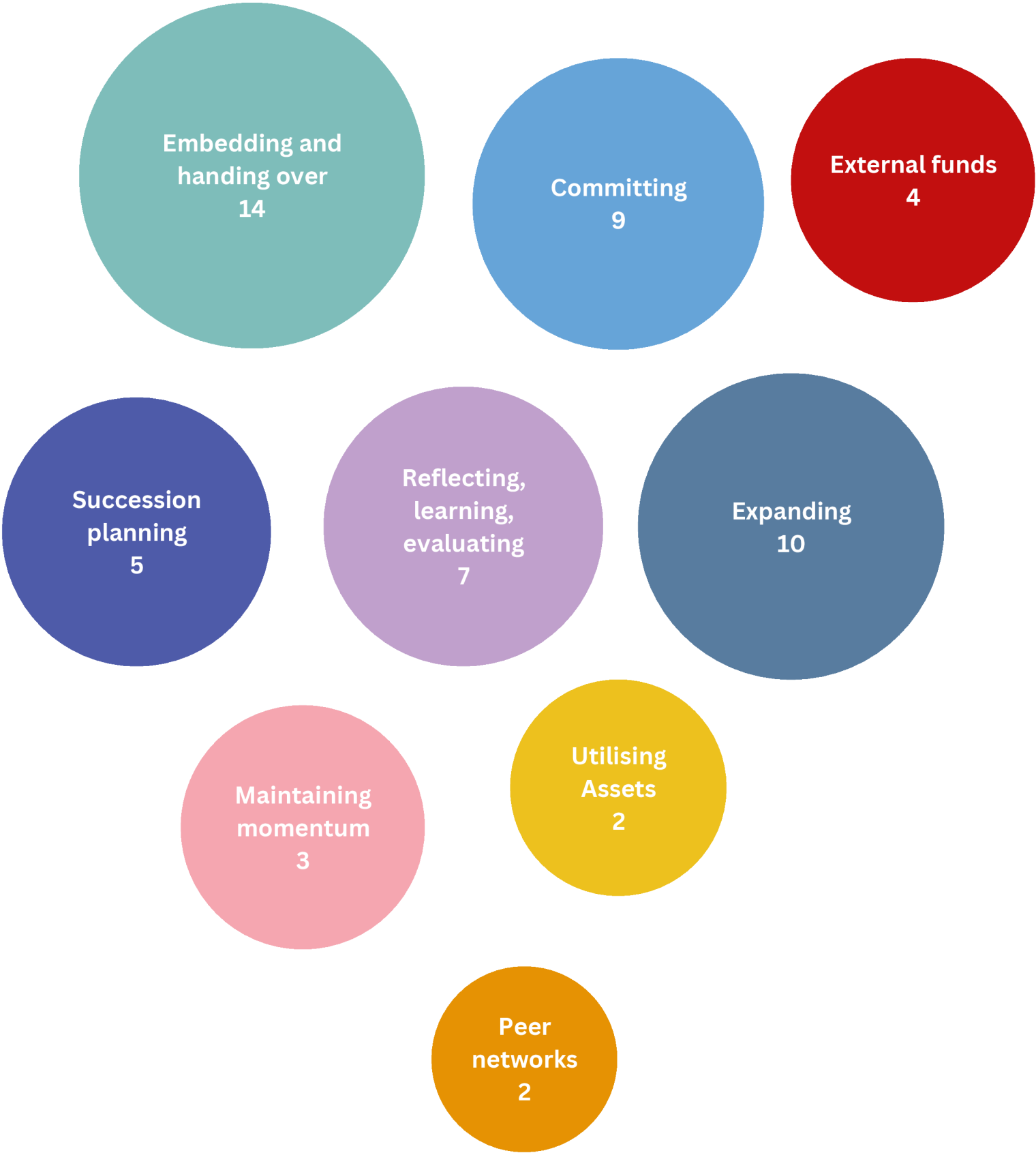
Community Gateway secured an unprecedented commitment from the previous Vice Chancellor, Colin Riordin, for Cardiff University to have a presence on the Grange Pavilion board for 99 years.

The question then is how can these three initiatives be sustained, not just for years but over decades?

The following pages depict 9 themes, coded from interviews, which present relevant options for Community Gateway, Grange Pavilion and the Youth Forum's longterm future.

2.2 Sustainability Themes

This diagram shows the main themes that arose from interviews about sustaining Community Gateway, Grange Pavilion and the Youth Forum. The size of the circles and the number on each one indicate how often the theme was referenced.



2.3 Sustainability Themes Explained

Sustainability themes	Recommendations
Embedding & handing over (14 references)	<ul style="list-style-type: none">• Embed relationships between community partners and University departments to ensure the partnership between Grangetown and Cardiff University is sustained.• Make Community Gateway principles ‘Business as Usual’ at Cardiff University: train academics how to co-create teaching and research projects with residents and advise on departmental strategies with professional service teams.• Clearly define the life-cycle of Community Gateway projects to give clarity to partners and free-up capacity. The project life-cycle should be: Test. Learn. End / Continue. Hand-over/sustain.
Expanding (10 references)	<p>Expand Community Gateway to other areas of Cardiff so that more people in both the University and local communities benefit from partnership working and to reduce ‘over-researching’ Grangetown. Consider expanding to:</p> <ul style="list-style-type: none">◦ Student areas where communities may feel burdened by students.◦ Other communities traditionally under-served by the University and where people face multiple forms of inequality.
Committing (9 references)	<p>All community partners wanted Cardiff University to stay in Grangetown which is testament to its success. There’s a collective understanding that Grangetown has received considerable attention and that other areas should benefit, the main views were:</p> <ul style="list-style-type: none">• Maintain a presence in Grangetown for 99 years in case project partners need additional support. Also expand to new areas.• Remain partnering with communities in Grangetown for another 10 years, ensuring the local infrastructure is fully sustained before Community Gateway expands.• Re-brand the Pavilion as a community-University hub instead of trying to separate them. Celebrate this mutually beneficial arrangement.

Sustainability themes	Recommendations
<p>Reflecting and learning (7 references)</p>	<ul style="list-style-type: none"> • Reflect, learn and share what’s been achieved before making any decisions about the future. • Build-in monthly or annual reflection time: learning and reflection must be an ongoing process and finding time to record progress will mean greater impact is captured. Co-design stricter reporting processes with existing governing boards. • Research other community-University projects: learn from other universities. DeMontford University was suggested.
<p>Succession plan (5 references)</p>	<ul style="list-style-type: none"> • Identify future leaders and mentor them over years, introducing them to networks and gradually handing over relationships. • Have open discussions with potential successors about taking over in future and what training or support may be required. • Use a Customer Relationship Management system.
<p>Seek external funding to diversify income (4 references)</p>	<ul style="list-style-type: none"> • Diversify income to be less reliant on University support longterm: <ul style="list-style-type: none"> ◦ Cost the projects, monitor and evaluate impacts regularly and identify public sector bodies and external funders who might benefit from funding programmes like Community Gateway. ◦ Develop entrepreneurial models and projects with investment from business. ◦ Charge for consulting and training provision to share learning and supplement income.
<p>Maintain momentum (4 references)</p>	<ul style="list-style-type: none"> • Partner more with existing community groups at the Pavilion that might benefit from collaborations. • Continue co-creating ‘light-touch’ projects and volunteering opportunities to ensure a pipeline of volunteers. • Continue holding regular engagement events across the University and community. • Offer support to existing volunteers and Pavilion hirers who may want to advance into leadership roles.

Sustainability themes	Recommendations
Peer mentoring (2 references)	<ul style="list-style-type: none">• ‘Cross-pollinate’ community-led groups across Grangetown and at the Pavilion so that learning and resources are shared between communities.• Formalise civic mission peer-networks across the University to encourage peer-mentoring and interdisciplinary working between civic mission project leads. This will provide a collective voice in support of civic mission work.
Using assets and strengths (2 references)	<ul style="list-style-type: none">• Recruit alumni, previously involved in Community Gateway, to lead Community Gateway alumni networks. Ask for volunteers to assist with events, communications, marketing etc.• Utilise student volunteers at Grange Pavilion more.• Play to people’s strengths.

Conclusion

In summary, all three partners have made a 99 year commitment to Grangetown, their main currency is their relationships. To sustain the organisations:

- Relationships should ideally be shared widely and become well embedded in each organisation so they can be sustained even when key figures leave. A CRM system is advisable
- Succession plans, which nurture future leaders over years, could be explicitly in place in all three organisations. These plans should ideally include some intention to purposefully ‘hand over’ relationships.
- Continually initiating light-touch community-led projects will keep bringing in volunteers and new partners.
- Recognising when projects are finished, self-sustaining or adopted by other’s is important for freeing up capacity for new initiatives to emerge.
- It may be beneficial for Community Gateway principles to inform University and Grange Pavilion strategies.
- Community Gateway should consider expanding to other areas of Cardiff which are likely to most benefit from university partnerships, whilst maintaining a presence in Grangetown over 99 years to ensure projects receive additional support if required.

Section 2.3

Repeatability

“People feel more confident in their community when there's a physical presence like [Grange Pavilion], that says yes, we matter. We've got this, we've got a space we can use this space, this spaces for us. We're all part of it.”

Grangetown resident 2024

“My first impressions [of Grange Pavilion] ...coming in this evening, I was immediately just blown away by the, the atmosphere and the buzz and kind of the the way that people were just using the space and just mixing with each other. And there's just so much going on, I could see different groups of people gathered, doing, you know, whatever planned activities, they had loads of kids wandering around, people just being here. And even if it's not sort of doing something specific, just being together, or eating, drinking, just mixing and just, I was just sort of, I've never really known anywhere else like it.”

Professional Services Staff, Cardiff University 2024



Cardiff University Student Ambassadors at Grange Pavilion 2023

3. Repeatability

3.1 Introduction

The following pages consider the core elements that make Community Gateway repeatable. As perfectly articulated by a local resident in the following quote, what's been achieved in Grangetown isn't necessarily repeatable, but the inputs and conditions are:

"I speak to quite a few politicians and one of the things they say is, well, how do we capture that and put it somewhere else? It's actually understanding that's not what you do, what you do is you find out what the needs are of that specific area first, and that particular community and then you start from there. You don't impose this particular programme, which has worked really well here into another area it doesn't work...when Community Gateway came in and started working with individuals from the community...it was well, what do we need? there was a method of actually people didn't feel disheartened or weren't lied to or you know, because that was the thing was actually it was the longevity of it. I think had a project started and then gone and then forgot and left. Then that would have never had any impact. None of this would have happened."

Local resident 2024

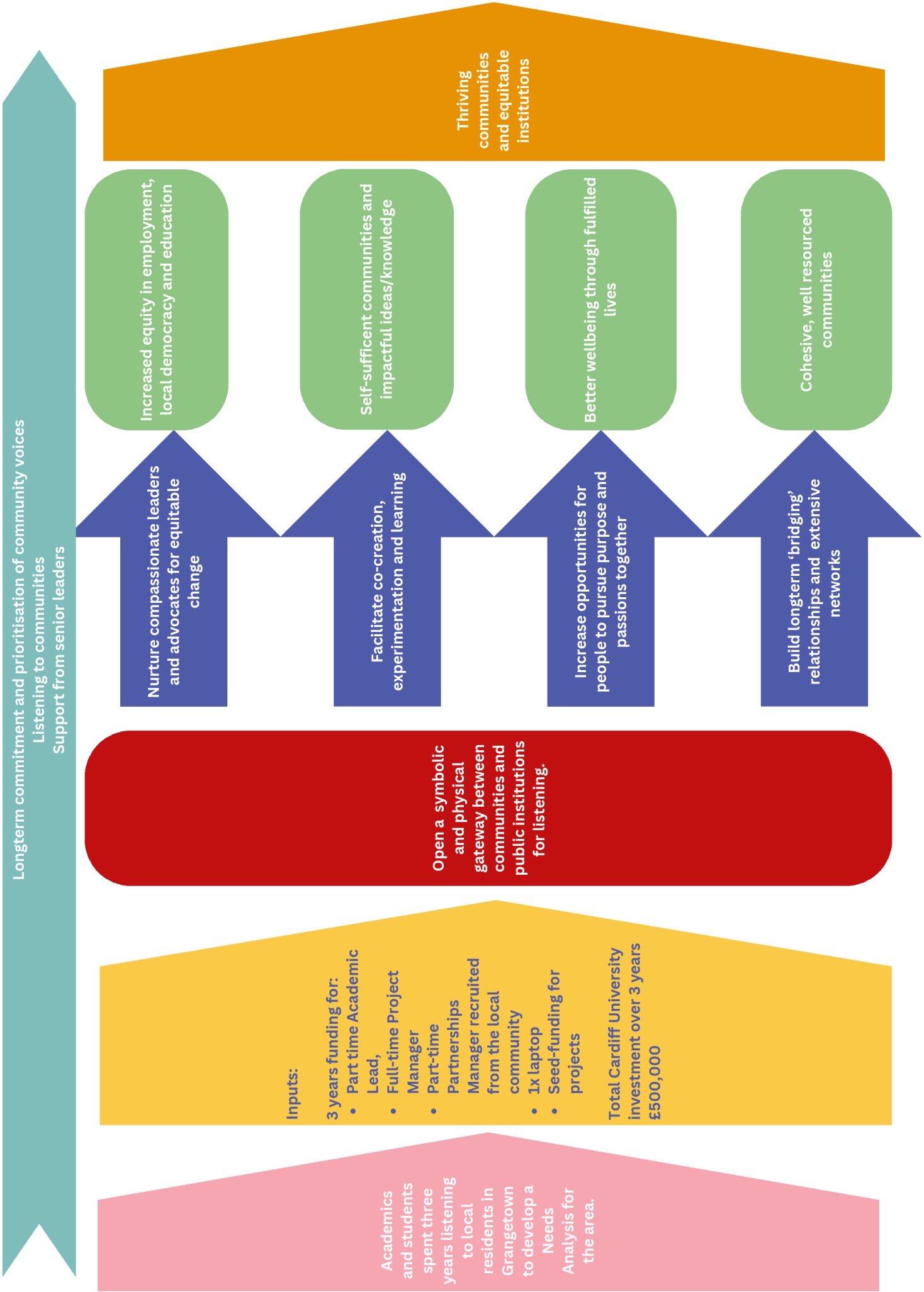
This section explores:

- A simplified Theory of Change that attempts to make sense of how change is happening across the three partners and the original inputs required to launch Community Gateway for the first 5 years. These inputs also provided the initial investment to initiate Grange Pavilion and the Youth Forum.
- The conditions and principles, identified by interviewees, that made Community Gateway in particular work.
- An illustration of the length of time required for projects to become self-sustaining or in other words for meaningful impact to occur

The focus of this section has been on Community Gateway as it prepares to consider expanding the programme to new locations, however, the conditions and principles identified are also of relevance to Grange Pavilion and the Youth Forum.

3.2 Theory of Change

The Theory of Change on the following page is a framework for describing how a social programme influences change. This diagram depicts a simplified Theory of Change that attempts to make sense of how change is happening as a result of the longterm partnership established between Cardiff University and Grangetown. It includes the original inputs required to launch Community Gateway for the first 5 years. These inputs also provided the initial investment to initiate Grange Pavilion and the Youth Forum.



3.3 Conditions for Success

The following tables identify the conditions and principles that make Community Gateway work (as identified by interviewees),. Most are also applicable to Grange Pavilion and the Youth Forum. These are conditions which are repeatable if senior leaders of public institutions choose to commit to them . This has been well demonstrated by Cardiff University.

What works	What doesn't work
Longterm commitment to a location (33)	Short term commitment across changing locations
Genuine 'bridging' relationships (32)	Salaried strangers
Listening and working alongside (29)	Top down, patronising and 'doing to'
Nurturing future leaders and following passions (22)	Exit strategies and institutional churn / losing knowledge, unfulfilling lives/careers
Experimentation and emergence (21)	Rigid, risk-averse plans and targets
Authenticity (16)	Superficial engagement or tick-boxing
Co-designing tangible solutions (16)	Prioritising academic expertise and generating more academic theory
Real-world teaching and action-learning (13)	Learning through theory and textbooks
Peer networks, mentoring and interdisciplinary working (13)	Narrow focus, repeating the wheel, silos
Positivity, inclusivity and momentum through shared vision (11)	Deficit based, forced participation, needs focused, exclusive
Shared university-community spaces, located in the heart of communities (11)	Poor quality community facilities and separate University campuses
Community-led and mutually beneficial (10)	Extractive (take what you need then leave) / one-sided
A culture and support networks that actively value social justice and civic mission (10)	Caution, deterrence and undervaluing of civic mission or social justice issues

3.4 Why it works

The following tables provide further details as to why interviewees felt the top 5 themes listed in the ‘What Works’ table on page 61 were essential to Community Gateway’s success.

What works	Why it works
Longterm commitment to a location (33 references)	<p>Long-term commitment has built trust between Cardiff University and Grangetown. A narrative emerged from the 53 interviews about 1-3 year projects being less likely to have impact; project time is spent building trust, instead of affecting change. Short-term projects unable to demonstrate impact loose funds and end. This creates a negative feedback loop where trust is continually eroded and speaks to why communities loose faith in outside organisations.</p> <p>The longevity of Community Gateway means systemic change can occur. The trusting relationships, developed over years, are leading to conversations which help change Cardiff University for all communities facing similar inequities. Longevity also allows for generative development where projects, relationships and learning are continuously built on one-another leading to incremental longterm change rather than a short-term ‘sticking plaster’ approach:</p> <p>“I heard recently that ground-breaking work just means you get lots of holes in the ground with nothing growing in them. You dig lots of new holes, but there's nothing that comes out of them because you haven't stuck around to grow something.” (Cardiff University academic 2024)</p> <p>In Grangetown, the sustained relationships are an asset, attracting new projects to the area. As strong relationships are established, more people bring beneficial projects which help the area flourish:</p> <p>“[Starting the project in Grangetown] was a strategic decision, the University already had an established relationship with the community and that helped, particularly in the aftermath of the pandemic, to mobilise resources and connect to people and resources within it” (Cardiff University academic 2024)</p> <p>Thinking over centuries changes perspectives and behaviours. What might seem like overwhelming problems can become insignificant with a longterm view. Developing programmes to last for decades gives clarity on people’s roles. Asking ‘how do we nurture something to last beyond our own careers and/or lifetimes’ encourages us to lead in new and sustainable ways.</p> <p>“Once we got the building and thought about that, I was like, OK, yeah, this is for 99 years. How do you make sure the Youth Forum's there for 99 years as well?” (Youth Forum member 2024)</p>

What works	Why it works
<p>Genuine ‘bridging’ relationships (32 references)</p>	<p>The people involved in the each of the three organisations are a key success factor. Many names were listed as integral to success. Proactiveness, passions, ability to motivate others, kindness, commitment, neutrality, radical belief in people’s voices were all listed as reasons why three organisations have been successful.</p> <p>What shone through was the genuineness of the relationships. The fact that everyone was ‘in it together’. With this camaraderie came a shared care and commitment to Grangetown which couldn’t be forced. From local resident’s perspectives, this willingness to listen, understand and work together was integral to success. The reciprocity in relationships developed between Cardiff University and local communities has been important in developing research and teaching which isn’t extractive (you take what you need then leave). Relationships have been formed in which local residents (particularly those involved with the Pavilion) feel they can approach Cardiff University or their terms, Community Gateway’s responsiveness and willingness to help means they can also ask the same of residents.</p> <p>The type of relationships have also been important. Communities with ‘bridging’ social capital (weak ties across groups) as well as ‘bonding’ social capital (strong ties within groups) are the most effective in organizing for collective action” (Kavanaugh et al 2003). The type of relationships also effect social mobility “Children who grow up in communities with more economic connectedness (cross-class interaction) are much more likely to rise up out of poverty” (Chetty et al 2024). Such connections are being built between under-served Grangetown communities and Cardiff University academics:</p> <p>“I lived in Cardiff for years as a student, never went to Grangetown, I’ve lived in Penarth for many years as an adult, never went to Grangetown... Why would I have any reason to go there?... I would never have met someone like Ali Abdi, you know, would never have come across the guy in any other way.” (Cardiff University Academic talking about Grangetown resident & Community Gateway Partnerships Manager 2024).</p> <p>These bridging relationships across the University and Grangetown communities are increasing local people’s access to opportunities.</p> <p>“I met someone at Grange Pavilion and I started talking to them about my interests and what I wanted to do and then that led to me being offered the job.” (Grangetown resident 2023)</p>

What works	Why it works
Listening and working alongside communities (29 references)	<p>A dedication to listening and working alongside communities sounds simple but for large public institutions like Cardiff University, it requires a significant shift in culture. Listening to communities isn't just about engagement, it's about giving up control and flattening hierarchies, letting go of implicit beliefs across the executive boards of institutions that 'they know best'. As Pat Younge, Chair of Council at Cardiff University shares:</p> <p>"Like all big organisations we like to control and we find it hard to give up control. And that's what I found quite liberating about Community Gateway, we've given up control and it's been shown to work" (Pat Younge Chair of Council Cardiff University 2024).</p> <p>Listening works because it enables rather than patronises communities. Community Gateway has always aimed to follow a co-productive approach, that being "when professionals work in partnership with people who have lived experience, to develop solutions to challenges in public services and communities". One of the principles of coproduction is to build relationships of trust and shared power. Listening deeply to communities from the outset and acting together on what's said is a simple yet powerful way of achieving this and Community Gateway has always prioritised this approach:</p> <p>"Getting these everyday voices to be what forms, what speaks through those lottery bids, or the proposals or the board or whatever. I think it does need a radical, it's not a belief, it's like prioritising people's voices. People themselves as they are. Not as other people might want them to be. Honouring them" (Local resident 2024).</p> <p>Coproduction is well embedded in to Welsh government policy, the challenge however, is two fold:</p> <ol style="list-style-type: none">1) creating the infrastructures to do it and2) demonstrating to senior leaders the value of investing time and money into listening. <p>Community Gateway has become an 'institutional reference point' for other universities and public bodies, demonstrating what benefits that can arise from listening and deep prioritisation of community voices.</p>

What works	Why it works
<p>Nurturing future leaders and following passions (22 references)</p>	<p>The people involved in Community Gateway, the Youth Forum and Grange Pavilion have been integral to its success. Although we can't replicate the people, there are themes in how they were nurtured and managed that can be replicated.</p> <p>The benefits of strong leadership filter through organisations. American academic, Dr Stephen Brown famously stated "You are not a leader, until you have produced another leader who can produce another leader" ⁸This has played out in the evolution of the three partners:</p> <ul style="list-style-type: none"> • Vice Chancellor Colin Riordin was perceived to give 'special treatment' (Cardiff Academic 2024) to allow early career academic, Mhairi McVicar, to follow the Community Gateway idea. • Founder of sister civic mission project, CAER Heritage, Dr Dave Wyatt, was supported by a 'visionary' Head of School who allowed Dr Wyatt to combine both his academic and community aspirations. • Dr Sarju Patel was encouraged by both his Line Manager and Dean to pursue 'the nugget of gold' which was PACE (Promoting Academic Excellence - a leading widening access project catalysed by Community Gateway) after being directed to seek out his passions and purpose. • Partnerships Manager Ali Abdi and the Pavilion board members, nurtured and prepared Youth Forum leader Nirushan Sudarsan to lead the Youth Forum, he went on to establish the Forum as a youth-led Community Interest Company which now runs it's own social enterprise through the Training Ground Café. <p>"Community Gateway really helped me because you guys, I'll be real, like I think you guys platformed me, but I didn't actually clock how that shaped my thinking" (Youth Forum member 2024)</p> <p>The approach is to help people find their social purpose and passions and support them to run with those. This works because people are invested in sustaining projects and find them personally fulfilling. Passion is infectious at least 12 Community Gateway projects have spun out into new initiatives which support more people to fulfil their purpose and passions (see appendix 2). Community members, students and academics in this evaluation were given the conditions they needed to lead. That amounted to an absolute belief in people pursuing their passions, encouragement to try new things and learn from them whatever the result, advocacy when boundaries are pushed and very little intervention.</p> <p>"Other people's support and encouragement and advocacy counts for so much". (Pavilion Hirer and Community Partner 2024).</p>

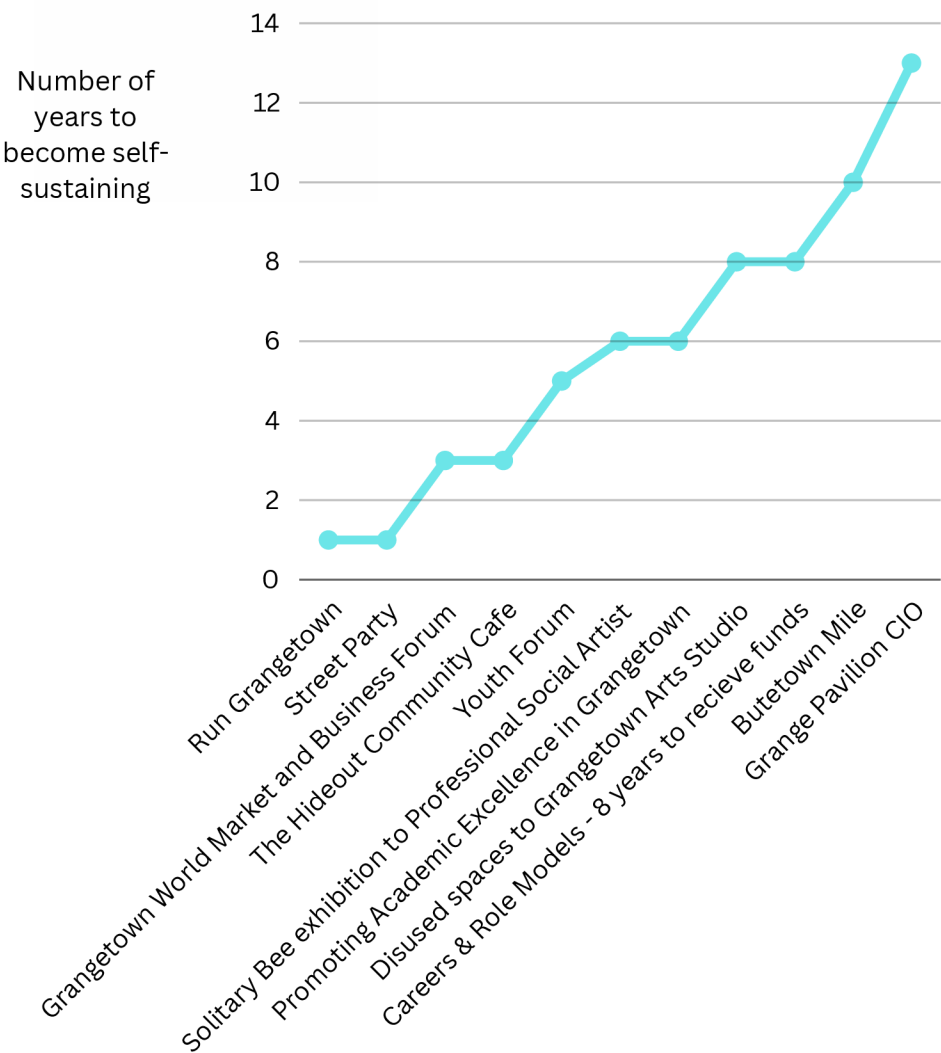
What works	Why it works
<p>Experimentation and emergence (21 references)</p>	<p>What’s uplifting about the origin stories of Community Gateway’s community-university projects is how emergent they are. They didn’t start with pre-defined targets, they slowly emerged through relationships, curiosity and trial and error. And they have developed far beyond anything anyone could have anticipated. This theme highlighted that pre-defined targets are useful to ensure projects deliver, but limit what people believe to be possible. There’s very few places left for genuine experimentation and this stifles emergence. Community Gateway has helped address that need:</p> <p>“I think the university itself was really open and really open to ideas. And I can't really remember them saying no to anything.” (Grangetown resident 2024)</p> <p>Until experimenting, project leaders at Community Gateway, Grange Pavilion and the Youth Forum didn’t know what could be achieved:</p> <p>“We didn't intend for the for the Pavilion to be what it is. You know, we thought it would be a 30K paint job, we'd make do. I think the level of ambition got upscaled through the project. We certainly didn't come in with an idea that something at that scale would work. I think there's always been more of a hope that we can somehow have it more ordered and that we can track it much more concisely. And I think what we've learned to live with is that it is something that's really fluid. Because if we nail it down too far, then it becomes too rigid.” (Cardiff University academic 2024).</p> <p>It's arguably easier to keep things safe, simple, achievable. Emergence is risky but it appeared to inspire action in residents:</p> <p>“I think it would be less likely [my projects] would have happened without Community Gateway, because by posing a question of coming up with ideas, I think that that sort of triggered the thinking at the time.”(Community partner 2024)</p> <p>Rigid targets can be off-putting for community members who want to connect with others, have fun or make a difference:</p> <p>“I didn't know what it was, it was just happening. It was just a group of people... And then it kind of created from that. We just came together and thought you know, let’s actually organise something and create a formal group. And we did.” (Youth Forum member 2024)</p> <p>Community Gateway sometimes gets accused of mission creep, it’s a language and way of working which seems alien to Community Gateway principles. It’s a platform of 100s of collaborators seeing how far they can reach, motivated by curiosity and care. These are the long-term conditions in which meaningful social innovation seems to be appearing in Grangetown.</p>

3.5 Sustained change

The sustained commitment of Community Gateway has been integral to it’s success. Cardiff University has acted as an anchor organisation, allowing time for community-university projects to naturally evolve into self-sustaining programmes. This can happen in different forms, sometimes with social innovations being adopted by the Local Authority or national charities, by becoming university programmes or or by being sustained by local volunteers. Some programmes have remained under the Cardiff University umbrella but are now funded externally. Grange Pavilion and the Youth Forum both now fulfil the same role in Grangetown, enabling community members and young people to trial ideas and projects.

The following graph highlights how long it can take for large infrastructure projects like Grange Pavilion to become self-sustaining and how light touch projects like running groups and street parties can maintain momentum whilst larger initiatives take hold.

Figure 1



Conclusion

The model demonstrates a new way of working between public institutions and communities at a time when communities have had to 'step-up' in the face of unparalleled public cuts. As a place-based, co-produced programme, these same outcomes can't be picked up and replicated, but the principles and conditions that make it work can. These are:

- longterm commitment from public institutions to geographical communities
- forming genuine 'bridging' relationships across institutions and communities
- public bodies listening to and working alongside communities at all levels of the institution
- nurturing those wanting to take action to become leaders by pursuing passions and social purpose
- and creating spaces for experimentation and emergence

This manifests as:

- Public institutions listening to, and working with, geographical communities longterm to overcome inequities.
- Building trusting relationships between institutions and communities, not just to collaborate on issues that matter to one community, but which change institutions systemically to better serve all communities facing similar inequities.
- Public institutions and local communities creating shared physical spaces for people to socially innovate, connect and increase social mobility.
- Nurturing leaders across sectors and communities to advocate for socially just institutions.

Section 2.4

Wider Impact

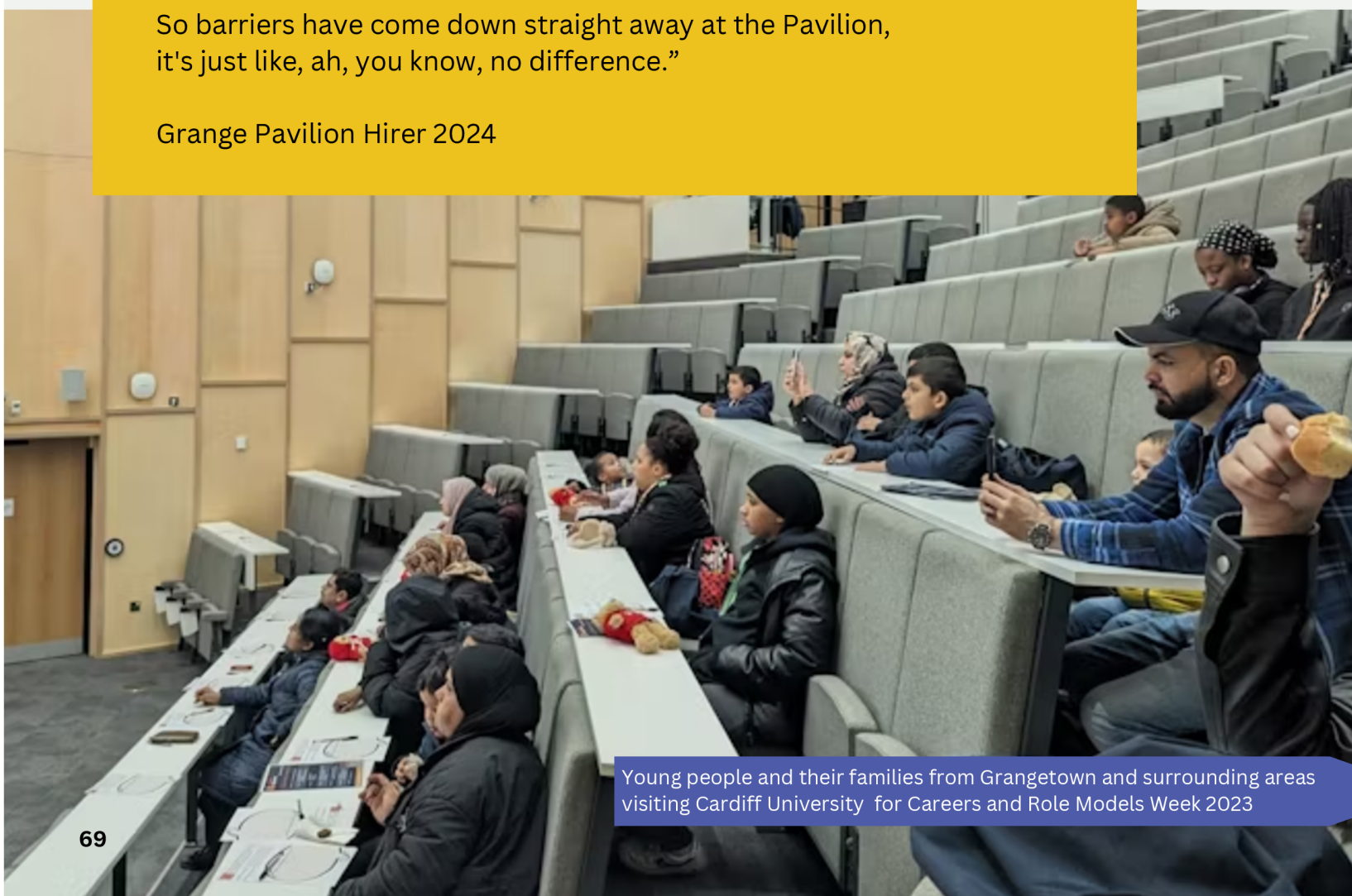
“It's that bit of effort to having to being consus of it, you know, and then putting in that bit of effort to make people understand I'm no different to you. It doesn't matter that I wear a head scarf.

Sometimes there's people who have never had the opportunity to speak with somebody like me or meet somebody like me. It's not negative on their side. It's human reaction really isn't it?

Sometimes...this [head] scarf might make you think only of what you've seen on the news and things like that. And when you actually meet somebody face to face, it's a different thing.

So barriers have come down straight away at the Pavilion, it's just like, ah, you know, no difference.”

Grange Pavilion Hirer 2024



Young people and their families from Grangetown and surrounding areas visiting Cardiff University for Careers and Role Models Week 2023

4. Wider Impact

4.1 Introduction

This evaluation has so far identified the outcomes stories and needs referenced most frequently by stakeholders. When combined, these outcomes provide signs of the wider impact on people's lives and the environment in Grangetown.

This section identifies:

- Signs of wider impact caused by Community Gateway, Grange Pavilion and the Youth Forum.
- Ways in which the three partners align with the Wales Future Generations Act National Wellbeing Indicators Framework.
- Ways in which the three partners are aligning with Cardiff University's new strategic mission.

These frameworks may help guide future Monitoring and Evaluation frameworks.

4.2 Signs of wider impact

Themes	Indications of Wider Impact
Improved equity	<ul style="list-style-type: none">• Raised over £2m investment for Grangetown, an area of ‘multiple deprivation’, and created an estimated social value of £25m pounds via Grange Pavilion (according to student research).• Changed attitudes amongst Black, Asian and Minority Ethnic communities in Grangetown about Cardiff University being ‘distant’ to ‘a decent choice’ (Grangetown resident 2024).• Anecdotally increased the number of Cardiff University students from Black, Asian and Minority Ethnic communities in Grangetown, this is corroborated by 50% of Youth Forum members now attending Cardiff University, there were no Cardiff University students at the Forum when it formed in 2016.• Regular HR surgeries aimed at diversifying the workforce at Cardiff University only take place at Grange Pavilion and in no other areas of Wales.• 2 leading Cardiff University Widening Participation programmes aimed at increasing the number of Black and Asian Minority Ethnic students in Higher Education (Parent Power and PACE) originated from Community Gateway and/or Grange Pavilion. Parent Power originally only ran from Grange Pavilion in Wales.• Trusting relationships between local residents and Cardiff University have enabled conversations between Black and Asian Minority Ethnic communities and senior leaders at Cardiff University about institutional racism which have influenced Cardiff University strategy.• Built credibility between the University staff and Grangetown residents so that they can change recruitment and admissions procedures to better serve local Black, Asian and Minority Ethnic communities for example through Cardiff Compact¹¹ and Parent Power campaigns.¹²• Grangetown Youth Forum, Butetown Mile and Community Gateway have anecdotally increased the number of Black, Asian and Ethnic communities participating in sports and running activities, particularly Muslim women.• Cardiff Medical School’s PACE programme is helping to recruit more young people from traditionally under-served local communities. Monitoring data has just started being collected to assess its impact.• Butetown Mile, a Community Gateway supported project, has been adopted by Run Wales due to its role in increasing the number of Black, Asian and Minority Ethnic communities in running.

Themes	Indications of Wider Impact
Impactful knowledge and teaching	<ul style="list-style-type: none"> • Research emerging from Community Gateway community-university partnerships has: <ul style="list-style-type: none"> ◦ Changed Cardiff Council Planning policy to better include and reflect the views of local communities. ◦ Led to a post-pandemic toolkit adopted by Cardiff Council to better include the voices of children in consultations. The same toolkit is now being trialled with communities in Bangladesh and in other areas of Cardiff. • Led to ‘pioneering’ new teaching methods at Cardiff University Business School which is now being used as part of the School’s Research Impact Case Study. • Provided local ‘Challenge-led’ learning for more than 1000 students across the University through teaching, research and volunteering projects with Community Gateway. • Increased student satisfaction and confidence (16 outcome stories) and created ‘compassionate citizens’ (23 outcome stories) with increased understanding of how to address social equity in their future professions. • Over 150 medical students have embedded their medical understanding by voluntarily teaching young people in Cardiff Primary schools and acting as role models to Black, Asian and Minority Ethnic children.
Social mobility	<p>Grange Pavilion Youth Forum has:</p> <ul style="list-style-type: none"> • Increased social and cultural capital (24 and 13 outcome stories) for young people in Grangetown. • Helped young people in Grangetown secure places at Russell Group Universities and Living Wage Jobs which are aligned with their passions and purpose (clear evidence but no numerical data). They have done so by providing networks, skill building and training opportunities, building confidence and positive identities and assisting with job and university applications. <p>Both examples are indicative of increased social mobility.</p>
Increased wellbeing	<ul style="list-style-type: none"> • The three partners have contributed to improved mental wellbeing by increasing satisfaction, self worth (46 outcome stories) and confidence (26 outcomes stories) of those involved. • 87 outcome stories demonstrated an Increase in civic action and community influence (23 outcome stories) which has been evidenced to increase wellbeing. • The three projects are delivering against 16 of 50 Wales Wellbeing Goal indicators. (See page 74)

Themes	Indicators of wider impact
Thriving, resilient communities	<p>The Understanding Thriving Communities report written for the National Lottery Community Fund¹³ in 2019 identified 4 conditions which contribute to thriving and resilient communities. These 4 conditions and how the findings of this evaluation contribute to them are as follows:</p> <ol style="list-style-type: none"> 1. ‘People led: people are meaningfully involved in matters that affect their lives and communities.’ <ul style="list-style-type: none"> • The three partners have increased Grangetown communities’ influence at Cardiff University (45 outcome stories) and in the Local Authority by enabling residents to influence University and Local Authority policy (7 outcome stories). 2. ‘Individual wellbeing and resilience: people being able to live fulfilled lives.’ <ul style="list-style-type: none"> • See ‘increased wellbeing’ and ‘social mobility’ section in this table. 3. ‘Places and spaces: people and communities have places and spaces that they can use to make good things happen’ <ul style="list-style-type: none"> • The re-development of Grange Pavilion has provided a space for experimentation leading to an increase in social innovation between Grangetown communities and Cardiff University (84 outcome stories). 4. ‘Relationships and connections: people and communities connect with, understand and support one another.’ <ul style="list-style-type: none"> • The three partners have increased connections across communities (19 outcomes stories), created peer networks and built ‘bridging’ relationships across socio-economic and cultural divides (particularly between Cardiff University and the Youth Forum) (72 outcome stories).
Community cohesion	<ul style="list-style-type: none"> • Grange Pavilion has provided a ‘shared vision’ (Grangetown resident 2024) that has united residents from different generations, faiths and ethnicities from across Grangetown. This has increased ‘belonging’ at Grange Pavilion, particularly for historically under-served communities facing multiple forms of inequality. Collectively, the three projects have increased a sense of belonging or connection to Cardiff (65 outcome stories). • When asked at Love Grangetown 2023 (an event attended by more than 80 community members) ‘What does Cardiff University bring to Grangetown?’ 56% of residents referenced ‘community cohesion’ and ‘inclusion’.

4.3 Alignment with Wellbeing Goals for Wales

All public organisations in Wales are legally bound to work towards 7 well-being goals as set out in the Well-being of Future Generations Act. The following table maps Community Gateway, Grange Pavilion and Youth Forum outcomes against the National Wellbeing-being Indicators Framework.

Future Wellbeing Goal	How the three projects have contributed	Evidence
16. Fair pay	<ul style="list-style-type: none">Grange Pavilion, The Hide Out Café and The Youth Forum’s Training Ground Café are all Living Wage employers, providing 15+ new Living Wage jobs in Grangetown.Academics are hiring more co-researchers from communities in Grangetown into Cardiff University Living Wage roles, 4 paid roles were mentioned during interviews.	Verified. Improved monitoring would help demonstrate how many people have secured jobs at Cardiff University via Grange Pavilion.
17. Pay difference	HR teams at Cardiff University signed the Bay Citizens Community Jobs Compact in 2020 which brings local people and employers together to tackle poverty, unemployment and under-representation in the workforce. Residents and HR teams both referenced relationships built via Grange Pavilion as being integral to achieving this. The Cardiff Bay Compact focuses particularly on Black Asian and Minority Ethnic young people.	Verified Monitoring data could help better demonstrate impact.
21. People in work	Collaborations between Cardiff University and local communities have employed more than 25 people in Grangetown since 2014 as a result of the three projects.	Verified Employee numbers need recording across projects.
22. People not in education, employment and training (age 16-24)	<ul style="list-style-type: none">All 30 Grange Pavilion Youth Forum members are in quality education and employment following support from the Forum at Grange Pavilion. 10 years ago Grange Gardens was a hotspot for anti-social behaviour and youth dis-engagement . 3 members referenced leaving behind ‘bad crowds and/or substance abuse to join the Forum.33 outcome stories reported increased opportunities to access education, skills and employment as a result of the Youth forum.1 member is starting a fully-funded Cardiff University PhD.More than 50% of Youth Forum members now attend Cardiff University.	Verified Improve monitoring of education and employment opportunities secured and the Youth Forum’s contribution.
23. People feeling involved / able to influence decisions affecting their local area.	<ul style="list-style-type: none">23 outcomes stories from community partners, Youth Forum members and users of Grange Pavilion referred to having greater influence over decisions affecting their lives since 2014.In 2024 Community Gateway research enabled Grangetown communities to change Planning Policy at Cardiff Council to be more inclusive.This was a direct result of consultation events at Grange Pavilion.A Grangetown to Grow-up In toolkit developed between Cardiff University and young people in Grangetown has been adopted by Cardiff Council and is being trialled in Bangladesh.	Verified.

Future Wellbeing Goals	How the projects have contributed	Evidence
24. Satisfaction with access to facilities and services	<ul style="list-style-type: none"> Grange Pavilion has provided an accessible community venue to access facilities and services. Accessibility was frequently referenced in interviews as one of Grange Pavilion's strengths. A student Masters dissertation of Grange Pavilion estimated the social value of the Pavilion to be over £25m. 	Verified Student dissertations may not be fully accurate.
25. Feeling safe	<ul style="list-style-type: none"> 'Safety' went from being one of the highest priorities at Grangetown 2015 to one of the lowest in 2023. 7 of 23 community members referenced feeling safer in Grangetown as a result of the re-development of Grange Pavilion. Vandalism of the building has reduced significantly since being re-developed. Police anecdotally report reduced crime in Grange Gardens. 	Verified.
26. People satisfied with where they live	<ul style="list-style-type: none"> 16 outcome stories reported that Grange Pavilion has brought 'kudos' and improved perceptions of Grangetown. 	Not verified.
27. Sense of community (belonging)	<ul style="list-style-type: none"> 65 outcome stories referred to an increased sense of belonging or connection to Grangetown as a result of the three projects. This was one of the most significant outcome themes. 	Verified
28. Volunteering	<ul style="list-style-type: none"> 87 outcome stories referenced increased civic action and participation. 	Verified
29. Mental well-being	<ul style="list-style-type: none"> 46 outcomes stories referenced increased satisfaction and self-worth, 26 referenced increased confidence. Both of these were highest amongst Youth Forum members. 	Verified.
30. Loneliness	<ul style="list-style-type: none"> Wellbeing for Wales data highlights that Young people age 16-24 feel lonelier than all other age groups and that this feeling decreases with age. 17 outcome stories from Youth Forum members referenced increased peer networks. 37 outcomes stories from Pavilion users referenced increased connectedness and belonging which indicate reduced loneliness. 3 of the 5 Grange Pavilion hirers interviewed ran groups reducing loneliness. 	Verified. A wider evaluation of all Pavilion users would demonstrate more accurate levels of impact here.

Future Wellbeing Goals	How the projects have contributed	Evidence
35. Participation in arts, culture and heritage	<ul style="list-style-type: none"> Community Gateway has run 6 community-university arts and heritage projects in Grangetown and influenced the establishment Grangetown Studio which supports local artists. Grange Pavilion hosted 10 arts and culture groups from Jan24-Aug24 running monthly sessions delivering arts activities such as dance, arts, welsh music and language. 13 outcome stories from Youth Forum members referenced having taken part in new cultural activities with film studios, arts groups and museums. 	Verified. Recording activities members have been involved in would provide more accurate data. As well as recording arts and cultural activities the Pavilion.
38. Participation in sporting activities	<ul style="list-style-type: none"> Butetown Mile, Run Grangetown and Youth Forum collaborations with Cardiff City FC and Street Games Wales have all contributed to an increase in sporting activities. Cardiff University and the Youth Forum have anecdotally increased the number of young muslim girls doing football, coaching and running in Butetown mile. 4 sports sessions run per week from the Pavilion 	Verified. Further data about sporting activities at Grange Pavilion could are likely to provide further evidence of contributing to this goal.
46. Active global citizenship	<ul style="list-style-type: none"> Grange Pavilion Youth Forum and Grange Pavilion is providing opportunities for young people to both volunteer and raise funds for international issues. Over £25k has been raised for international causes. Some members also help campaign for refugees. All of these actions are considered indicators of global citizenship. 	Verified

4.4 Cardiff University Strategy

Cardiff University recently launched a new University strategy informed by the Vice Chancellor’s Big Conversation. It has a clear mission. The signs of wider impact outlined in the ‘wider impact’ section indicate that Community Gateway and its two leading community-university projects Grange Pavilion and Grange Pavilion Youth forum are delivering against this mission:

Cardiff University Mission	How Community Gateway is showing signs of delivering this.
We co-create and share new knowledge, to deliver a better world for future generations.	<ul style="list-style-type: none"> Delivering against 15 of the 50 Future Wellbeing Goals through community-university partnerships.
Offering an excellent educational experience for students of all backgrounds and experiences	<ul style="list-style-type: none"> Offering iterative, challenge-led learning (30 outcome stories) which is improving student experience (16 outcome stories) and building compassionate student citizens (25 outcome stories)
Generating new knowledge that tackles the big challenges, co-creating solutions with global and local communities.	<ul style="list-style-type: none"> Increasing social innovations co-created with local communities (84 outcome stories). Influencing Local Authority policy and democratic processes (documented evidence).
Acting as an anchor institution in our city-region, delivering cultural, social, economic and environmental benefit for Cardiff, Wales and the world.	<ul style="list-style-type: none"> Increasing community belonging (65 outcome stories), civic action (87 outcome stories), social innovation (84 outcome stories) and ownership in Cardiff (26 outcome stories). Increasing opportunities and skills for under-served communities (75 outcome stories). The ‘Indicators of wider impact’ table on pages 71 - 73 shows signs that Community Gateway is: <ul style="list-style-type: none"> Bringing networks of communities together at Grange Pavilion to make Cardiff University a more equitable institution for people of all backgrounds. Increasing social mobility amongst young Black, Asian and Ethnic Minority people in under-served communities Improving local democratic processes.

Community Gateway and its partners are not just meeting strategic priorities, they are shaping them, when asked if this was the case, the new Vice Chancellor of Cardiff University, Professor Larner, confirmed:

“Yes. The new strategy we've been working on since I arrived is very clear about our commitment to place and our commitment to co-creation with communities. These themes came through strongly in the deep engagement we did across the University and beyond, including events hosted in Grangetown as part of that work. That says to me the Community Gateway has influenced the way the University thinks about itself, and thinks about how it engages with the communities and the city of which we are part.”

Professor Larner, Vice Chancellor, Cardiff University, 2024

Collectively the projects are leading to a more thriving and resilient community *and* University.

Conclusion

In conclusion, Community Gateway, Grange Pavilion and Youth Forum outcomes are indicating signs of:

- Increasing social equity
- Improving community cohesion in Grangetown
- Increasing co-produced, impactful teaching and research
- Increasing social mobility
- Contributing to a thriving community centred around Grange Pavilion
- Delivering against 15 of 50 Wellbeing of Wales goals
- Informing and delivering against Cardiff University strategic priorities and improving University identity and reputation

The next steps are to work with Cardiff University academics and data teams to start capturing this impact more definitively and to begin replicating the model in other areas of Cardiff to extend the impact for local communities, Cardiff University and Wales.

Conclusion

"One of the things that we wanted out of recruiting the new Vice Chancellor... had to be building on initiatives like our work in Grangetown and further diversifying, not just our student base, but our engagement with the city. There's an expression which you will have heard, we are 'in' Cardiff, but I'm not entirely sure that we are 'of' Cardiff. I wanted us to be much more involved in what was going on."

Pat Younge Chair of Council, Cardiff University 2024

"I can see now there's more available from the University than it just being an academic institution where you study. It's more than that, it's an employer, it's a part of the community, it's part of Cardiff and part of Grangetown."

Grangetown School Teacher 2024



Conclusion

Community Gateway, Grange Pavilion and Grange Pavilion Youth Forum are award-winning initiatives, with over 15 national and international awards. They bring together 100s of people from across sectors and communities around a shared 99 year commitment to Grangetown. They have been described as ‘remarkable’⁷ and ‘radical’ (I Grangetown resident 2024) exemplars of what can be achieved when community voices and knowledge are heard and prioritised. This holistic approach to challenge-led learning and co-creating research with communities embeds civic mission in core University activities and helps deliver against multiple Cardiff University strategic objectives. It’s a demonstrable example of what it looks like for Universities to be ‘of’ and not just ‘in’ communities.

The fact Grange Pavilion and Grange Pavilion Youth Forum are now self-sustaining organisations demonstrates a model of longterm sustainable development whilst also providing mechanisms for communities to shape public institutions to better meet their needs.

A vision is emerging amongst those involved to embed these ways of working across Cardiff University and to replicate the principles and conditions in other communities across Wales.

I strongly recommend ongoing funding and provision for Community Gateway if Cardiff University is to maintain its reputation as a University that ‘walks the walk’ when it comes to civic mission and to fulfil its mission of co-creating knowledge for future generations.

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