



Canolfan Plant Jig-So Children's Centre

Strategic Plan 2026-2029



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In memory of Brenda Jones, founding member and former Chair of Jig-So Children's Centre, whose leadership and dedication over 35 years laid the foundations for this strategy and the work that continues in her legacy.

Introduction

In April 2026, Jig-So Children's Centre hosted a full Strategy Day, bringing together trustees, staff, volunteers, families, and partners to shape the priorities for the next three years. Through workshops, discussions, and reflective activities, participants shared their experiences, insights, and hopes for the future of Jig-So.

The ideas generated during the Strategy Day — along with additional feedback gathered from families, partner organisations, and community networks — have directly informed the development of this plan. We are deeply grateful to everyone who contributed their stories, perspectives, and expertise. This strategy aims to reflect their voices and honour the commitment they show to Jig-So and the communities we serve.

Why We're Doing This

Families consistently tell us Jig-So is a safe, welcoming place where children can play, learn, and grow — and where parents feel supported, connected, and understood. This echoes our long-standing purpose since 1992: to provide early intervention and preventative support that strengthens families and communities.

To continue doing this sustainably, with care for the people involved, we need a clear plan for the next three years — one that honours our history, reflects what families value, and responds to the pressures facing children and parents today.



What We Want to Change

By 2029, we want:

- Children and families to get help earlier, before problems escalate
- Support to remain safe, inclusive, and accessible
- Staff and volunteers to have the structure, training, and wellbeing support they need
- Stronger financial resilience and governance
- Clear evidence of the difference we make
- A Centre and outreach model that remains fit-for-purpose for rural West Wales

Our Strategic Priorities

We've chosen four priorities that reflect what families value and what the organisation needs to thrive:

1. Deepen & Evidence Our Impact
2. Strengthen Financial Resilience
3. Strengthen Governance & Leadership
4. Build Organisational Capacity

These priorities build on our historic objectives: flexible early intervention, sustainability, fit for purpose premises, and sharing good practice.

What This Means for Staff and Volunteers

Our people remain at the heart of Jig-So. Many of our staff began as parents and volunteers, and this pathway remains central to our ethos.

Over the next three years we will:



- Strengthen induction, training, and safeguarding awareness
- Improve communication and supervision
- Create more opportunities to contribute skills and ideas
- Support volunteers to develop confidence, skills, and pathways into work

Our aim is for every worker to feel confident, valued, and supported.

How We'll Know It's Working

We will track progress through:

- Quarterly dashboard (outcomes, risks, attendance, income)
- Annual impact report
- Evidence that families feel safe, supported, and connected
- Governance self-assessments
- Staff and volunteer satisfaction
- Feedback from families, partners, and networks



1. Our Purpose

Our Mission

Our mission is to provide safe, nurturing and inclusive spaces where children and families can play, learn, connect and thrive. We reduce pressure on parents, strengthen wellbeing, and build community by offering early intervention, emotional support and accessible opportunities that meet families where they are. Through trusted relationships, bilingual practice and a deep understanding of rural life, we help families feel supported, confident and connected.

This mission grows from our long-standing commitment to:

- Quality play opportunities that spark imagination, confidence and joy
- Support for parents and carers, recognising that strong families help children flourish
- Building skills and resilience to alleviate poverty, isolation and the challenges of rural living
- Promoting healthy lifestyles and emotional wellbeing, giving children the best start in life

Together, these foundations shape a mission that is both true to our roots and responsive to the needs of families today — a mission centred on compassion, community and the belief that every child deserves the chance to thrive.

Our Vision

A future where every child in Ceredigion, North Pembrokeshire and West Carmarthenshire feels safe, supported and able to flourish, wherever they live, whatever their circumstances. A future where families can access the right help at the right time, without barriers of transport, income, language or stigma.

We envision communities where children grow up with confidence, curiosity and joy, and where parents feel connected, empowered and never alone. A future in which early intervention is the norm, not the exception; where wellbeing is strengthened through play, relationships, culture and community; and where every family has the opportunity to thrive in the place they call home.



Our Values

Our Values inform our practice and how we function and deliver as an organisation.

<i>Our Values</i> ...what we are like	<i>Our Behaviour</i> ...examples of what our Values mean in practice
Integrity	<p>We will</p> <ul style="list-style-type: none"> • Communicate openly with families about what we can and cannot offer • Share decisions clearly with staff and volunteers, especially when changes affect them • Report concerns, risks, and safeguarding issues promptly and accurately. • Be transparent about funding, priorities, and challenges • Admit mistakes, learn from them, and show how improvements are made.
Inclusion	<p>We will</p> <ul style="list-style-type: none"> • welcome every child and their family regardless of where they live or what their circumstances; • promote diversity and strive for equality of opportunity for all our service users, staff and volunteers; • be open, fair and consistent in our approach and will seek to identify and overcome barriers to equality whenever they appear; • value the contributions that others can make and we will enable them to share their views.
Collaboration	<p>We will</p> <ul style="list-style-type: none"> • Work alongside families as equal partners • Build strong, respectful relationships with local and regional partners • Share expertise and good practice • Create smooth pathways for families • Collaborate ethically and with purpose • Celebrate community strength
Compassion	<p>We will</p> <ul style="list-style-type: none"> • Meet families where they are, without judgement • Respond with empathy, patience, and understanding

	<ul style="list-style-type: none"> • Recognise the pressures families face and adapt our support • Create safe, nurturing spaces where emotions are welcomed • Show care for staff and volunteers as whole people
Accountability	<p>We will</p> <ul style="list-style-type: none"> • Take responsibility for our decisions, actions, and impact • Communicate openly about what we can and cannot deliver • Use data, feedback, and evidence to guide our work • Follow policies, procedures, and safeguarding standards consistently • Monitor risks and address issues promptly and transparently • Use resources wisely, ethically, and in line with our mission • Report honestly to families, funders, trustees, and partners • Learn from mistakes and show how improvements are made • Hold ourselves — and each other — to high professional standards
Community	<p>We will</p> <ul style="list-style-type: none"> • strive to deliver our services in areas where we are confident that they will help the most; • look to enthuse all who have contact with us with a sense of what they can do to make changes for the better both for themselves and the communities in which they live. • Listen to the voices of local families and act on what they tell us • Work bilingually to honour culture, identity and inclusion
Child Centred Practice	<p>We will</p> <ul style="list-style-type: none"> • Prioritise safety, rights and wellbeing of every child • Follow the child's lead and respect their choices of play • Create environments that support curiosity, creativity and exploration • Listen to children's voices and take their views seriously • We adapt our approach to each child's need, abilities and pace • Protect children's dignity, privacy and emotional safety • Advocate for children when their needs are not being met • Work in partnership with families to support the whole child

	<ul style="list-style-type: none"> • be alert to potential risk in all activities and services we offer and will take pro-active steps to address, minimize or avoid these, as appropriate; • involve other organisations where this is appropriate
Respecting our environment	<p>We will</p> <ul style="list-style-type: none"> • Always consider the impact of our services and activities on the communities around us; • Be aware of the impact of our work on the wider environment; • Design sessions that support environmental awareness and teach respect for the natural world. • Demonstrate positive behaviour i.e. electric car, using seasonal produce • Model sustainable behaviours for families, volunteers and partners
Providing a great place to work	<p>We will</p> <ul style="list-style-type: none"> • Create a supportive, respectful and inclusive workplace culture • Provide clear roles, expectations and fair workloads • Promote a positive working environment with clear boundaries and decision-making processes; • Celebrate achievements and recognise contributions • Ensure decisions are transparent and consistent • Actively seek appropriate opportunities for the development of all staff and volunteers.

2. Where Jig-So is Now (2026 Baseline)

Our Current Position

- Annual income: £201,260
- Staff: 3 FTE
- Volunteers: 10
- Individual beneficiaries supported: 654 families, 796 children (2025-2026 financial year)
- Reserves: 3 months

Our Work

Jig-So currently provides early intervention and preventative support to children and their families from its base in Cardigan and in outreach locations across West Wales. Begun in 1992, Jig-So has been part of many families' journeys with child users of the service now parents and engaging with their own children, and parents who are now grandparents returning to re-engage with the service.

Jig-So provides a safe and stimulating environment at Canolfan Plant Jig-So Children's Centre or in community buildings that host outreach sessions, offering children the opportunity to learn and develop to reach their childhood milestones and to express and communicate in their chosen language as individuals with other children. It also offers parents and carers the opportunity to meet other local families with similar aged children.

Trained and experienced Jig-So staff are present at all sessions to support activities, answer any questions and/or to signpost to other organizations, many of which Jig-So works in partnership with, to seek advice, support or ideas.

Any child and family that need our support or services are welcomed. We recognise that children and their families, whatever their individual circumstances, have different needs at different times. These needs may arise for a host of reasons including rural isolation, having a new baby, being or becoming a single parent, having a child or children with challenging behaviour, coping with poverty, post-natal depression or family relocation. Our policy is that children must be accompanied by a parent/carer. In certain circumstances, crèche facilities may be offered to support parents to attend a Jig-So workshop at the Centre or a drop-off club for older children is facilitated during school holidays. The crèches and clubs are provided under Care Inspectorate Wales exemptions and CIW is notified that the service is offered.

Jig-So secures funding to deliver a range of projects and runs weekly activities. Current funded projects include:

Families First Pembrokeshire – SLA Pembrokeshire County Council

Funded by the families first fund through Pembrokeshire County Council, this project aims to support North Pembrokeshire families. Jig-So runs two weekly drop in play sessions, one in Goodwick and another in St Dogmaels.



Plant Dewi – SLA Ceredigion County Council

Funded through the Families First fund through Ceredigion county council and coordinated through Plant Dewi. The fund supports coordination of the family centres across Ceredigion, providing partnerships and resources. Plant Dewi also fund our longstanding Llechryd session which is now co-delivered with Flying Start.

Out-of-school family hub – National Lottery Community fund (2024-26)

Delivery of sessions for out-of-school, Saturday club, Holidays sessions and after school.

Big Sky – Children in Need

Drop-off clubs for children aged 8 to 12 years with activities around the arts. The aim of the project is to increase wellbeing, resilience and improve mental health for children living in isolated areas.

Moondance Foundation

Funding the early years hub. The hub delivers a curriculum of peer support, advisory sessions and accredited parental courses for parents of children aged 0-5 years.

During 2024-26 parents attended courses and workshops listed below which were mostly delivered by Jig-So staff or partner organizations:

- Cooking, budgeting, kitchen skills
- Woodworking and measuring
- Sewing and textiles
- Craft workshops and creative skills
- Baby Massage Course
- Babbling babies (speech and language)



Governance

Jig-So is managed by a group of trustees who meet at least Quarterly. Trustees are recruited to the Board from the local community and are elected at the Annual General Meeting (AGM). An annual report is prepared and presented at the AGM. Jig-So's constitution outlines the work of the organisation as follows:

'The aims and objectives are the preservation and protection of health, the advancement of education and the relief of distress within family relationships supporting children, their parents/carers and significant others i.e. grandparents, based in Cardigan and encompassing Ceredigion, Carmarthenshire and Pembrokeshire.

'The provision of a resource and advice centre to advance the education of the public in good parenting skills and the provision of facilities for recreation and leisure time occupation in the interests of social welfare with the object of improving the condition of life of the inhabitants of Cardigan, Carmarthenshire, Ceredigion and Pembrokeshire'.

Strengths

Community feedback confirms Jig-So's strongest assets:

- **Exceptional staff** — described as “amazing”, “supportive”, “kind”, “life-changing”.
- **Safe, welcoming, non-judgemental spaces** — families repeatedly emphasise emotional safety.
- **High-quality play and learning** — “great activities for all ages”, “thought-out play”, “helps development”.
- **Food and nutrition** — “delicious”, “healthy”, “invaluable”, “takes pressure off parents”.
- **Community connection** — “a real community”, “we've made friends”, “a lifeline”.
- **Holiday provision** — repeatedly described as essential.
- **Inclusivity and accessibility** — free or low-cost access is crucial.
- **Strong partnerships** – Being trusted part of the community.



Challenges

- Capacity pressures → risk of burnout
- Funding fragility and income concentration
- Safeguarding and governance pressures
- Limited trustee capacity and quoracy issues
- Inconsistent impact data
- Need for clearer staff roles and leadership structure
- Volunteer induction and training gaps
- Digital systems underdeveloped
- Growing demand from families with complex needs
- Rural isolation and transport barriers

Pressures Facing Our Beneficiaries

Local deprivation and rural disadvantage

According to the Welsh Index of Multiple Deprivation 2025, Cardigan continues to contain two of the most deprived wards in Ceredigion, with several Lower Super Output Areas (LSOAs) ranking among the county's most deprived across domains including income, housing, and access to services.

Rural communities across Carmarthenshire, Ceredigion and Pembrokeshire remain among the 5% most deprived areas in Wales for access to services, reflecting long travel times, limited public transport, and sparse local provision — a pattern confirmed in the 2025 WIMD access-to-services domain.

While unemployment remains relatively low, household income in Wales continues to sit below the UK average, with the latest small-area income estimates (FYE 2023) showing Welsh disposable household incomes lagging behind many other UK regions.

Housing pressures also persist. Although overcrowding varies by area, the 2021 Census shows that overcrowding remains present in Wales, particularly among households in rented accommodation (4.3% overcrowded) and in certain demographic groups. This aligns with earlier findings that parts of Pembrokeshire and Ceredigion experience higher levels of overcrowded households with dependent children than the Welsh average.

The Ceredigion Assessment of Local Well-being 2022 provides the most up-to-date picture of wellbeing in the county. It highlights that despite Ceredigion's rural landscape and strong natural environment, access to play, outdoor opportunities, and safe spaces for children remains inconsistent, particularly in rural communities. Transport barriers, limited local provision, and inequalities in access continue to affect families across the county.

The Assessment also emphasises wider pressures on families, including the rising cost of living, housing challenges, digital and physical connectivity issues, and the increasing emotional and mental health needs of children and young people. These issues are compounded by rurality, isolation, and limited access to services — themes that strongly align with the experiences of families Jig-So supports.

The Ceredigion Local Well-being Plan 2023–2028, informed directly by the 2022 Assessment, sets out five wellbeing objectives for the next five years. These include tackling poverty, improving social wellbeing, strengthening environmental wellbeing, supporting the Welsh language and culture, and building a sustainable local economy. The Plan places strong emphasis on giving children the best start in life, reducing inequalities, and ensuring that communities can access the support they need locally.

These updated documents reinforce the same concerns highlighted in earlier assessments:

- Play opportunities remain limited, especially in rural areas.
- Transport continues to be a major barrier for families, particularly those with additional vulnerabilities.
- Early intervention and prevention are essential to improving long-term outcomes for children and families.
- Collaboration across agencies is needed to address inequalities and improve access to services.



Regional priorities – West Wales Care Partnership and Population Needs

The West Wales Care Partnership (WWCP) and Regional Partnership Board (RPB) published an updated Population Needs Assessment in 2022, which sets out the current and emerging needs of children, young people and families across Ceredigion, Pembrokeshire and Carmarthenshire. The assessment reinforces the continued need to:

- Strengthen preventative and early intervention services, ensuring families receive support before needs escalate
- Build on established early years and family support programmes, including Families First, Flying Start, Team Around the Family (TAF), and community-based provision
- Improve multi-agency working, information sharing and coordination across health, education, social care and the third sector
- Ensure consistency of provision across the region, reducing postcode-based inequalities in access to support
- Develop community-based, non-stigmatising services that families can access locally, particularly in rural areas

The 2022 assessment highlights several growing pressures:

- Increasing emotional and mental health needs among children and young people
- Rising pressures on family life, including financial strain, isolation, and the long-term impact of the pandemic
- Barriers to accessing services, especially for rural families, those without transport, and families with disabled children
- The importance of trusted relationships, continuity, and early help delivered in safe, familiar community settings

The WWCP's Area Plan emphasises the need for holistic, joined-up support that brings services closer to families, reduces duplication, and ensures that early intervention is embedded across the region.

National programmes – Families First and Flying Start

Families First promotes multi-agency, preventative support for families, especially those experiencing poverty. Jig-So works alongside Families First teams (particularly Team Around the Family) to provide practical, relational support, play opportunities and early intervention for families who might otherwise struggle to engage with services.

Flying Start remains a targeted early years programme for under-4s in specific post-coded areas. While it provides valuable support where it exists, large parts of rural Ceredigion, north Pembrokeshire and west Carmarthenshire still fall outside Flying Start and Family Centre catchments. This means many families with significant needs receive no dedicated early years entitlement, despite facing isolation, low income

and limited access to services. Jig-So helps to fill this gap by offering inclusive, low-cost or free provision to families who are not reached by statutory programmes.

Child health, obesity and inequalities

The most recent Child Measurement Programme (CMP) data shows that 27.3% of children aged 4–5 in Wales are living with overweight or obesity, the highest level recorded since the programme began. Within this, 12.8% of children are living with obesity, with rates significantly higher in the most deprived areas of Wales.

The 2023–24 CMP report also highlights a continued correlation between obesity and deprivation, and notes that rural areas — including those across Hywel Dda — continue to face barriers to healthy weight, including limited access to affordable food and fewer opportunities for active play.

National policy context – Well-being of Future Generations and Programme for Government

The Well-being of Future Generations (Wales) Act 2015 continues to provide the long-term framework for improving social, economic, environmental and cultural wellbeing across Wales. It requires public bodies — and encourages partners across sectors — to work in ways that prioritise:

- Prevention and early intervention
- Reducing poverty and tackling health inequalities
- Supporting children's rights, voice and participation
- Building strong, connected, sustainable communities
- Promoting the Welsh language and cultural identity

The current Welsh Government Programme for Government (2021–2026) reinforces these commitments, with a strong focus on:

- giving every child the best start in life
- expanding early years support
- strengthening community-based services
- improving mental health and wellbeing
- addressing the cost-of-living crisis and its impact on families



- supporting rural communities and improving access to services

These national priorities align directly with Jig-So's mission and day-to-day work. By offering early, relationship-based support; safe and inclusive play; bilingual community connection; and practical help for families under pressure, Jig-So contributes meaningfully to several of the national well-being goals, including:

- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language

This strategic context underlines why Jig-So's role remains essential — and why sustained, flexible investment in community-based early intervention is critical for the long-term wellbeing of children and families in West Wales.

What families are telling us today

Families across Ceredigion, Pembrokeshire and Carmarthenshire continue to report:

- Health problems affecting both children and parents
- Financial strain linked to rising living costs
- Behavioural and additional needs requiring early support
- Parental overwhelm and stress
- Isolation, especially in rural areas
- Transport barriers limiting access to services
- Limited availability of support close to home
- A need for accessible spaces, play, and social connection
- Advocacy needs when navigating services
- A desire for peer support and community

These lived experiences mirror the national priorities and reinforce the importance of Jig-So's preventative, relational, community-rooted model.

3. Where We Want to Be in 3 Years (2029)

Impact

By 2029, Jig-So will show clear, meaningful change in the lives of children and families across West Wales. Our work will be visible not just in numbers, but in the everyday experiences of families who feel safer, more connected and better supported. Through early intervention, trusted relationships and community-rooted practice, we will demonstrate the difference that consistent, compassionate support can make.

By 2029, Jig-So will:

- Demonstrate measurable improvement in child and family outcomes
- Ensure children feel safe, connected, and supported
- Publish an annual impact report
- Strengthen transitions to other services
- Build stronger communities through peer support and connection
- Protect what families value most: safety, food, play, connection, and kindness

Financial Sustainability

To secure Jig-So's future and protect free, inclusive support for families, we are strengthening our financial foundations. By building resilience, diversifying income and developing new ways to generate unrestricted funds, we will ensure that Jig-So remains stable, independent and able to meet the needs of our communities for years to come.

By 2029, Jig-So will:

- Build 6 months of reserves
- Diversify income so no single source exceeds 40%
- Introduce trading and specialist service income
- Strengthen PR, donations, and community fundraising
- Protect free or low-cost access to sessions



Governance

Strong, transparent governance is essential to Jig-So's stability, accountability and long-term impact. We are committed to building a board that provides clear strategic direction, consistent oversight and supportive challenge, while respecting the boundaries between governance and operations. By strengthening structures, clarifying roles and improving communication, we will ensure Jig-So is well-led, compliant and equipped to grow with confidence.

By 2029, Jig-So will:

- Expand the Board to 6 trustees with a full skills matrix
- Embed annual governance evaluation
- Strengthen safeguarding governance
- Improve quoracy and trustee engagement
- Ensure governance reflects the Charity Governance Code 2025

Organisation & People

Jig-So's strength comes from its people. To deliver safe, consistent and high-quality support for families, we need a stable team, clear structures and a culture that protects wellbeing. Over the next three years, we will invest in our staff and volunteers, strengthen leadership and supervision, and build the systems that allow our organisation to grow with confidence and care.

By 2029, Jig-So will:

- Establish a stable staffing structure
- Clarify roles, responsibilities, and leadership pathways
- Strengthen supervision, appraisal, and culture
- Develop a training and development plan
- Formalise volunteer recruitment, induction, and support
- Introduce digital systems for data and engagement
- Reduce burnout and improve wellbeing

4. Strategic Priorities 2026–2029

Priority 1: Deepen & Evidence Our Impact

Objective: Deliver high-quality services with measurable outcomes that reflect what really matters to families.

Key Actions

- Develop a simple Theory of Change
- Introduce outcome tracking tools
- Collect beneficiary feedback quarterly
- Publish an annual impact summary
- Strengthen transitions to other services
- Protect core elements families value: open sessions, holiday provision, food, inclusivity
- Strengthen Bilingual offer

Success Measures

- 80% of beneficiaries report positive change
- Impact dashboard reviewed quarterly
- Annual impact report published

Priority 2: Strengthen Financial Resilience

Objective: Secure sustainable, diversified income to protect and grow services.



Key Actions

- Develop a 3-year income plan
- Launch individual giving and PR campaigns
- Implement trading and specialist services
- Use assets effectively (vehicles, membership, play packages, centre space)
- Strengthen marketing and emotional storytelling.
- Implement strategic use of grants, contracts and partnerships

Success Measures

- Income growth to support core costs
- Minimum of 3 diverse income streams
- Maintenance of 6 months reserves

Priority 3: Strengthen Governance & Leadership

Objective: Operate in line with the Charity Governance Code 2025 and ensure robust safeguarding.

Key Actions

- Complete annual governance self-assessment
- Recruit and Retain 6 trustees
- Create trustee induction process
- Establish an annual board calendar
- Strengthen leadership skills
- Maintain a strong safeguarding culture
- Develop enterprise opportunities in line with Jig-So ethos



Success Measures

- Trustee retention
 - Skills gaps closed
 - Governance improvement plan completed annually
-

Priority 4: Build Organisational Capacity

Objective: Ensure we have the people, culture, and systems to grow sustainably.

Key Actions

- Clarify staff roles and responsibilities
- Strengthen supervision, appraisal, and culture
- Develop a training and development plan
- Formalise volunteer recruitment, induction, and support
- Introduce digital systems for data and communication
- Review policies on a rolling programme
- Bilingual, inclusive practice

Success Measures

- Staff satisfaction >80%
 - Volunteer retention improved
 - Reduced burnout and capacity pressure
-



5. Resources Required

People

- Recruit 6 additional Trustees, maintain 6 in Post.
- Volunteer coordinator capacity, 4-6 hrs per week.
- Enterprise development capacity – 8 hrs per week
- Workforce development plan including digital skills development

Systems

- Impact and evaluation tool
- CRM data system
- Financial forecasting model
- Risk register

Financial

- Income generation plan
- Quarterly management account
- Funding strategy

6. Risk Overview

- Funding volatility
- Capacity overstretch and burnout



- Safeguarding and governance pressures
- Reputational risk
- Trustee burnout and quoracy issues

The Board will review risks quarterly.

7. Measuring Success

Quarterly Dashboard

- Management Accounts
- Beneficiary numbers including Volunteer, Staff and Trustees
- Outcome indicators – Impact measurements
- Identify Key risks

Annual Review

- Full strategy progress review
 - Governance self-assessment
 - Financial sustainability check
 - Impact report publication
 - Key outcomes
 - Trustee annual appraisal
-

8. Implementation Roadmap

Year 1

Q1

- Complete governance review and self assessment
- Update safeguarding governance and reporting lines
- Recruit 2–3 new trustees to move toward a board of 6
- Begin Theory of Change
- Review volunteer induction and safeguarding training needs
- Clarify staff roles and responsibilities (draft updates)
- Seek funding for enterprise development project

Q2

- Draft 3 year income generation plan
- Launch improved induction and supervision structure
- Finalise Theory of Change
- select outcome measurement tools (simple, low burden)
- Begin quarterly beneficiary feedback (pilot)
- Map referral pathways and transitions to other services
- Start scoping digital systems (CRM, data tools, communication tools)

Q3

- Build first version of impact framework
- Begin collecting baseline data
- Strengthen PR and storytelling (case studies, social media, local press)
- Review all grants and contracts for renewal timelines
- Develop trading ideas (room hire, play packages, training)
- introduce structured staff supervision and appraisal
- Begin rolling policy review
- Recruit 2–3 new trustees to move toward a board of 6

Q4

- Produce Year 1 progress review
- Align budget to strategic priorities
- Publish first annual impact summary (light version)
- Confirm digital system choice for Year 2
- Review volunteer programme and retention
- Update board calendar and trustee development plan

Year 2

Q1

- Commission CRM and digital data systems
- Begin digital skills training for staff and volunteers
- Strengthen internal communication systems
- Launch improved data collection processes
- Review safeguarding training and refresh where needed

Q2

- Launch first trading/specialist service (e.g., sensory support, training, room hire)
- Develop membership/supporter scheme
- Strengthen community fundraising (events, local business partnerships)
- Build reserves toward 4–5 months
- Expand volunteer roles and pathways

Q3

- Launch full impact measurement framework
- Produce second Annual Impact Report
- Strengthen transitions to other services (health, education, TAF, Family Centres)
- Deepen bilingual delivery and rural outreach
- Strengthen organisational culture and wellbeing practices

Q4

- Conduct trustee appraisals
- Review board skills matrix and recruit to fill gaps
- Strengthen leadership development for senior staff
- Update financial forecasting and scenario planning
- Review policies and digital systems effectiveness

Year 3

Q1

- Review impact data from Years 1–2
- Refine Theory of Change
- Strengthen transitions and partnership protocols
- Review staffing structure for future growth
- Update volunteer programme based on evaluation

Q2

- Achieve 6 month reserves target (or final steps toward it)
- Ensure no single income source exceeds 40%
- Expand trading income where viable
- Strengthen long term funding partnerships
- Begin drafting next 3 year income strategy

Q3

- Conduct full governance review against Charity Governance Code 2025
- Refresh trustee recruitment to maintain skills and diversity
- Strengthen succession planning for trustees and senior staff
- Review safeguarding governance for new legislation
- Conduct full strategy progress review
- Draft Strategic Plan 2029–2032

Q4

- Report on strategic plan 2026-2029
- Finalise Strategic plan 2029-2032
- Celebrate achievements with families, volunteers, partners, and funders
- Align budget to next strategic cycle