Theory of Change

COMMUNITY BENEFIT & PARTNERSHIP FRAMEWORK | 2026–2029

A practical pathway from creative participation to stronger people and more connected communities across Greater Manchester.

The community need

Some children, young people and adults face barriers to participation, confidence, belonging and personal development. Financial pressures, disadvantage, social isolation, disrupted education and limited access to enriching activities can make it harder to discover strengths and pursue opportunities. Beacon of Love aims to contribute to addressing these challenges; it cannot resolve them alone.

Our intended long-term change

People of different ages and backgrounds have greater confidence, creativity, connection and transferable skills, with more opportunities to participate in education, community life and personal development. Local organisations benefit from an additional, inclusive creative partner.

How change is expected to happen

INPUTS	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	POTENTIAL LONG-TERM BENEFITS
Funding; trained facilitators and volunteers; partner venues; art materials; safeguarding and evaluation	Masterpieces in Progress; accessible creative workshops; reflection, encouragement and group activities	Sessions; attendance; completed creative work; referrals and feedback	Enjoyment, achievement, self-expression, confidence, connection and willingness to try new tasks	Stronger engagement, resilience, relationships, transferable skills and participation in learning, work or community life

Why creative participation may make a difference

Accessible art-making offers opportunities to practise skills, make choices, see progress and receive constructive encouragement. Repeated positive experiences, supportive relationships and opportunities to reflect may help Participants develop confidence and a sense of agency. These are plausible pathways, not guaranteed outcomes.

Who may benefit

- Participants — opportunities for expression, achievement, confidence, connection and personal growth.
- Schools, colleges and youth services — complementary enrichment, engagement and personal-development opportunities.
- Community groups and local services — inclusive activities that may strengthen relationships and reduce isolation.
- Employers and sponsors — meaningful local engagement and opportunities to support demonstrable social value.

Strategic alignment with Greater Manchester

Beacon of Love seeks to complement the ambitions of the Greater Manchester Strategy 2025–2035, Together We Are Greater Manchester, through inclusive learning, participation and opportunities for people to live fulfilling lives. Its intended contribution is relevant to regional priorities for children and young people, skills and progression, tackling inequalities, community connection and preventative wellbeing. Activities also reflect the community-led, preventative principles associated with Greater Manchester's Live Well approach.

This is an alignment of intended outcomes, not a claim of endorsement, funding, commissioning or formal partnership with GMCA. Beacon of Love will explore borough-level and regional partnerships where its activities address evidenced local needs.

Community need → intervention → intended contribution

Barriers to creative participation and confidence → accessible, supported creative sessions → opportunities to practise self-expression, collaboration and perseverance → potential growth in confidence, connection and readiness to pursue further learning or community opportunities. Outcomes depend on quality delivery, attendance and wider circumstances.

Three-year development pathway

YEAR 1 — Establish and learn Build relationships; deliver carefully planned pilots; collect baseline and post-session feedback; test accessibility and safeguarding arrangements; refine delivery.

YEAR 2 — Strengthen and adapt Improve Masterpieces in Progress using early learning; broaden suitable partnerships; develop repeatable resources; improve consistency of evaluation and repeat bookings.

YEAR 3 — Demonstrate and sustain Build a stronger body of case studies and partner feedback; assess longer-term engagement where feasible; diversify income and consider evidence-led expansion.

Measurable outcomes and evidence

INTENDED OUTCOME	PROPOSED MEASURE
Confidence and self-expression	Voluntary, age-appropriate before-and-after Participant reflections
Belonging and social connection	Short questions on inclusion, relationships and connection
Engagement and participation	Attendance, completion and return participation, reported separately
Transferable skills	Participant reflections and structured facilitator observations
Further opportunities	Optional follow-up on interest in learning, volunteering or community activity
Partnership quality	Partner feedback, repeat bookings and active collaboration

Collect baseline information where feasible, distinguish attendance from change in outcomes, and report both positive and mixed findings. Use anonymised case studies with appropriate consent. Do not claim cost savings or monetary social return without an explicit method, defensible assumptions and sufficient evidence.

Partnership value and sustainability

Schools and colleges may gain complementary enrichment; community organisations may gain inclusive participation opportunities; commissioners may gain a potential early-intervention partner; and corporate sponsors may fund defined sessions or Participant places with proportionate, anonymised reporting. Beacon of Love intends to combine pilot funding, commissioned programmes, grants, sponsorship and reinvestment where feasible, rather than relying on any single income stream.

Assumptions, risks and safeguards

Change depends on consistent attendance, quality facilitation, psychologically safe and inclusive delivery, partner cooperation and suitable funding. Risks include inconsistent attendance, access barriers, overclaiming outcomes and safeguarding concerns. Beacon of Love will apply its own safeguarding procedures and agreed host-venue arrangements, obtain suitable permissions, and adapt delivery using feedback.

Evidence, accountability and review

This is a forward-looking Theory of Change, not evidence that outcomes have already been achieved. It will be reviewed as delivery evidence becomes available and at least annually. Director endorsement does not imply formal board approval unless separately recorded.

Director endorsement

John Christian Small
Founder & Development Director

J C Small

Date signed: 19 October 2026 | Next review: 19 October 2027