



Hilltop and Caldwell

BIG LOCAL PLAN 2022 to 2026



Local Trust | Big Local

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1. WELCOME AND INTRODUCTION

Welcome to the updated Hilltop and Caldwell Big Local Plan for May 2022 to March 2026. Although our plan covers the period to the end of the Big Local programme, our Big Local will end towards the end of 2025 to allow for the close out of the funding and projects, by March 2026.

This plan builds on the previous plan from 2017 to 2019 and describes the Big Local priorities for the next three years. This plan describes some of the old priorities differently to allow new priorities to be included. The plan also summarises and celebrates some of the things we have achieved so far.

In 2012 Hilltop and Caldwell was one of 150 areas in the country to become a Big Local Area. This meant it would receive a grant of £1,000,000 from the National Lottery to be used by 2026, to invest in the area and community to help make it a better place to live and work, as the community decided. Areas were chosen because they were recognised as localities of need that had missed out on Lottery and other funding over many years. What makes Big Local different to other community programmes is that all decisions on how to invest this money are made directly by residents.

Each Big Local is led by a partnership of local people and volunteers who make decisions about how to invest the Lottery grant on behalf of the local community and in accordance with the consultation and feedback from residents and other interested parties

People can join the partnership and contribute their ideas and efforts and we are always looking for new people to help carry our Big Local forward. We always make everyone very welcome. If you would like to know about joining the partnership you can find out more from our Facebook page, twitter and website.

<https://htcbiglocal.org.uk/>

<https://www.facebook.com/HillTopandCaldwell/>

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This new plan was created by a collaborative process through several planning sessions with the Big Local Partnership members in person, the Locally Trusted Organisation and the Big Local Rep. It is based on the learning and feedback from the partnership members living or volunteering in the area, the results of the community survey and community conversation day with them and the stakeholder conversations carried out with interested organisations that can contribute to the legacy and delivery of the Hill Top and Caldwell Big Local.

Big Local

The funding for Big Local comes from the National Lottery. Local Trust administers the national programme centrally and sets the rules for the programme in accordance with National Lottery guidelines which each Big Local must follow. The Local Trust website describes the vision of Big Local as one of empowered, resilient, dynamic, asset-rich communities making their own decisions on what is best for their area. The Big Local approach is to make sure that residents' time and energy is spent on the things that make a lasting difference to people and communities and at the same time making sure that there are systems and checks in place to account for funding. The National Lottery funding for each Big Local area was awarded on the condition that it could be used over 10 years at the community's own chosen pace.

The main features making Big Local different from other programmes are that it is :

- **Long term** – to provide certainty and continuity, over 10-15 years (depending on timing of first plan submission).
- **Resident-led** – it works directly with individuals living, working, studying and playing in areas, rather than through organisations; it aims to build confidence and capacity of those wanting to make a difference to their community and their local area.
- **Non-prescriptive** – designed to enable residents to spend the Big Local money on their own terms and in their own time, on what the partnership and the residents judge to be most important to them.
- **Patient and non-judgemental** - designed to give communities the time and opportunity to learn, make mistakes, resolve disagreements and overcome challenges for themselves, on their way to achieving their ambitions.
- **Flexible and responsive** – and provides support to help communities to build the confidence and capability to make the most of the opportunities available to them. It doesn't try to limit the ambitions and initiative of Big Local partnerships.

The outcomes set by Big Local are broad, to give maximum scope for communities to set their own priorities. They are:

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

To help them make the most of the opportunity, residents involved in Big Local have been supported to develop their partnerships, build individual confidence, resolve conflicts, build relationships and deliver their plans by on the ground expertise and support from a Big Local Rep. A Local Trust programme of training and networking is also available.

Our Locally Trusted Organisation (LTO)

Each Big Local partnership has an LTO because Big Local partnerships themselves are unincorporated organisations and as such are legally unable to contract with other organisations. Local Trust as the national programme administrator, wants to make sure that resident-led partnerships are not weighed down with the responsibility of the detail of funding and legalities which could prevent residents from doing what they do best, which is acting as experts on their own communities and taking decisions in their community's best interest. Locally Trusted Organisations are therefore contracted directly with Local Trust to provide the financial reporting including budget detail for the partnership.



Our Locally Trusted Organisation is Warwickshire & Solihull Community and Voluntary Action (WCAVA), which is a regional community infrastructure organisation.

As well as the contract requirements for Local Trust, WCAVA provides the partnership with additional support services including managing staff. It employs a part time engagement worker and a part time administrator on behalf of the partnership to help them with the programme. This is covered in a Memorandum of Understanding between the partnership and WCAVA as the Locally Trusted Organisation.

The Hilltop and Caldwell Big Local Partnership



The Hilltop and Caldwell Big Local Partnership is the group that steers the Big Local programme locally. It is made up mainly of residents of the area. Our values are those shown below. These help us to ensure that we base our planning on the values we share.

The Big Local Partnership is a way for local people to guide the overall direction of the Big Local in our area and provide recommendations in good faith about how the area can be improved. We are responsible for agreeing a shared vision, creating the Big Local Plan, overseeing its delivery, collecting evidence to show how the plan is progressing and most importantly, working together to make Hilltop and Caldwell a better place in which to live.

Partnership Values

**Empowerment
Equality
Caring
Non- judgemental
Togetherness
Good listening
Family and community orientated
Risk taking
Knowledge sharing
Welcoming
Loyal
A vision to make things better**





HTC Big Local partnership members and staff in 2021

Our previous plan (2017 to 2019) was structured around the priorities of :

**INCREASING OPPORTUNITIES FOR EMPLOYMENT AND SKILLS
INCREASING ASPIRATIONS AND COMMUNITY WELLBEING
COUNTERACTING POVERTY**

The partnership chose this structure as a strategy because it is a means of:

-  Focusing on priorities and tasks needed to take forward the Hilltop and Caldwell plan and vision
-  Helping with fitting resources to opportunities and need.

After nearly two years of much reduced activity, mainly because of the Covid 19 lockdown, we as a partnership have recognised the need to check and reflect on what is needed for the future. As a partnership we have been through ups and downs in the past and the pandemic hit the partnership for the Hilltop and Caldwell Big Local very hard. The pandemic has been a real test of resilience and we are now recovering and recruiting new members and growing again.

We have worked with Citizen Engagement CIC to undertake a community survey, individual stakeholder and partnership conversations and a community conversation to discover how we will invest the remaining Big Local funds into the local community and area. The plan is therefore built upon the views of residents as experts in their own community, knowing what works and where the differences can be made.

We have also reflected on our development as a fit for purpose partnership to deliver the plan and the legacy of Hill Top and Caldwell Big Local. The partnership realises it cannot do everything and will focus its efforts where it can make a difference.

Partnership Aspirations

To change the reputation of the area

To enable people to achieve for themselves

Get more volunteers

Improve parks and green spaces

Bring in more people of different backgrounds

Work more closely with schools

Discover hidden talents

Create a support network

Create more pride in our community

Work with organisations that support our vision

– stakeholder forum / community venue network

Increase community engagement

Improve local offer with more shops and enterprises

Increase confidence and self-belief

Have better access to cheaper food

To enable people to have more access to the internet

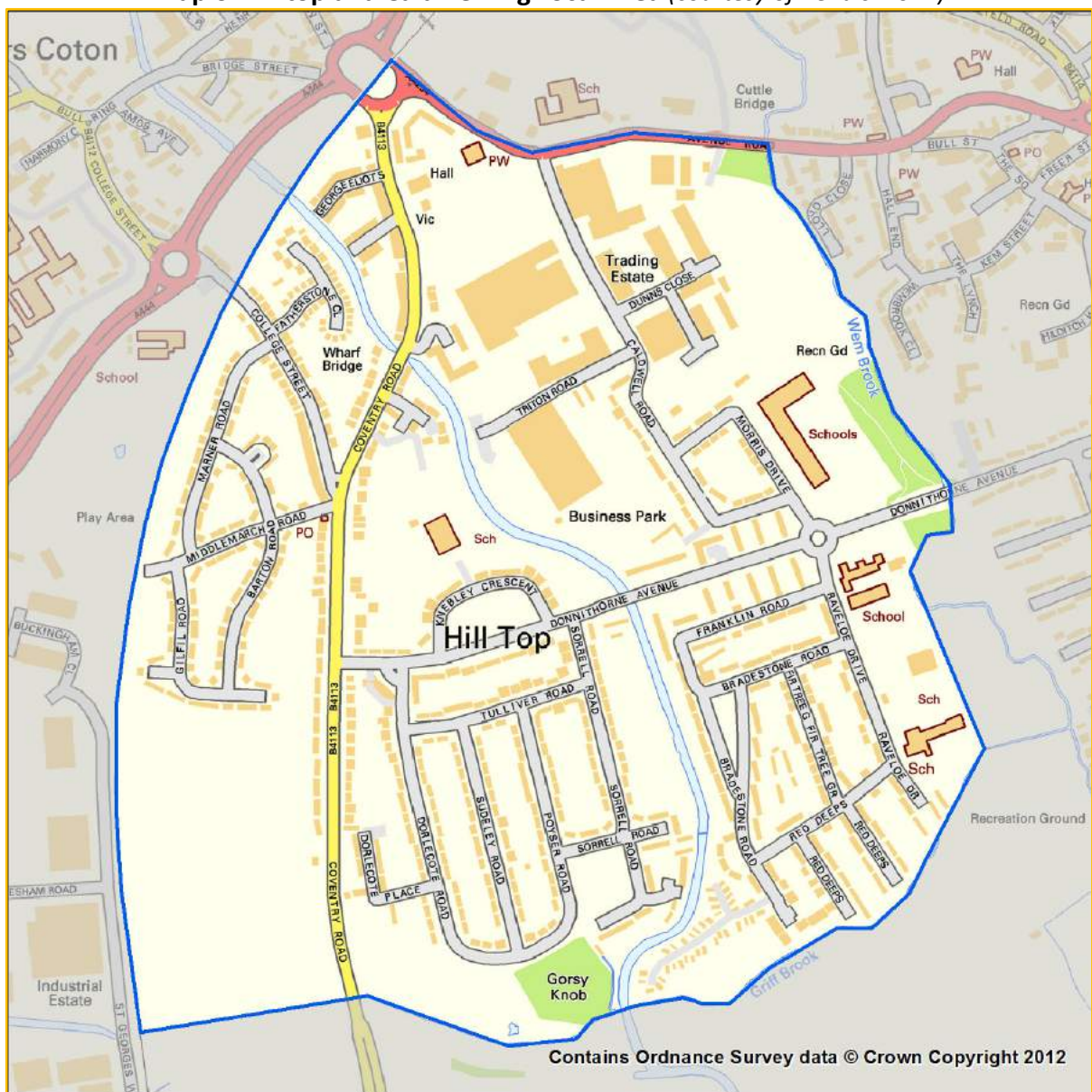
To further develop our skills

Improve our communications

2. PROFILE OF THE HILLTOP AND CALDWELL BIG LOCAL AREA

Hilltop and Caldwell is near to Bedworth and Nuneaton in the county of Warwickshire. The borders of the Hilltop and Caldwell Big Local area were defined by the National Lottery to meet the funding criteria for their Big Local programme. The A5424 Avenue Road, forms the north boundary of the area, to the West the boundary, formed by the railway line, is just shy of the A444 which cuts off the school and the Middlemarch play area which is considered to be part of the area by the residents here. The eastern boundary is formed by the Wem Brook which joins the Griff Brook making the southern boundary including Gorsy Knob wild area.

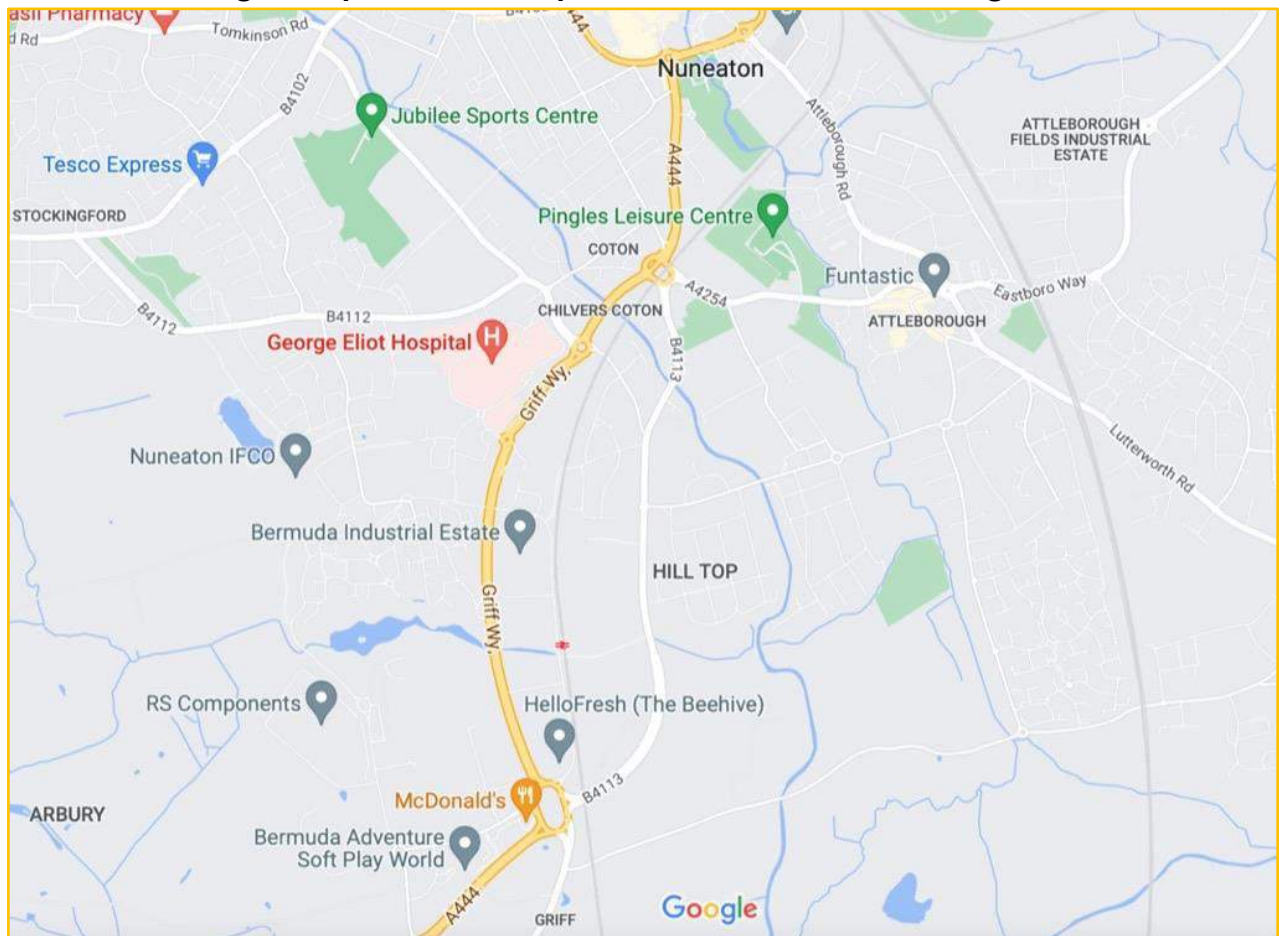
Map of Hilltop and Caldwell Big Local Area (courtesy of Renaisi 2012)



The Big Local area consists of 3 estates: Old Hill Top, New Hill Top and Caldwell. There are two secondary schools in the Big Local area (The George Elliot Academy and Oakwood Secondary) and one primary school and nursery (All Saints C of E). The fourth school serving the area is Middle March Junior School which is outside the Big Local area boundary. The area has three centres for the community: one at the Wembrook Centre in Caldwell and one at All Saints Parish Church near to Chilvers Coton and the Big Local Hub at New Hill Top.

Hilltop and Caldwell is reasonably well placed for amenities in the town of Nuneaton outside the Big Local area, with shopping centre, a doctor's surgery, a chemist and a leisure centre there. However, although public transport services are adequate, they are expensive in relation to incomes in Hilltop and Caldwell generally and a long way to walk for people who are unwell or infirm. Each community is served by its own shop including and off-license and post office. The big Asda is the other side of Nuneaton. A local green market takes place on a Thursday in Attleborough.

Google Map of the Hill Top and Caldwell area © Google 2022



The area is famous for George Elliot, author of *Scenes of Clerical Life*. She was born on a farm in 1819 on the Arbury Estate, which is about 3 miles away from the Big Local area, although at this time it would have been fields and countryside. The George Elliot Hospital and the George Elliot school are named after her.

Local area industry was originally based on ribbon making, hats and leather goods, coal mining, brick and tile making and engineering – all of which have now declined. Today, local employers are within a bus ride away and include the hospital, various logistics and distribution companies, motor factors, light manufacturing, taxi companies, care homes and hospitality outlets. There are a few small businesses in the Big Local area and on the business park and trading estate in the area, there is a landscape gardening service, a photographer, a beekeeper and hairdresser as well as a small tyre depot and garage.

As a centre of manufacturing, Coventry and surrounding areas were targeted during the Blitz of the Second World War between 1940 and 1942. Nuneaton



suffered heavy damage; the heaviest bombing raid on Nuneaton took place on 17th May 1941, when 130 people were killed, 380 houses were destroyed, and over 10,000 damaged.

Following the war there was a need for low-cost housing under Macmillan's "Homes Fit for Heroes" and 2500 council houses were built during the 1950s. The new estates of Hill Top, Caldwell

and Marston Lane were created with 1100 council houses built by 1958.

64% of the houses in the Hill Top and Caldwell Big Local area were built between 1945 and 1999.





The Hill Top and Caldwell Big Local area has an abundance of green space with large greens and grassy areas between the flats and houses.





It is surrounded by wild areas particularly to the south of the estate and is home to an allotments and wild space area.



As you will see later in the plan, green space is highly valued by the community as a community asset. Although not all the green space is used to the best advantage or to enhance the area.

The Griff Arm of the Coventry Canal runs through the estate and has lovely walks and habitats along its banks although parts of the canal have rubbish and discarded items spoiling its towpaths and the canal itself.



There are community centres in the area at Wembrook, The Hub and All Saints Church which provide space for community activities.

There are several parks in the area too and these have been the subject of a separate consultation.



What the data says about Hill Top and Caldwell

The Hill Top and Caldwell Big Local area is home to 3787 people, living in 1325 households. 882 people are aged under 15 years and 641 are aged over 65. The following table drawn from *Local Insight* 25/02/2022 (© OCSI), outlines some of the key statistics for the area relative to the West Midlands generally.

Hill Top and Caldwell Big Local Area compared with the West Midlands Average

POPULATION	West Mids. Av.	HTC Big Local
Greater proportion of children aged 0-15	19.6 %	23.3%
Greater proportion of lone parent families with dependent children	25%	37.5%
Slightly smaller proportion of people aged 65+	19%	17%
Predominantly White British community	79.2%	90.5%
Smaller proportion of people from Non-White ethnic groups	17.3%	6.6%
Smaller proportion of Muslims	6.7%	1.6%-
HOUSING		
Less home ownership	65.6%	53.9%
Greater proportion of households in social rented housing	19%	36%
Most of social housing is with the council	11%	28.6%
EDUCATION, EMPLOYMENT & INCOME		
Higher level of youth unemployment	6%	10%
More people working in elementary jobs	12.5%	22.6%
Fewer people working in managerial, professional, or associate professional jobs	37%	19%
Higher number of Universal Credit claimants	15.5%	23%
Higher number of Housing Benefit claimants	10.4%	14.3%
More people with no qualifications	26.6%	38%
Fewer people with high-level qualifications	23 %	11%
CRIME* per1000 population		
Much higher level of crime	57.4 per 1,000	130.4 per 1,000
More violent crimes	23.5 per 1,000	53.9 per 1,000
3 x more anti-social behaviour incidents	8.9 per 1,000	30.9 per 1,000
Twice the level of criminal damage	5.4 per 1,000	11.9 per1,000

*www.police.uk (Sept-20 to Aug-21)

Hill Top and Caldwell Big Local Area compared with the West Midlands Average (continued)

WELLBEING	West Mids. Av.	HTC Big Local
Double the amount of green space	2.4%	4.7%
6 years less disability-free life expectancy	63 yrs men 64 yrs women	58 yrs men 60 yrs women
People are less physically active in HTC	33%	26%
Higher rates of disability e.g., people claiming Attendance Allowance and people claiming PIP	12 % 20%	16.4% 30%
Higher levels of smoking	22%	33%
Higher rates of death from lung cancer (100 = national average)	100	152
Higher death rate from respiratory disease. (100 = national average)	105	154
Higher death rates from coronary heart disease (100 = national average)	105	152
Lower levels of healthy eating	26%	18.%
CHILD POVERTY *		
Children in relative low-income families	25.5%	27.2% (287)
Children in absolute low-income families	21%	23% (239)
Children in Relative low-income lone parent families	37%	47% (135)
Children in relative low income out of work families	30%	34% (98)

* Source: *Children in low-income families, Department for Work and Pensions (2019)*

Indices of Multiple deprivation (IMD)

The IMD measures the differences between areas across the UK. The IMD focuses on *what's wrong* in an area but is useful indicator of some of the challenges that people face every day and some of the long-term entrenched issues that face organisations working and delivering services here in Hill Top and Caldwell. The indicators are useful as a cross check of community insights and opinions about what needs to change in the area. It is not an indicator of the plan priorities.

The IMD is broken in to 7 factors or domains which help with understanding these challenges. They are shown in the table below:

Number of people in Hill Top and Caldwell living in the most deprived areas of England by Indices of Deprivation (IMD) 2019 domains *

Indices of Multiple Deprivation		Top 20%	
Domain		West Mids	HTC
Overall	Of the 3787 people living in the Big Local area, 3773 of them are included in the top 30% of Indices of Multiple deprivation nationally. 2534 people, (67%) are in the top 20% 1338 are in the top 10%	30%	67%
Income	2534 people are in the top 10-20% most deprived for income domain (1338 of these are in the top 10%) 3773 people are in the top 30% of deprivation nationally	30%	67%
Barriers to Housing	0 people are in the top 20% barriers to housing domain	22%	0%
Employment	2534 people are in the top 20% most deprived for employment (with 1338 of those in the top 10%)	20%	67%
Education	3773 people are in the top 20% most deprived in the education domain (2534 of those (67%) are in the top 10%)	30%	99.7%
Crime	2534 people lie in the top 10% of deprivation nationally	15%	67%
Living Environment	287 people are in the top 20 – 30% of deprivation nationally 0 are in the top 20%	32%	0
Health	2534 people are in the top 20% of deprivation nationally.	27%	67%

*Source: Ministry of Housing, Communities and Local Government (Indices of Deprivation 2019)

These statistics and the ones shown in the *Insight* table above, reflect some of the priorities that the community in Hill Top and Caldwell has identified that they can change by working with others. Factors such as housing or living environment are much more difficult to affect because these are outside the control of Big Local and are to do with government policy, community infrastructure, market forces etc. [The Insight data shows us that the big challenges for Hill Top and Caldwell are: children's wellbeing, family poverty, crime and education.](#)

3. CIRCUMSTANCES AFFECTING THE COMMUNITY OF HILL TOP AND CALDWELL

(More detail on this is shown at Appendix 1)

The Impact of Covid 19

There is no doubt that Covid lock down and isolation has negatively affected the wellbeing of the Hilltop and Caldwell communities. The pandemic has seriously affected the communities and organisations in the Big Local area in a wider way too. This new plan incorporates the Hill Top and Caldwell Big Local proposed response to those impacts on wellbeing and community.

An examination of the available data, which although did not map directly to the Hill Top and Caldwell Big Local area, gave us a valuable insight into why Covid had hit the area so hard.

Because the data areas did not map exactly, some caution is needed where the data includes Black and Minority Ethnic people who make up only a very small proportion of the population of the Big Local area here. However, this does not mean that the other aspects of the research are not useful in helping to understand the impact of Covid on Hill Top and Caldwell.

Rates of Covid 19 Infections

The Warwickshire Director of Public Health's Annual Report 2020/2021 confirmed Nuneaton and Bedworth had a much higher number of Covid deaths: recorded deaths were 211.7 per 100,000 population compared with 181 per 100,000 in Warwickshire and 195.2 per 100,000 in England¹.

Throughout the pandemic, Nuneaton and Bedworth had some of the highest Covid-19 rates in Warwickshire and in the whole of the West Midlands.

In the first months of the pandemic Caldwell and Chilvers Coton was the hardest hit area of Nuneaton for Covid-19-related deaths². By the end of July 2020 Caldwell and Chilvers Coton had the highest number of deaths in Warwickshire by some margin - a total of 31³.

Unequal Impact of Covid 19

The Warwickshire Director of Public Health acknowledged:

The statistics also reveal a harsher impact on those with underlying medical conditions, and on routine and manual workers – such as carers, drivers, labourers and carpenters – and health and social care professionals – these are people-

¹ Covid-19: Impact in Warwickshire, an Exceptional Year. Director of Public Health Annual report 2020/2021, Warwickshire County Council, <https://www.warwickshire.gov.uk/downloads/file/68/dph-annual-report-pdf-1-4-mb->.

² Office for National Statistics (ONS), June 2021.

³ 586 people have died with Covid in Warwickshire..., The Free Library, "Coventry Evening Telegraph", September 2020, <https://www.thefreelibrary.com/586+people+have+died+with+Covid+in+Warks%2c+figures+reveal.-a0634307120>.

facing jobs and at a high risk of being exposed to Covid-19 due to their professions." This is very true for Hill Top and Caldwell, where a large part of the employed population works in the manufacturing, education, health sectors, where front line essential workers, such as health and care workers, transport workers, retail workers are more likely to have been exposed to the virus.

Across the country the impacts of Covid-19 have been felt the hardest by the ones living in the most difficult social and economic conditions.

Hill Top and Caldwell Big Local is one of the poorest areas in Warwickshire with 67% residents living in households suffering multiple deprivation compared with 30% for West Midlands⁴. 22.6% of workers here are low paid and in elementary jobs which are extremely vulnerable in terms of either exposure to the virus or in terms of being laid off. All these factors combined make the community very vulnerable to the pandemic.

Children and Young People

Children and young people have been less affected than other age groups by Coronavirus itself but have been disproportionately impacted by its social and economic effects. Nuneaton Hospital saw a 'worrying' number of young people needing care due to mental health issues because of the Covid-19 pandemic. The chief executive at George Eliot Hospital, told board members: "We have seen a worrying post-Covid impact particularly on younger people accessing acute services with mental health issues, we really do need to keep a close eye on it"⁵.

Young workers were hit particularly hard by rising unemployment in the pandemic, with those under 35 accounting for almost 80% of the unemployment figures⁶.

This is significant for Hill Top and Caldwell Big Local as the levels of youth unemployment have been particularly high in the area, with rates of 10 % versus the West Midlands average of 6%.⁷

For Hill Top and Caldwell, reduced hours or closed community facilities, together with the Covid restrictions more generally, has had a damaging effect on people in the area: young people who have not had the opportunity to socialise at a critical time in their lives when they would usually be forming friendships and relationships, older people who have become isolated and lonely, and young

⁴ Local Insight Profile for 'Hill Top and Caldwell Big Local', OCSI, February 2022.

⁵ "Coventry Telegraph", 12 June 2021, <https://www.coventrytelegraph.net/in-your-area/worrying-post-covid-19-impact-20783717>.

⁶ Youth unemployment: the young workers hit hard by the Covid crisis, "The Guardian", 21 April 2021.

⁷ Local Insight Profile for "Hill Top and Caldwell Big Local", OCSI, February 2022. Source: Oxford Consultants for Social Inclusion (OCSI) and Local Trust (<https://localtrust.org.uk/insights/research/left-behind-understanding-communities-on-the-edge/>)

families whose smaller children have not had the opportunity to develop their social skills by mixing with other children and toddlers. Lone parents have suffered because the support networks they rely on have been shut down. Given the cuts to local government and the increasingly uneven pressures on poorer communities, it is likely that many of the community support services will not be reopened.

The challenges for the Hill Top and Caldwell Big Local coming out of the Covid-19 pandemic, are for the partnership to expand their wellbeing activities and create more opportunities for people of different ages to come together as a community through events, shared activities and renewing connectedness. This will increase people's sense of mutual support, belonging and help those particularly hard-hit: lone parent families, young people, isolated older people and those on low incomes.

Cost of Living

The Cost-of-Living crisis is a very real challenge for the communities that make up Hill Top and Caldwell Big Local. It will be important to provide the opportunity for people to maximise their incomes, manage any debt which on average runs at £683.50 per person (source: OCSI and UK Finance), and have activities where people can come together for mutual support.

The partnership already has a relationship with Edible Links who bring food to the area once a week. The service is well used. With gas and electricity prices though, it will be a matter of affording to be able to cook the food. To provide opportunities to bring people together for food sharing and cooking will mean that the partnership will have to collaborate with other organisations as cooking facilities at the hub are limited to a microwave. Other opportunities such as a community shop at the hub where school uniform swaps, social supermarket food and goods will be available. This could also help to sustain the hub as part of its legacy as a wellbeing social enterprise. This also shows is that HTC Big Local could make the most difference by targeting its resources on activities that bring people together, wellbeing activities and by working with others to make sure services are delivering support for food poverty, unemployment and digital exclusion.

The cost-of-living crisis means that the prices of everyday essentials such as electricity and gas for heating, cooking and hot water, transport (bus fares, taxis, petrol and diesel) and food is rising faster than household incomes. It's a particular problem because everything is going up at the same time.

Some of the elements that are driving these increases are rising prices, rising inflation, caused by world events, Brexit and government policy.

The Rate of Inflation

The rate of inflation⁸ is the official measure of how much the cost of everyday goods and services is rising. In the UK this is now running at 10% and of course this is worse for people who earn less because they spend more of their income on essentials

For everyday people in Hill Top and Caldwell there are also other increased pressures because inflation means not only that money doesn't go as far as it did for essential bills, but also that wages and benefits are effectively reduced, tax and national insurance increases, the withdrawal of the Universal Credit £20 uplift on a benefit that was already insufficient, have made matters worse for them.

Austerity cuts to Local Services

The Institute for Government most recent report "Neighbourhood Services Under Strain" (April 2022) shows how England's most deprived areas were hit by the largest local authority spending cuts during the decade of austerity between 2010 and 2020.

Key findings from the research are:

- Grant cuts were largest in the most deprived areas.
- Some local services became harder to access - there are now fewer libraries, less frequent waste collections and in local authorities outside London, fewer accessible bus routes.
- The miles covered by bus routes fell 14% between 2009/10 and 2019/20, with deprived areas more likely to see reductions in routes.
- A third of England's libraries closed in the same period, with more closures in the most deprived areas.
- Not all services declined – the overall percentage of roads in need of maintenance did not get worse between 2009/10 and 2019/20, and 37 local authorities saw an improvement in road quality during the decade.

There is no doubt that people in Hill Top and Caldwell have suffered reduced services because of cuts to local authorities, the centralisation of housing and advice services, reductions to grounds maintenance and parks, cutting of bulk rubbish collections and cuts to neighbourhood and community focused staff, including the police. This has led to a general deterioration of services in an area where people need it the most and are least able to cope with its effects.

⁸ If the rate of inflation stands at 10%, for example, it means that prices of everyday items have risen by 10 % on average. This means a bag of pasta costing £1 a year ago will now cost you £1.10p

Digital Exclusion

During the pandemic, members of the partnership were supported by their LTO to hold online meetings and people learnt how to use zoom. Some partnership members who lack devices or find the use of the internet too expensive have not been able to engage unless meetings have been face to face.

Overall, the community of Hill Top and Caldwell is not digitally engaged; this is measured by how people return their census either on paper or online. By far the greatest number of returns were on paper (16% -v – 84%). [This has lessons for the partnership in terms of communication with residents meaning Newsletters and word of mouth are the preferred methods of communication.](#)

For the community in general, the majority 65%⁹, are classed as “passive non committed users” of the internet. These are defined as people *with limited or no interaction with the Internet*. They tend not to use the internet to find out information and they have the lowest rate of online access via a mobile device. Factors affecting this are likely to be expense of both the technology and connectivity.

[Access to computers for everything from C.V preparation, benefit claims, homework, training and Skyping or Zooming family could be provided at the Hub, as well as enabling the partnership members themselves to be able to compile their newsletter, contact stakeholders and undertake basic tasks such as attending Local Trust online training.](#)

Community Power and Influence

In discussions with the partnership, members said that they found it very frustrating dealing with the people who hold power i.e., the 2 -tier councils and some of their officers. The area is treated differently to other areas within the borough in as much as people feel they do not get the same level of response or service quality.

⁹ * Alexiou, A. and Singleton, A. (2018). ESRC Consumer Data Research Centre; Contains National Statistics data Crown copyright and database right (2017); Ofcom data (2016). CDRC data from Data Partners (2017)

There is little or no interest from the elected councillors at either borough or county level in Big Local, meaning that the HTC partnership has no ambassadors or champions within the council's political framework.

The reputation of the area is poor because of the drugs and antisocial behaviour and members of the community and partnership have very little influence over activities to address this. The issue with drugs in the area came up time and time again during the community conversations, partnership meetings and surveys.

The partnership is aware of the youth activities of the police in Attleborough just 6 miles away, which has had a massive impact on reducing antisocial behaviour and which indicates the opportunity to replicate these schemes in the Hill Top and Caldwell area if the partnership can influence the police to do this.

The Local Insight data compiled by OCSI measures community empowerment by the following measures shown in the table below – which also compares Hill Top and Caldwell to the rest of the West Midlands area. This information comes from the national *Place Survey* and is an indicator of community strength.

Measure	W. Mids	HTC	Comment
People involved in decisions that affect the local area in the past 12 months	12%	11%	It shows a typically West Midlands low involvement in decisions and influence. Strikingly Hill Top and Caldwell has just half the number of charities per 1000 population
People who believe they can influence decisions in their local area	28%	28%	
People who have given unpaid help at least once per month over the last 12 months	21%	22%	
Active charities per 1,000 people	2.3	1.2	

Ways in which the partnership can start to increase its influence is to

- brokering stronger relationships with stakeholders in the area,
- growing community capacity through engagement, volunteering and encouraging new groups to form.
- Bringing together people through community events
- Enhancing communications across the area
- Inviting elected councillors as ambassadors for Big Local
- Encouraging people to vote in local and national elections
- Acting as a coordinating group in the area for stakeholders and venues

4. PREVIOUS PLAN ACHIEVEMENTS

The review by the partnership of its past achievements and progress has provided opportunities for learning and for future direction. This has been done in the form of a plan review which has enabled us to identify elements in common with our new plan and build on them. A summary of achievements and challenges is shown in the table below. The full details are shown at Appendix 3.

The partnership has done a lot given the closure of venues over lockdown. Covid was a big challenge for the partnership and the community; many people on the partnership were vulnerable, so Big Local activities were limited which impacted on plan delivery. The partnership supported food banks and commissioned other providers during this time to help towards meeting community needs.

Priority 1: Increasing Opportunities for Employment & Skills
Objective: Create better access to and opportunities for local people to learn and develop skills
What we Achieved: small grant made to a young person to assist their GCSE study. 2x. First Aid course organised but no community take-up
Priority 2: Increasing Aspirations & Community Wellbeing
Objectives: <ul style="list-style-type: none"> • Increase sense of community spirit, belonging, safety, and increase community participation • Increased awareness of HTC and what happens within the Big Local area • Increase provision of and participation in opportunities for all children & young people • Our older residents feel more confident, less lonely & isolated & have activities to get involved in • We feel proud and use our green spaces more • Our community feels safer • Our community assets are more effective, with higher community use and involvement
What we achieved <p>Supported 18 Pot of Gold applicants.</p> <p>Promoted activities of existing groups - Wembrook Community Centre & All Saints Church, 6 newsletters, 2 active Facebook pages: Noticeboard at the Hub, Hub What's on.</p> <p>School holidays activities: Quirky Kids STEM activities grant for Wembrook room hire; Craft/art design, Police bike maintenance & marking, nature in the woods with Warwickshire Wildlife Trust for pre-schoolers, commissioned Play scheme at Middlemarch School, Range of free/low-cost craft activities at Hub via staff.</p> <p>New craft group setup – Thursdays; International women's Day – walk and Talk Online coffee mornings; Tea & Toast; Afternoon teas. Seasonal Festivities for Halloween and Christmas</p> <p>Parks consultation Joint commission with NBBC for landscape design</p> <p>Commissioned Sycamore counselling to work with All Saints School.</p> <p>Youth club x2 weekly, outreach work at MUGAs, Basketball training, Football on the Rec</p> <p>Community consultation through afternoon teas</p> <p>Resident-led litter picks can borrow equipment from the Hub.</p> <p>Police drop into the Hub regularly e.g. 2x knife amnesty events.</p>

Public health messaging shared during Covid. A free mask & hand sanitiser delivered to every household at the start of the pandemic
Supporting local centres through big grants and facilities grants to the Church and Wembrook centre.

Priority 3 : Counteracting Poverty

Objectives:

- **Local people have access to good, affordable food**
- **Residents can access affordable energy and energy saving advice**
- **Residents can increase their household income and have more options around their finances**

What we Achieved: Worked with Ediblelinks, to bring food bank to area– the service is well used and in demand during COVID we donated money to an emergency food delivery programme and to Nuneaton Foodbank. CAB food voucher

Holiday Hunger ‘grab bags’ planned for Summer 22 school holiday

CAB weekly session at the Wembrook Centre extended to one at the Hub CAB outreach to all schools; Action Energy drop in to give advice; Borough Council Financial Inclusion Officers attend Hub & Wembrook once per month CAB financial inclusion project supported 53 individuals (Jan21-Feb22). HTC have given out 7 ‘Helping Hand’ hardship grants to individuals

The learning has been incorporated into our new plan especially around consultations, communications, working together, evaluation and monitoring. We have pulled through to our new plan the elements of aspirations and skills development and counteracting poverty into our refreshed themes.

Worthy of mention here is the negotiation with the LINKS for the installation of a free ATM to be installed to help maximize our residents' incomes. Even though this happened in the last but one plan, it has given us a strong foundation on which to build our financial inclusion activities and has given us experience of working with community power and influence, supported by partners.

5. Hill TOP AND CALDWELL BIG LOCAL SURVEY RESULTS

What we did

The aim of the community research and engagement at Hill Top and Caldwell Big Local was to generate and test out community priorities for the final Big Local Plan for this area. A multipronged approach was applied including one-to-one conversations with Big Local partnership members, one-to-one conversations with stakeholders, a questionnaire survey and an on-line survey. The survey was designed to be engaging and was published on A5 postcards. Questions were replicated in the on-line survey.

The questions were asset based, open questions which encouraged people to be open to considering possibilities without putting up expectations.



1. What are the best things about life in Hill Top and Caldwell?

2. What would make it even better?

3. If you could have three wishes what would they be for:

The Area

The People

The Community?

The survey cards were distributed in the main from the Big Local Hub at Donnithorne Avenue and promoted widely by the worker to groups meeting and carrying out activities there. Cards were also distributed to parents via the All-Saints School. Citizen Engagement CIC carried out 2 street engagement sessions, including a session with the children with Special Educational Needs and Disabilities at the Wembrook Community Centre. The card contained a QR code, and the online survey was widely promoted in the local area through the Big Local Facebook.

Partnership members also distributed some cards and collected the responses in. The partnership was given a taster session on Appreciative Listening to boost their confidence and capacity.

A Parks consultation was carried out at the same time by the partnership independently of the community survey for the plan. The results are shown later in the report at Appendix 4.

Information from the survey data was brought together for the Community Conversation Day which ran along the lines of a Local Assembly, facilitated by partnership members, CAVA and Citizen Engagement CIC



The purpose of the day was to engage with a wider range of people, test out the broad data findings and generate new ideas and projects from the discussions.

The data from the surveys was collated with the partnership member conversations to produce some broad categories of potential priorities around which to hold the conversations.



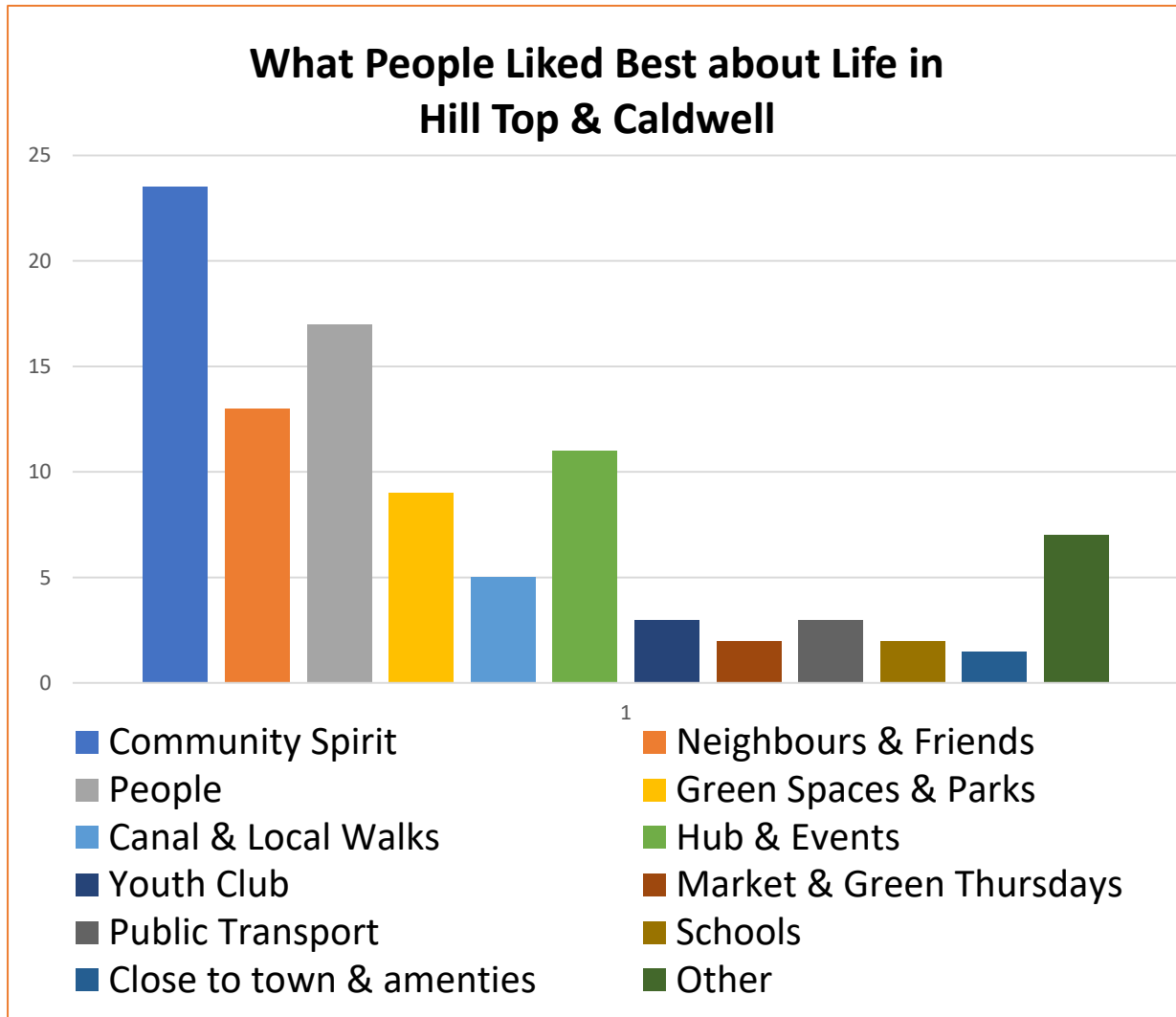
Approximately 40 People attended the community conversation day, including a wide range of age groups and some stakeholders.





Data Analysis

There were 161 survey responses altogether (cards and on-line). There were 32 incomplete or partial responses to the online survey which meant these could not be included in the results.



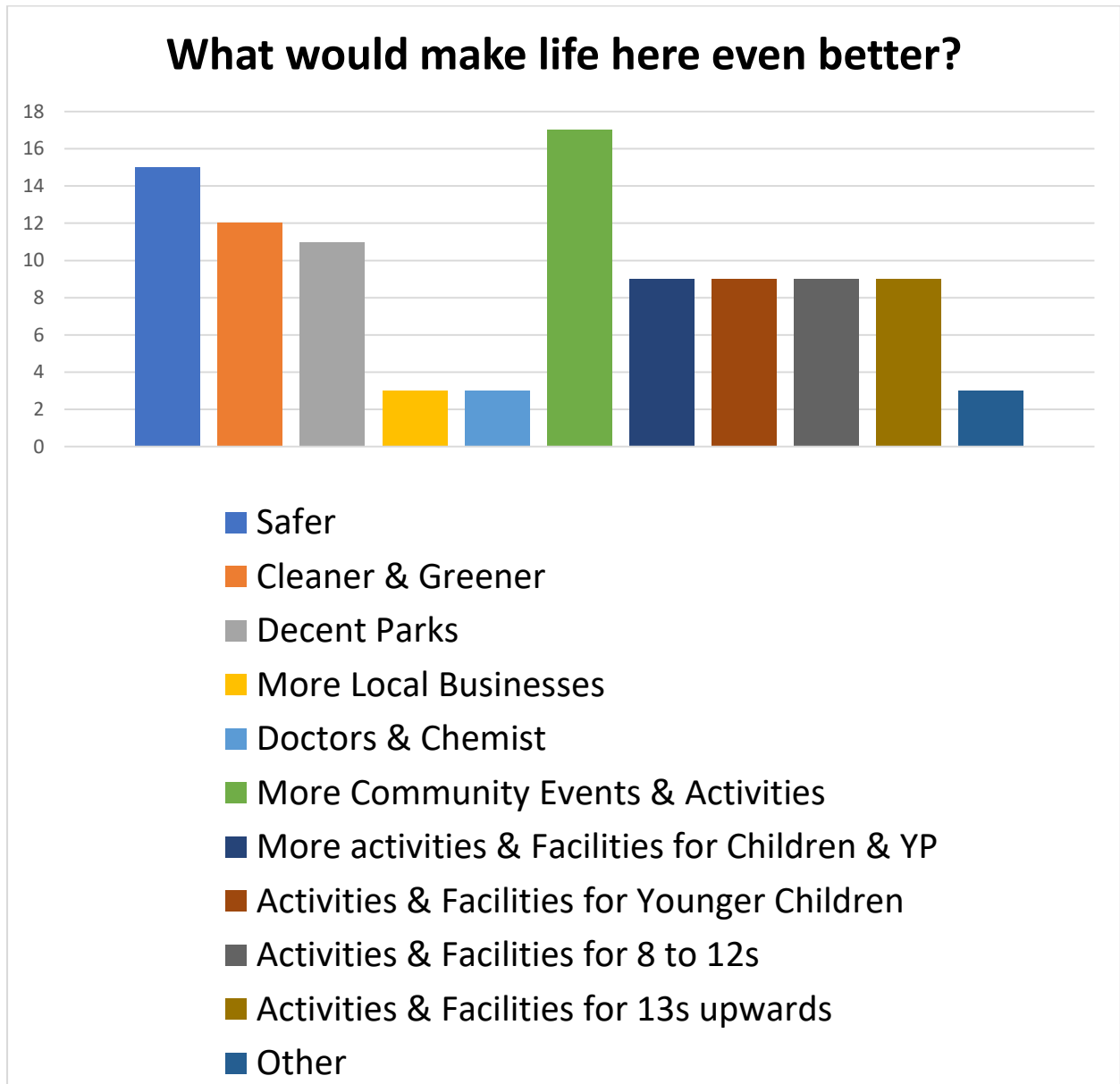
(Items included in *Other* were not statistically significant on their own)

The answers to this question show that the main assets valued here are *the people and the community* followed closely by *the Hub and events* and *the Local green spaces, parks, canal and walks*.

When broken down by age group, children and young people valued neighbours and friends, whereas older people aged 35 and upwards valued the community spirit in the area.

Other assets of value flagged up by this question were schools, the market and Green Thursdays, the shops and the Youth club.

These assets provide an opportunity to build on and work together to improve life in the Big Local area. For example: enhancing parks and green spaces, links with the schools, having a stall at Green Thursdays, working with neighbours and friends to improve community safety, developing the youth club further, making sure that people have access to public transport so they can reach nearby amenities. Working with partners to improve the canal walks and continuing to develop activities and events through the Hub and Big Local.



The overwhelming answer to this question is “something for the younger people and children”. 36% of those surveyed said this, making it double the number wanting more community events and activities to bring the community together. Community safety, particularly the issues with drugs dealing and use and more foot patrols by the police was ranked third. Brightening up the estate, the litter, dog do, cars parking on the verges and general maintenance of the grass areas

was ranked forth. Local access to a chemist and doctor's surgery was a consideration and some people wanted to improve the area by creating new local businesses and enterprises.

When analysed by age group the patterns were slightly different:

Rank Order of Top 4 Priorities for Making Life Better, by Age Group

Age	1	2	3	4
0 -15	Activities & events	Stopping the litter	Better facilities parks	Food
16 - 24	Clearing the litter	Play area with all-age equipment	Stopping the drug dealing	Social club for older teenagers
25-34	Family & community activities	Activities for children	Brightening up the estate including better parks & outdoor space	Police presence to stop drug dealing
35-44	More activities for teenagers & children	Tidier & cleaner estate & parks -	Making better use of green areas (wildlife & canal)	Businesses including Doctors & Chemist
45- 64	Community social activities (include people with disabilities)	Stopping drugs & Crime	Activities for Young People	Clearing up the litter & Green spaces
65+	More community togetherness (activities & events)	Community safety – particularly stopping drugs & vandalism	Activities for teenagers	Cleaning up the estate & green areas (litter & dog poo)
Over 75	Chances to socialise			

3 Wishes

Following on from this, people taking the survey were offered 3 wishes for: the area, the people and the community. The objective of this was to confirm and elaborate on what would make life better but also invite people to be more specific and dream a little about what they would like to see changed or done differently in the Big Local area. This also generated project ideas, which are shown at Appendix 5 in the compendium of project ideas.

TOP 3 WISHES FOR AREA		
Rank	Top Wish Category	Suggested actions
1.	More Community activities	Family activities Social activities Community events Youth activities
2.	Community Safety	Sorting out the drug problem in the area More police presence Less crime Night lighting Speed restrictions
3.	Community Pride	Sprucing up houses and gardens Greener areas maintained Less litter, Dog bins Clearing up the canal Stopping parking on the green verges Community growing – more trees & flowers



TOP WISHES FOR COMMUNITY	
Category	Some suggested actions
More community events and free activities	Coach trips Children’s activities Family activities Community get togethers More things for young people
Community facilities	Sensory room Spaces needed for people with disabilities Using green spaces more creatively and productively
Building more community spirit	Volunteering Social activities and social club Meeting other members of the community Bringing people together
TOP WISHES FOR PEOPLE	
People feeling safer	Less crime Lighting at night Safer neighbourhood scheme More police patrol
Health and wellbeing	Job opportunities Food cupboard Older people’s activities Money for people on low wages and incomes – advice Community shop Health checks GP and / or Pharmacy
Changing the reputation of the area	Cleaner streets (dog poo and dumping) Creating positive messages

The survey questions and the Community Conversation Day generated many suggestions for projects and activities which people would like to see in the area. These are listed in detail at Appendix 5. This will be a resource for the partnership in planning and deciding further projects and activities.

Parks Consultation

Results of the Parks Consultation are shown at Appendix 4

Stakeholders

As part of our asset mapping of the community and the activity taking place, we talked to a range of stakeholders operating in the Big Local area. The conversations overall showed support for the work of Big Local in the area and lots of opportunities for joint working, particularly around parks and environment, community engagement, young people and families. However, the conversations reflected a need to move from the position of being commissioned to considering the potential alignment of their work and budgets to that of Big Local. This would increase the opportunities to work together to achieve the Hill Top and Caldwell Big Local plan priorities and at the same time achieve the priorities and targets of those stakeholders.

We spoke to community and voluntary organisations, the Police, and the Councils (various departments). There are still some outstanding conversations to be had – with the schools, the leisure trust and the police inspector for the area. The summary of conversations and the identified opportunities is shown below:

STAKEHOLDER	POTENTIAL OPPORTUNITIES
<p>WCAVA CVS: Locally Trusted Organisation/ VCSE Infrastructure Organisation</p>	<ul style="list-style-type: none"> • Host for employment and financial services for HTCBL. • Future support to develop legacy organisation and hub management • Support for commissioning, volunteer recruitment and training
<p>CAB Citizen Advice Bureau commissioned by HTC Big Local to deliver advice sessions at the Wembrooke Centre and the Hub.</p>	<p>Would welcome a longer-term relationship with HTC – there is a definite need over the next few years to include</p> <ul style="list-style-type: none"> • working more closely with the schools, where more vulnerable families can be reached • sourcing joint funding to enhance the service at the HUB • Remote facility into the area would be possible – would be reliant on using IT and community facilities • Open to training volunteers in the HTC area – this is the route in – also a pathway to employment. • Working together on future campaigns to tackle poverty-breakfast clubs – after school clubs • bring in the private sector to energise – MIRA – motor industry research –high spec engineering / Jaguar Landrover– catchment area is Coventry and Warwickshire – building aspiration with schools
<p>Bedworth and Nuneaton Police: Safer Neighbourhoods Unit</p>	<p>Community support officers drop into the Hub on occasions Opportunities to work with BL to engage community at BL events, develop specific activities with Young People, joint working on specific crime and safety initiatives specifically around drugs and dealing – need to be developed with a further conversation at more senior level</p>

STAKEHOLDER	POTENTIAL OPPORTUNITIES
<p>Nuneaton & Bedworth Brough Council Local social Housing provider</p>	<ul style="list-style-type: none"> • Potential to involve residents around community safety, and environment. • Can support with communications and publicity. • Potential to develop residents’ associations • Potential to partner on brightening up the estate activities and projects • Can help with linking up to the right council department
<p>All Saints Church and Church Hall with activities</p>	<ul style="list-style-type: none"> • Church Hall runs a variety of activities – information share and advertise these through the hub and refer people • Run other activities at the Church Hall e.g., Cooking on a budget and minimising food waste, youth activities
<p>Wembrook Community Centre</p>	<ul style="list-style-type: none"> • Runs community activities and some Big Local commissioned activities • To build a better working relationship between the Hub and the Community Centre • Build on and develop current activities
<p>Schools</p>	<ul style="list-style-type: none"> • Develop working relationship with all schools in the area with a view to working on food poverty, cost of living, afterschool provision and extra activities
<p>Leisure Trust</p>	<ul style="list-style-type: none"> • To sustain holiday activity and out of school provision through joint external funding applications
<p>Healthy Living Network</p>	<ul style="list-style-type: none"> • Develop partnership working at the Hub for the community shop and other health provision such as health checks and food provision
<p>Other stakeholders to consider</p>	<p>The Allotment Society, the Canal and River Trust, The George Elliot society, The Green Market, local businesses and employers</p>

Although there are some additional conversations to be held with stakeholders, what is clear is that there are significant opportunities to work in partnership with stakeholders to pool resources and expertise to focus on some of the emerging challenges for the Hill Top and Caldwell Big Local area. For example,

- food security /strategic food provision/ food waste
- health and wellbeing and income maximisation
- youth provision
- environment and green spaces
- Community venue sustainability including the Hub
- Addressing crime and antisocial behaviour

Bringing stakeholders together with the Big Local partnership by means of a Stakeholder Forum and Venue Network will create ideas and opportunities for partnering and focusing on priorities for the Big Local communities. It will also enable better coordination and communication of existing activities making sure that community venues are used to best effect.

6. PARTNERSHIP CHALLENGES, OPPORTUNITIES AND ACTIONS

The emphasis on Big Local Legacy by the Local Trust, the impact of Covid and the cost of living upon communities, have reinforced the importance of community wellbeing and the ability of the partnership to deliver on the legacy of Big Local plans. Our recent workshop identified the opportunities for us in the future.

The results of the survey, the partnership conversations and workshop were brought together for us to review the challenges arising from all the evidence and experiences so far. These gave us a core set of issues to build upon for our Big Local here in Hill Top and Caldwell. These can be found in more detail at Appendix 2 and are summarised below:

- 1. Increasing capacity in Big Local to deliver on plan priorities and legacy**
- 2. Increasing capacity of Big Local partnership to make decisions**
- 3. Increasing the communication capacity of Big Local**
- 4. Working to reduce the impact of Covid and the cost of living on the people of Hill Top and Caldwell**
- 5. Increasing community pride by having a cleaner, greener environment and less crime**
- 6. Changing reputation and increasing community power and influence**
- 7. Sustaining our future generation of Young People**
- 8. Sustaining the Big Local community hub**
- 9. To sustain and continue Big Local activities and community capacity after 2025/6**

Sustaining the community hub is a major challenge for Hill Top and Caldwell Big Local partnership. This plan does not provide the answers but sets us on a path to exploring options and to carry out the groundwork necessary to enable the community and volunteers to manage The Hub into the future. The partnership will explore the options to generate income, including grants and also the options for pooling resources with other agencies and stakeholders to keep this vital community resource going.

7. VISION AND LEGACY



To develop the Vision and the Legacy Statement, the Partnership members worked together on a positive model of the future community of Hill Top and Caldwell and the difference that Big Local would make both during the delivery of its Big Local Plan and in the future.

The vision concentrated largely on how the Partnership, using its experience and consultations, envisaged Hill Top and Caldwell would be in the year 2026 and beyond.

Partnership members said that they would know the vision was achieved because:

- There would be conversations and smiles, positive relationships, laughter, people saying hello and a sense of belonging
- People would know that there is a place where they could come and meet, feel safe and welcome with friends or friends to come
- People would have jobs and feel happy where they live
- There would be no drug-dealers and nobody would need drugs
- The community would be listened to by outside agencies
- People will be included regardless of difference
- The poor reputation of the area would be gone

Our Vision

Hill Top and Caldwell will be a place that its residents are proud of. Our beautiful green spaces will be used to their full potential to create an environment that enables our wellbeing and enhances our area. The area will be one where people from outside admire the community spirit. People will be enabled with wellbeing, learning and social opportunities in the community where they will be actively involved. Our young people, families and older people will be empowered to take advantage of and create activities and opportunities. The community will have a voice which is recognised as a force for positive change in the Hill Top and Caldwell area and community.

Our Legacy




Our legacy statement was developed in October 2021, in response to changing Local Trust requirements. Although this was ahead of our new plan, we are happy that this a good reflection of our legacy intentions. The Legacy Statement concentrated on the difference the plan would make to the community and area, what would be left at the end of the National Lottery funding and how this would happen.

Central to achieving our legacy are

- Sustaining the Big Local Hub at Donnithorne Avenue into the future
- Working with partners, stakeholders and other venues in a strong network which will remain after Local Trust funding ends
- Engaging with the community to bring on board volunteers and reach people who will benefit from activities
- Building the abilities, confidence and know-how of the community and partnership

Legacy Statement October 2021

Legacy to us means having made a difference to our PEOPLE, our PLACES and our RELATIONSHIPS. We will have encouraged others to act now and have the skills and confidence to take action in the future.

-  We will continue to invest in **people** of all ages, providing more opportunities for them now and in the future, widening their support networks and building skills, confidence and aspirations. People will know how to approach and resolve their own issues and share their successes.
-  We will continue to improve the **places** that our residents value. Our physical assets will be well used and well respected, this includes supporting the ongoing use of the HTC hub and our parks and open spaces for the community to enjoy.
-  We will build on our existing **relationships** with individuals and partner organisations, encouraging and supporting events, activities and services to be available for residents, with as much as possible being led by local people.

The HTC Partnership feels that it has moved to a stage where lots more people know about it and some of the projects we run, especially since the successful launch of the **Hub** in August 2021. Comments on our surveys state that people appreciate what we have offered and feel that we respond to the needs of our communities. We are continuing to make strong links with other organisations, both those based in the immediate area and those from across the wider area.

Our local events have been a big part of our work, to help build that sense of



community we seek. Due to COVID-19 much of this has been on hold, but it is becoming increasingly clear how much people long for greater social interactions, how much people's **wellbeing** is tied up with opportunities to take part in communal activities and meeting socially.

We are proud of the different ways we have managed to maintain these vital social interactions with the ongoing restrictions, transferring our meetings **online**, establishing new more social online coffee mornings, even if in the beginning these were only attended by Partnership members, they were an important part of our group resilience. We will continue to offer online and face to face opportunities for people to get together.

There are **physical assets**, such as our new Hub, our two other local community venues, schools, parks and green spaces, as well as planned community noticeboards and bins that will be there after the funding finishes. We will seek to support the further development of these until our planned spend-out in September 2025, and hopefully beyond.





There are other **less tangible impacts** that will form part of our legacy, such as new friendships, new learning and understanding from one another, improved mental health through the support networks we have established. We will continue working hard to raise awareness of the area so that it and its people, are more visible, and the people who live here can be proud to be part of it.


We discussed a variety of ideas this year as we tried to envision what the areas might have in place when Local Trust funding is finished. We know these ideas are still developing and it is hard to imagine what 4 months ahead will look like, let alone 4 years. Mostly we felt, that given the progress and impact, **we do not want everything to just stop**. We talked about the growing importance of our Hub, where people can come and be sociable, get different types of advice and support, and we talked about the need for ongoing community events, to continue the sense of neighbourliness, sharing and learning.

This is the year we cemented our staff team with a Coordinator and an Engagement Worker, to help us **increase and mature our connections** with other organisations and community members. We plan to use the expertise of individuals and other organisations to build on our existing work. For example, we know there will be ongoing needs in the area for families and individuals to receive help, this may be basic support for food and advice, which may take many forms – finance, fuel efficiency, legal, health and wellbeing.


The Partnership is anticipating becoming an **independent legal entity** in advance of Local Trust funding finishing. We would like our projects to continue and grow, particularly the Hub, whose lease we will need to transfer into our name rather than our LTO's once we are an incorporated organisation. We would like the expertise of our volunteers and our staff to be maintained for the benefit of our residents – for this we will need alternative sources of funding to Local Trust for revenue costs – for the hub, project delivery, possibly future staffing costs.

We have identified the following challenges and some of the things we need to have in place:

-  **Funding:** We have decided that our remaining Local Trust funding will be focused on delivery until September 2025, we are hoping to utilise the skills and expertise of our staff and our LTO to explore other opportunities for funding which may maintain certain projects beyond that point. We would also look to build our relationships with partner organisations who could fundraise for projects we currently financially support.
-  **Fund management:** We envision formalising our Partnership, seeking to incorporate to allow us to continue to run the Hub and fundraise for projects that matter in our own name. We will undertake additional work with our LTO which is the local VCSE infrastructure provider. Some projects may stop altogether, but we would hope to focus on those that offer the greatest community impact.
-  **Role of volunteers:** We have gone some way to become more reflective and therefore representative of our local community, but we need to do more. We value the contribution of our exiting Partnership and other volunteers, but we appreciate the need to build in greater resilience amongst the team, so we need to do more to reach out, offer training to build the skills and confidence, and be as welcoming as possible to build the Partnership of tomorrow that we need.
-  **Communication:** we need to continue to build on our communication channels within with communities, social media, our website, newsletters, posters etc. Information is crucial for residents to feel they have the knowledge to resolve their own issues, know what is happening and accessible for them, as well as to be able to share and reach out to others.

 **Partners:** We are committed to building strategic relationships in Nuneaton, Bedworth and beyond, particularly with other Big Local areas and similar community-initiated. We will continue to find a variety of partners to work alongside to support our existing projects, activities and services, as well as develop new ones that meet resident's needs.



 **Projects:** We are just about to work with researchers to help undertake systematic consultation with our residents to inform our final plan. We will build on this, and what we have all learned from COVID-19, to enable us to respond more efficiently to address increased poverty and reduce social isolation as the cornerstones of our work.



8. PLAN DELIVERY

We created long term aims from our Legacy and Vision based on the needs and aspirations we had identified in the community survey, the Community Conversation Day, partnership workshops and stakeholder and partnership conversations. We linked them through the action planning process to form the Costed Vision which is detailed later.

The main factors derived from our vision, legacy, stakeholder and partnership conversations and our community survey and conversation were

- **Community Wellbeing**
- **Community Pride and Safety**
- **Achieving our Legacy**
- **Children & Young People**

This meant that some of the work around plan delivery has been refocused. Some elements of the refocussed work will be picked up through commissioning and working with other partners, by the partnership members themselves or by WCAVA. These elements are:

- Volunteering development
- Brokering relationships
- Working with other agencies – sharing resources and expertise
- Communications
- Events organisation and mapping
- Development work- partnership /community/stakeholders/skills
- Inclusion and engagement - bringing people together
- Moving from consultation to action

Partnership Development and Capability

Plan delivery depends on a strong partnership that is tuned in to its community by engagement and listening so that it stays relevant to the local people. It also depends on a partnership with skills in decision-making, governance, understanding and managing finances, collaboration and project management. The behaviours that enable open and honest, confidential discussion without fear of comebacks or unpleasantness, where partnership members accept differences of opinion and value each other will be an important strand of our partnership development.

Staff Support

The challenges and opportunities workshop with the partnership, identified that the new plan would require a different emphasis in the type of support from the Locally Trusted Organisation workers. The partnership has confirmed it will be

recommissioning WCAVA who will provide the LTO role (funded separately under contract direct with Local Trust), Partnership support, administration, staff employment and community engagement. The additional elements require support with brokering of stakeholder relationships, development work and training of the partnership to manage and sustain the Hub. Much of this can be done as part of WCAVA's community infrastructure support role although some elements which are bespoke will require commissioning. This forms part of the Costed Vision.

Recognising that the Partnership itself is an element of legacy for the for the Hill Top and Caldwell area, we identified some ways to strengthen the Partnership. These actions form an action plan for the Partnership's own development and are also included under the Costed Vision under Partnership Costs and Development

PARTNERSHIP DEVELOPMENT PLAN

- Getting more people involved by creating more opportunities for people to engage in the partnership and its activities. Making the partnership business less daunting by an induction and catch-up process and holding regular socials or more informal meetings.
- Recruit Big Local volunteers including a volunteer development policy
- Encouraging and empowering younger people
- Developing a succession plan for the chair's position
- Training and mentoring for partnership members including assertive behaviour, confidentiality, collaboration and understanding conflict
- Retaining members on the partnership - being more inclusive of other people and recognising that everyone has different strengths. Recognising that meetings are not for everybody and creating more informal interactions such as coffee mornings to encourage lots of other ways for people to join in on the partnership journey.
- Improving digital confidence and access – assistance with digital costs of being a partnership member / volunteer, under the volunteer expenses policy
- Ensure that projects are monitored and evaluated in line with their aims and objectives and their intended outcomes.
- Develop marketing and communications activities to ensure that residents and partners are kept up to date with Hill Top and Caldwell Big Local developments through a newsletter. Making sure that web and social media information is regularly updated.

The diagram below shows the thinking behind the arrangement of the plan and the connections between the Priorities, Outcomes and Actions. All the action areas shown are interlinked and in practice this will mean there is some flexibility in the actual delivery.



Developing our Action Plans

We realise that as a partnership we cannot do everything because we do not have the time or the funds. We are concentrating on activities that will help us to achieve and deliver on some of the priorities identified by the community.

In our action planning for plan delivery, we have chosen to focus on

- the elements which will sustain us into the future,
- the things that people have told us are valuable to them
- where we have strengths that we can build on.

These are

- Further the brokerage of partnerships with local organisations and stakeholders to increase the effect of Big Local, particularly on the wellbeing of vulnerable groups in our community
- Building know-how and developing confidence and skills for local community members and the partnership
- Developing a voice for young people
- Enhancing our environment and encouraging community pride.
- Bringing people together as a community to encourage neighbourliness, a feeling of belonging and ability to influence collectively
- Creating an organisation so that Big Local activities and improvements will continue after 2025/6.
- Sustaining the Hub
- Improving our communications
- Encouraging innovation, learning and enterprise
- Developing community capacity through smaller organisations

We recognise that our actions overlap and are not exclusive to a particular priority. For example, the work on the parks is also achieving community togetherness and a sense of belonging and a sense of safety, young people's activity and enhancement of reputation and the opportunity to build community influence in the form of a Friends of the Parks group; the volunteering strand will require partnership policies and support from WCAVA but will also be key to community engagement, empowerment and delivering activities.

Transition to our Legacy

Our action planning also considers preparation for our legacy organisation and prepares us for the ending of the Local Trust funding programme. This will involve sustaining our Big Local Hub. It will involve setting up and registering our organisation, recruiting and training members. There are a variety of routes and options we can take to reach this objective and there will be a fair bit of overlap between the legacy development and the skills and know-how development of

the partnership itself. We are lucky to have WCAVA as a partner with considerable skills in this field as well as support from the borough resident engagement worker and the county council community development worker.

External Funding

We have discussed the provision for bid writing to draw in external funding to complement our plan delivery and to lever in as much external funding as possible to build up and sustain our transition. WCAVA will be able to help as the local community infrastructure organisation. We will need to create funding vehicle which can also help to sustain and deliver HTC Big Local Plan priorities now and into the future. The options could be:

- The creation of social enterprise to tackle wellbeing – such as a community shop
- The formation of a constituted community group with bank account to take forward managing the community hub - this could be expanded to include community events, health checks, community shop and food provision
- set up a Ltd. Company with charitable objectives to cover all the above elements. The company would act as a means of drawing in external funding and developing much needed community influence. The organisation could be converted to a Charity or Charitable Incorporated Organisation. The enterprises would provide income streams for the Legacy organisation and Hub

Working with other Stakeholders

Building new relationships with new stakeholders and discovering new ways of working with existing stakeholders will be crucial to our plan delivery because of the resources and expertise they could bring, as well as the enhancing the reputation of Big Local and the area. Many organisations are actively seeking partnerships and means of targeting their resources into areas like Hill Top and Caldwell or at the very least would achieve most of their targets if they did so. This would also leave a legacy of collaboration and trust between the local community, community organisations and services, which contributes to community cohesion and improved reputation.

Timescales and Resource

The action plans have not identified the detail of time scales or who will be responsible for carrying out the actions in the plans; the partnership intends to decide this later by working with their Rep/ Area coordinator.

9. BUDGETS AND ACTION PLANS

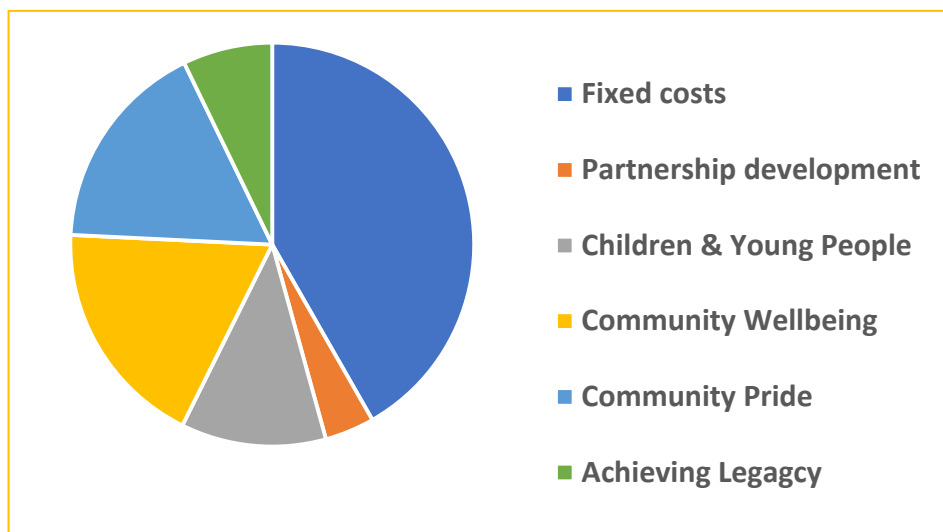
We have **£ 489,852** remaining in our Big Local grant pot to last us until March 31st, 2026. We have top sliced from this amount, our Locally Trusted Organisation's management costs, our partnership running costs, hub running costs and staff costs including redundancies, leaving **£ 285,416** for our plan priorities.

Local Trust require spend to be completed on most projects by the end of the September 2025. Therefore, the budgets run from 1st August 2022 to project closedown and taper off towards the end as sustainability or alternative means of provision are phased in.

Although costs are rising and we have allowed for this, we are assuming efficiencies and different ways of doing things as well as additional external funding being brought in to supplement Big Local budgets. We have allocated a budget for an external fundraiser/bid-writer.

Budgets are flexible within each theme and 6 monthly reviews of progress by the partnership will identify underspend and opportunities for moving money where necessary. Amounts and relative proportions are shown over the life of the plan. In the table and illustration below.

Fixed Costs (Staffing, Management, Hub, Partnership)	204, 436
Partnership development (Marketing, communications, training, volunteers)	19,475
Young People (holiday activities, voice, Voluntary youth workers)	57,000
Community Wellbeing (events, activities, food, CAB)	90,250
Community Pride (green spaces, Parks & Safety)	83, 500
Legacy (Hub sustainability, Legacy organisation, External fundraiser, Stakeholder & Venue forums, capacity-building grants)	35, 200

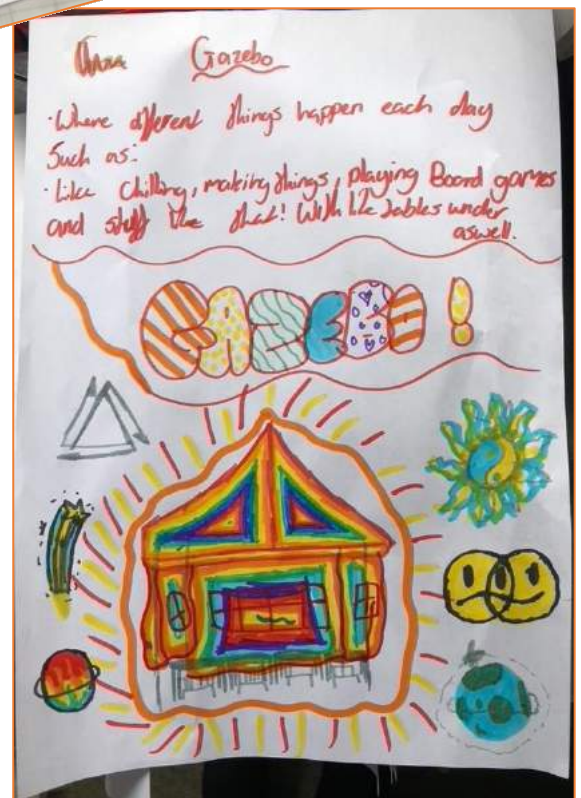
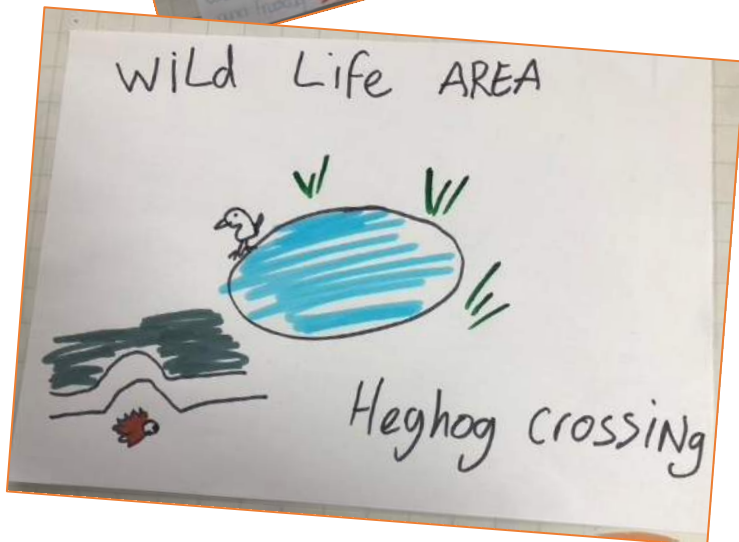


ACTION PLAN 1: CHILDREN & YOUNG PEOPLE	
OUTCOME: to sustain positive activity for children and young people in the area to encourage, leadership, aspiration, social skills and intergenerational relationships and to protect and nurture our young people into the future, including young parents and families. We aim to reduce antisocial behaviour and harmful substance misuse. We will listen to young people and give them a voice in the community	
WHAT : Sustain positive activity for all age groups in the area	
HOW	
1. Partnership supported by workers to review current youth provision with young people schools, young people in current youth club provision- use half term and afterschool activities. Set up a range of half term provision at the hub as suggested by the young people in the consultation	
2. Work through the stakeholder forum to identify potential partners such as schools and the police who can offer provision and / or contribute resources including activities and set up additional activities (By half term Feb 23)	
3. Work with Public Health to mitigate the effects of Covid on Young people to help fund activities, provide social activities, advice and support – seek out and develop relationship with public health – use the Covid research to help make your case. By Dec 22	
4. Continue to commission reduced activities through providers while revised activities are put in place – cost related	
5. Develop a community voluntary youth worker training programme – work with a specialist trainer or provider	
6. Consider sponsoring YP to attend sporting & leisure activities outside the area – post code vouchers	
7. Make sure young parents and families are welcomed to Big Local and Hub activities as well as activities across all venues – mapping activities and venues – through venue network/stakeholders (By Dec 22)	
RESOURCES	BUDGET
Partnership members, engagement worker, coordinator, activities budget, venues. Lever in stakeholder budgets	£49,000
WHAT : Young People's empowerment	
HOW	
8. Run regular engagement sessions at YP activities asking for feedback	
9. Work with schools and other providers to create opportunities for young people to lead activities	
10. Create a youth subgroup made up of young people	
11. Participatory budgeting for YP	
RESOURCES	BUDGET
Partnership members , workers , venues , participatory budget	£ 8,000

ACTION PLAN 2 : COMMUNITY PRIDE & COMMUNITY SAFETY	
OUTCOME: Working with partners and members of the community to improve the reputation of the area by encouraging people to value the environment, cleaning up after their dogs, not dropping rubbish, parking that doesn't damage the grass, creative use of the green spaces, brightening up the estate. Safe places to play, Addressing antisocial behaviour particularly vandalism, drugs and dog mess.	
WHAT: Brightening up the estate /Creative use of Green Spaces	
HOW	
1. Working with partners to select areas in need of a facelift or which lend themselves to community use e.g., back of Caldwell flats, area in front of the shops and Hub and carry this out	
2. Set up an environment action subgroup with housing estate management (borough council) and environmental maintenance (county council)	
3. Annual gardening competition – cash prizes for best front garden, hanging basket, planter, communal garden e.g., £50 1 st prize, 2x £25 2 nd Prize 3x £15 3 rd prize. Everyone gets free seeds etc for entering. Tie it in with hanging basket and planter workshops	
4. Volunteer environmental task force to work with schools & council to high light dog poo in hedges etc, media campaign, get more dog poo bins & litter bins, guerrilla gardening – planting wildflowers, pollinator pathways and cutting back overgrown areas.	
RESOURCES	BUDGET
Big Local funds, Council's resident engagement team, volunteers, schools	£ 8,500
WHAT Improvement of the Parks	
HOW	
5. Working in partnership with council's parks and leisure team to carry out agreed improvements in Middle March Park including drawing in additional external funding	
6. Set up a Friends of the Parks group	
RESOURCES	BUDGET
Council providing future maintenance	£75,000
WHAT: Dealing with Antisocial behaviour (vandalism and drugs)	
HOW	
7. Set up working with partners particularly enforcement, housing and police – regular planning meetings, say, quarterly) to determine strategy in relation to drug dealing and ASB (By Dec 22) PCSO – led diversionary activities for young people	
RESOURCES	
Partners resources community volunteer time, Big Local	
WHAT : Changing the reputation of the estate	
HOW	
9. Good news stories, reporting on community stars, positive events, making links with wider press (From now)	
RESOURCES	BUDGET
BL Partnership volunteer / communications	Included in "Partnership development"

ACTION PLAN 3 : COMMUNITY WELL BEING	
OUTCOME: to improve the wellbeing of people in the Big Local area making sure they are included as a member of the community, have someone to talk to, food and resources to sustain themselves and their families. There will be more opportunities to activities to look after people's mental and physical health.	
WHAT: Bringing people together through events and shared activities to learn, celebrate, grow neighbourliness, build community spirit and reduce isolation	
HOW	
1. Set up an annual programme of events which include all other events put on by other community groups and agencies – map other events (By Nov 22)	
2. Map activities by community groups and stakeholders in the area to make sure that people can make the best use of what's on and activities can be planned around it to meet community needs. Publish a programme. Set up a way of getting the information and keeping it up to date (By Nov 23)	
RESOURCES	BUDGET
Partnership members, volunteers and staff, other organisations and stakeholders	£42000
WHAT: Continuous Community engagement and listening	
HOW	
3. Reaching out to people who are not generally involved and who could benefit from partnership or other activities on offer	
4. Working with other stakeholders to signpost people to activities and services	
5. Befriending and listening to people at partnership social activities – craft club, coffee morning, afternoon teas	
6. Open the hub in the evening for people to come together for social activities. men's group, fish and chip supper, gaming club	
7. Having a table/ stall at the green market, at events social media and newsletters	
RESOURCES	BUDGET
Partnership's community engagement worker, other stakeholders,	Staffing budget, volunteer budget, activities budget , volunteers' budget
WHAT : Making sure that people in our community have enough to eat	
HOW	
8. Working with partners to devise a food security action plan which will include food bank/community shop provision	
9. Run cooking on a budget and reducing food waste sessions in partnership with All Saints	
10. Explore possibilities of community growing	
RESOURCES	BUDGET
Stakeholders, partnership members , staff , community venues	£10,000
WHAT :Maximising Income & access to advice and services	
HOW	
11. Negotiate new provision with CAB and Financial Inclusion Team to develop advice and advocacy, access to work placements and experience, promoting take up campaigns with schools	
12. Training of community members as volunteer advocates	
13. Rotate sessions round various community centres (weekly)	

ACTION PLAN 3 (continued): COMMUNITY WELL BEING		
RESOURCES	BUDGET	
Free venues. potential joint external funding with CAB	£38250	
WHAT :Families & children in need		
HOW		WHEN
14. Through our engagement & outreach & activities take opportunities to recognise where families may be in need, and key them into services advice and supportive activities		
15. Make sure our hub activities are welcoming to families		
16. Creating a social support. activities group for parents		
RESOURCES	BUDGET	
Stakeholder forum, venues, hub and partnership	Included in activities budget, capacity building budget, food & advice budgets and young people's budgets	



ACTION PLAN 4: ACHIEVING OUR LEGACY	
OUTCOME: to sustain our Big Local Hub beyond the Big Local funding so that we can carry on with the activities that are important to our community. Going community power and influence so that we can get things done. Increasing the skills, confidence and abilities of our residents so that they can control more of their lives and shine brightly. To increase working with stakeholders and build bridges and connections with other venues and groups working in the area.	
WHAT: Keeping the Hub going into the future	
HOW: (as described in "partnership challenge 8")	
<ol style="list-style-type: none"> 1. Assess Hub sustainability options including community café, shop, activity hub, health & wellbeing centre, partnering. 2. Review and update hub business plan 3. Develop a mentoring programme with WCAVA as the community infrastructure organisation for the area to transition hub management and volunteer management to the partnership 4. Develop a management committee for the hub either as a subgroup within the new legacy organisation or as a community association/ company/ CIC within its own right. (Start now) 5. Find out and write down all the current hub management processes into a handbook for the management committee – finance, bills, health & safety, cleaning, maintenance, lease obligations 6. Renegotiate lease 	
RESOURCES	BUDGET
Local Trust training resources; External Fundraiser WCAVA infrastructure organisation resources. Volunteers	£20,000
WHAT: Setting up and sustaining a legacy organisation to continue Big Local activities	
<ol style="list-style-type: none"> 7. Work with an expert to assess the options for delivery after 2025/6 setting a vision to 2030 8. Examine in detail the appropriate organisational governance model for a legacy organisation <ul style="list-style-type: none"> - Explore and chose an appropriate framework for a legacy organisation: CIO, Charitable Company, Community Interest Company - Registration / business planning / Fund raising - Training and recruitment of volunteers to take this forward 	
RESOURCES	BUDGET
Local Trust training and support packages WCAVA infrastructure organisation resources	£5000
WHAT: Developing Collaborative Networks	
<ol style="list-style-type: none"> 9. Brokerage of relationships & working together with other stakeholders & agencies. 10. Setting up stakeholder forum - formal partnership of community organisations and stakeholders with a Memorandum of Understanding 11. Creating a venue network to ensure venues are working together – church halls, schools, parks community centres 	
RESOURCES	BUDGET
Staff – coordinator working with partnership members. Agency time and resources	£700

WHAT: Improving & Expanding Communications	
<p>12. Continuing to support the volunteer to oversee website</p> <p>13. Nominated volunteer to undertake press releases and oversee the Big Local Newsletter- targeted at those not using social media</p> <p>14. Put in place measures to ensure partnership members have access to printing and computer facilities at the Hub – take expert technical advice on internet security concerns</p> <p>15. Branding HTC Big Local legacy organisation with own email address and web address</p> <p>16. Through venue network and stakeholder forum undertake mutual advertising of events, signposting and mapping of activities</p>	
RESOURCES	BUDGET
Lead volunteer, stakeholder forum and venue network. Included in Partnership development as cuts across both plan delivery and legacy	£16475
WHAT: Capacity building for community groups and entrepreneurs	
<p>17. Developing community organisations –exploring a community / residents' association to actively influence and develop a vehicle for community voice</p> <p>18. Develop smaller community interest groups such as Friends of the park, Hub association, youth forum, senior citizens, residents' associations, allotment associations etc</p> <p>19. Support for local entrepreneurs to improve the “offer” of the HTC area.</p> <p>20. Grants programme revision to enable small businesses or entrepreneurial ideas to be tried and small groups to be set up</p>	
RESOURCES	BUDGET
WCAVA as infrastructure organisation Community development support from County Council Resident engagement support from Borough council Local Trust support offers Grants budget	£4000
WHAT: Community Power and Influence/ Growing Community Spirit	
<p>These objectives are all part of what the action planning will work towards achieving through continued community engagement and listening, learning, activities, training, bringing people together to celebrate community through events, supporting people by offering services and a place to go, developing youth voice, communicating. Building the capacity of the community to work on aspects of community life that interest them e.g., parks, youth, growing</p> <p>More formal collaboration with other organisations and development of relationships with local politicians who can act as ambassadors for the Hill Top and Caldwell community</p>	

Budgets and Action planning have been drawn together in the Costed Vision shown below. The Costed Vision describes how we intend to invest the remaining **£ 489,852** into the Hill Top and Caldwell Big Local area and community.

10. COSTED VISION

PAYMENT BUDGET HEAD	01 Aug 22 -31 Jan 23	01 Feb 23- 31 Jul 23	01 Aug 23- 31 Jan 24	01 Feb24 - 31 Jul 24	01 Aug 24- 31 Jan 25	01Feb 25- 31 Jul 25	01 Aug 25- 31 Jan 26	Total per Priority £
Partnership running costs	400	400	412	412	424	424	300	2,772
LTO Management	2,788	2,705	2,865	2,865	28,63	2,863	2,003	18,922
Staffing	18,587	18,037	19,105	18,155	19,092	18,892	13,355	125,223
Hub running costs	7,530	7,530	7,756	7,756	7,988	7,988	10,971	57,519
Fixed costs total	29,305	28,672	30,138	29,188	30,367	30,137	26,629	204,436
Marketing & Communications	2,400	2,400	2,500	2,500	2,675	2,000	2,000	16,475
Partnership Training		1,000		1,000		1,000		3,000
Volunteer Recruitment & development	0	0	0	0	0	0	0	0
Partnership Development Total	2,400	3,400	2,500	3,500	2,675	3,000	2,000	19,475
Commissioned Youth sessions	10,000	6,000	5,000	4,000	3,000	2,000	-	30000
Training voluntary youth workers	4,500	-	4,500	-	-	-	-	9,000
Holiday activities & Outreach	2,000	2,000	2,000	1,000	1,000	1,000	1,000	10,000
Youth led activity / youth voice / participatory budget	2,000	2,000	2,000	2,000	-	-	-	8,000
Young People Total	18,500	10,000	13,500	7,000	4,000	3,000	1,000	57,000

Hilltop and Caldwell Big Local Plan 2022 to 2026

PAYMENT BUDGET HEAD	01 Aug 22 -31 Jan 23	01 Feb 23- 31 Jul 23	01 Aug 23- 31 Jan 24	01 Feb 24 - 31 Jul 24	01 Aug 24- 31 Jan 25	01 Feb 25 - 31 Jul 25	01Aug 25 - 31 Jan 26	Total per Priority £
Shared activities & events	9,000	5,000	9,000	5,000	9,000	5,000	-	42,000
Access to Food / Community Shop		10,000	-					10000
CAB sessions/advice & advocacy	7,500	7,000	6,500	6,250	6,000	5,000	-	38,250
Community Wellbeing Total	16,500	22,000	15,500	11,250	15,000	10,000	-	90,250
Parks improvement		75,000						75,000
Creative use of green spaces	500	500	500	500	500	500	500	6000
Brightening up the Estate	-	1,000	1,000	1,000	1,000	1,000	-	7000
Community Pride & Safety Total	500	76,500	1,500	1,500	1,500	1,500	500	83,500
Legacy Organisation Hub - training, business planning, policy, income generation		10,000	7,500	7,500	-	-	-	25,00
External fundraiser	5,500	-	-	-	-	-	-	5,500
Stakeholder Forum & Venue Network	100	100	100	100	100	100		700
Grants for learning, capacity building community groups & entrepreneurs	2,000			2,000				4,000
Achieving Legacy Total	7,200	10,100	7,600	9,600	100	100		35,200
Total Per payment	74,850	150,672	72,738	60,038	53,642	47,737	30,229	489, 861

