

**Hilltop and Caldwell**  
**BIG LOCAL PLAN 2022 to 2026**

**APPENDICES**

## **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 and 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 actual 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 that cases of Covid-19 in Nuneaton and Bedworth as of 9<sup>th</sup> of March 2021, were 6,264.9 per 100,000 population compared with 5,207.9 per 100,000 in Warwickshire and 6,579.3 per 100,000 in England as a whole. This meant that Nuneaton and Bedworth had a higher rate than the Warwickshire average but a lower rate than England as a whole.

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 England<sup>1</sup>.

Throughout the pandemic, Nuneaton and Bedworth had some of the highest Covid-19 rates in Warwickshire and in the whole of the West Midlands. For example, in April 2021 Nuneaton and Bedworth had the highest Covid-19 rate in the whole of the West Midlands<sup>2</sup> while at the same time the government post code checker showed Caldwell and Chilvers Coton had the highest rate across the area<sup>3</sup>. It was again the case 6 months later in October when Nuneaton and Bedworth had the highest Covid-19 rate in the West Midlands<sup>4</sup>.

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<sup>1</sup> 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->.

<sup>2</sup> "Coventry Telegraph", 19 April 2021, <https://www.coventrytelegraph.net/news/coventry-news/coventry-parts-warwickshire-highest-covid-20414873>.

<sup>3</sup> "Coventry Telegraph", 12 April 2021, <https://www.coventrytelegraph.net/news/coventry-news/covid-19-map-nuneaton-bedworths-20365958>.

<sup>4</sup> "Coventry Telegraph", 12 October 2021, <https://www.coventrytelegraph.net/news/coventry-news/nuneaton-highest-covid-rate-west-21830184>.

In the first months of the pandemic Caldwell and Chilvers Coton was the hardest hit area of Nuneaton for Covid-19-related deaths<sup>5</sup>. By the end of July 2020 Caldwell and Chilvers Coton had the highest number of deaths in Warwickshire by some margin - a total of 31<sup>6</sup>.

### **Unequal Impact of Covid 19**

Reports show that Covid 19 has had an unequal effect on different groups of people and communities depending on cultural, social, and economic factors. For example, low paid or insecure workers were more likely to have lost their jobs or been laid off; and people on low incomes or living alone are more likely to have found it more difficult to cope with managing the restrictions and requirements.

The Warwickshire Director of Public Health acknowledged this in her first annual report of the pandemic: *"Some groups are disproportionately more likely to be pulled into poverty and are more likely to have been disproportionately impacted by the pandemic, such as part-time workers, Black, Asian and Minority Ethnic households, lone parents, private renters and areas of the UK where there are already higher levels of unemployment, poverty and deprivation"*<sup>1</sup>.

*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-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.

In Warwickshire 14 % of families are on low income. This varies across the district and boroughs, with the highest percentage in Nuneaton and Bedworth (19%)<sup>7</sup>. 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 Midlands<sup>8</sup>. 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.

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<sup>5</sup> Office for National Statistics (ONS), June 2021.

<sup>6</sup> 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>.

<sup>7</sup> 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->.

<sup>8</sup> Local Insight Profile for 'Hill Top and Caldwell Big Local', OCSI, February 2022.

## 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. Glen Burley, 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*"<sup>9</sup>.

Young workers were hit particularly hard by rising unemployment in the Pandemic with those under 35 accounting for almost 80% of the unemployment figures<sup>10</sup>. According to a report by the National Learning and Work Institute: "...while young people's employment has been worst affected by the pandemic with under 25s accounting for three in five jobs lost, youth unemployment is due to climb further still, even as the economy recovers".

The report also identifies that there are "disparities in the impact of the crisis on different groups of young people, raising concerns that the pandemic has, and will continue to, exacerbate pre-existing inequalities".<sup>11</sup> This can be particularly significant for Hill top and Caldwell Big local as the levels of youth employment have been particularly high in the area with rates of 10.% vs the West Midlands average of 6%.<sup>12</sup>

## The Increased Importance of Communities Locally

The British Academy has identified that because of Covid 19, local communities have now become a critical part of society's response mechanism. The learning from these experiences in communities is vital for future responses to other crises coming such as the cost of living mainly, heating and food: "*Local communities have become more important than ever during the pandemic. Local and community-based charitable and voluntary organisations have been crucial to the response to COVID-19. National capacity to respond to changing circumstances and challenges, requires effort to sustain a strong web of communities and community engagement at local levels*"<sup>13</sup>.

Even so, not all communities are the same and have varying strengths and community infrastructures; in other words, what local facilities, connections and people are available determine the community's ability to respond.

Local Trust has noted the response of Big Locals to the pandemic: "*The Covid-19 pandemic has shown the importance of active, powerful communities. When the crisis first struck, and well before national and local government mobilised, it was*

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<sup>9</sup> "Coventry Telegraph", 12 June 2021, <https://www.coventrytelegraph.net/in-your-area/worrying-post-covid-19-impact-20783717>.

<sup>10</sup> *Youth unemployment: the young workers hit hard by the Covid crisis*, "The Guardian", 21 April 2021.

<sup>11</sup> *Facing the Future: Employment Prospects For Young People After Coronavirus*, National Learning and Work Institute, March 2021.

<sup>12</sup> Local Insight Profile for "Hill Top and Caldwell Big Local", OCSI, February 2022.

<sup>13</sup> *The COVID Decade: understanding the long-term societal impacts of COVID-19*, The British Academy, 2021.

*often local communities who were the first responders, providing vital help and support to vulnerable people, and putting in place support networks and services.*

*But the crisis has also exposed the extent to which the infrastructure that supports that action – the places where people meet and the often small, community-based organisations that bring them together – are themselves often fragile and under resourced”.<sup>14</sup>*

## **COST OF LIVING**

The cost-of-living crisis means that the costs 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.

**Energy Prices:** High demand for oil and gas since the beginning of 2021 together with the uncertainty over supply because of the Ukraine conflict. Any increased cost to energy companies have been passed on to customers regardless of the profits made.

Ofgem increased the energy price cap by 54 per cent, (in other words allowing energy companies to charge 54% more) meaning a nearly £700 annual rise in bills for those who pay by direct debit and even more if you pay by prepaid meter. Usually, customers facing increases in energy costs would be able to shop around for better deals, but options are now limited because all suppliers have passed on the increase in purchase costs.

**Price Rises and Staff shortages:** this is partly due to the pandemic but also compounded by Brexit, which saw many foreign workers leave the country. It has affected particularly care and hospitals, hospitality and transport. Increasing transport costs have had a knock-on-effect on the price of goods. Price rises hospitality businesses due to the ending of the VAT reduction during the pandemic have been passed on to the customers of hotels, pubs, cafes, restaurants and bars

**Shortages of some goods:** due to supply chain disruptions across the globe and Brexit leading to unavailability or increased cost.

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<sup>14</sup>Annual report and financial statements for 1 April 2019 to 31 March 2020, The Local Trust.

**Housing Costs** : the Office for National Statistics said that **average rent** rose 2% in 2021 and data from *HomeLet Rental Index* shows that average rents have risen by 8.6 % as of February 2022 and that the cost of renting is rising at the fastest rate on record. *The Big Issue* said “this is the biggest hike in rent prices for social housing tenants in more than a decade”.

ONS data shows that **private rents** are unaffordable for the poorest in the country, with the poorest families spending more than 30% of their income on rent. Data also shows that no region in England is affordable for a woman on a middle-point salary, to rent a private home.

From April 2022, housing costs have been pushed up further by an increase in **council tax bills**. Around two-thirds of English councils are expected to charge the increase. Council tax rises are made up of approximately 2% council tax and up to a 2.9% social care levy passed on to local councils by the government, which they can charge without consultation.

**Other Bills** : In April 2022, **water bills** in England and Wales rose by an average of 1.7% according to the industry body *Water UK*. This has pushed up the typical annual bill by roughly £7 a year. Even **postage stamps** have gone up – a first-class stamp from 85p to 95p and a second class one by 2p to 68p.

! [YourMoney.com](https://www.yourmoney.com) reported that Sky will increase its broadband and TV prices by around £43 per year on 1 April. And depending on which service they have and when they signed up, BT, EE, Plusnet and Three customers will see a 5.4% or 9.3% hike from 31 March. All these increases unfairly affect people on lower incomes who have to rely on either mobile phone for benefit claims or the elderly who often rely on letters for communication.

### **The Rate of Inflation**

The rate of inflation\* is the official measure of how much the cost of everyday goods and services is rising. All these disruptions have pushed up the UK's inflation rate. The Office for National Statistics (ONS) reported that UK inflation reached a 30-year high of 6.2 per cent in March 2022 and *The Bank of England* has estimated it could reach as high as 10%. Inflation is also outpacing the rate of wage rises, with real-terms wages now falling at their fastest rate since 2014 and of course this is worse for people who earn less.

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. According to the *Resolution Foundation* all these factors mean that people in the UK are dealing with “the steepest real-terms drop in income for the past 50 years”.

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\*If the rate of inflation stands at 1 per cent, for example, it means that prices of everyday items have risen by 1 per cent on average. This means a bag of pasta costing £1 a year ago will now cost you £1.01p

## **Government Policy**

Experts say the government's decision to cut universal credit by £20 per week in October 2021, and now its refusal to increase benefits in line with the real cost of living, is putting unprecedented pressure on the UK's most disadvantaged households. Some other elements of the government's policies which affect this are:

- A Benefits increase of 3.1 per cent, in the face of inflation which could hit eight per cent means a 7% shortfall in incomes
- A national insurance increase (from 12% to 13.25%) means that employees, employers and the self-employed now all pay 1.25p more in the pound for National Insurance from April 2022. Experts warned this would affect the lowest earners the most, although a £3,000 rise in the threshold on National Insurance payments will allow people to earn £12,570 before National Insurance becomes payable.
- A freeze on the income tax threshold, meaning a real term cut in take-home earnings for most people
- Lateral flow tests for Covid – are no longer free for everyone and this leads to the spread of the virus leading to time off work
- An increase in the National Living Wage – the minimum wage for over-23s – which is too small to compensate for the rise in living costs, amounting to a real-terms cut for some.

## **THE EFFECTS OF AUSTERITY**

### **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. The research found that that the government didn't take account of how dependent some Local Authorities (councils) were on Central Government grants given to them to help to relieve the situation in deprived areas. At the same time there was, and still is, an increasing demand for social care. What happened was that those Local Authorities made deeper cuts to neighbourhood services to make up for the loss of the grants and to meet the social care needs in their areas and it would seem, the state of the roads .

Key findings from the research include:

- Grant cuts were largest in the most deprived areas.
- Increases in the older population and the number of children in the care led to increases in demand for social care although this was not necessarily reflected in the level of investment in deprived areas even though there were higher levels of intervention.
- The least deprived areas were more likely to protect, and in some cases increase, spending on social care.

- Some local services became harder to access - there are now fewer libraries, less frequent waste collection 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.

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.

## **DIGITAL EXCLUSION**

For the community in general, the majority \*65%, 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 to reside outside city centres and close to the suburbs or semi-rural areas. Higher levels of employment in semi-skilled and blue-collar occupations. 35% are classified as “e-withdrawn”. These people are said to be the Least engaged with the Internet. Deprived neighbourhoods of urban regions. Highest rate of unemployment and social housing among all. Lowest rates of engagement in terms of information seeking and financial services, as well as the lowest rate in terms of online access via a mobile device.*



## Appendix 2 :Review of Previous Plan

<b>Priority One: INCREASING OPPORTUNITIES FOR EMPLOYMENT AND SKILLS</b>	
<b>What we set out to do</b>	<b>What we Achieved</b>
<p>Create better access to and opportunities for local people to learn and develop skills by</p> <ul style="list-style-type: none"> <li>• Developing vocational skills training and develop bursary scheme (small grants for individuals for job/ learning support) if appropriate - provide vocational skills training locally</li> <li>• Funding additional time for careers advisers in schools by liaising with George Eliot and Oakwood schools to provide this extra time for Year 9 + pupils. Ensure any offer is accessible for local residents not at these schools.</li> <li>• Funding sports-based Target Group (accredited learning) at Wembrook Community Centre Commission existing provider to extend this facility</li> <li>• Funding 'Target Group' (accredited learning) focussed on something other than sport Prepare tender and commission appropriate provider</li> </ul>	<p>1 small grant made to a young person for photography equipment to assist their GCSE study. 2x Christmas Wreath making sessions First Aid course organised but no community take-up Contact was made with the schools but Covid got in the way of anything happening</p> <p>Some of the Target Groups were delivered but again Covid got in the way of anything happening</p> <p>Commissioned provider but demand was not there from young people in community</p>
<p><b>Challenges/ Opportunities/Learning:</b></p> <p>Covid was a huge challenge and we were unable to deliver very much under this priority, plus the actual demand from residents was not as anticipated</p>	

**Priority Two: INCREASING ASPIRATIONS AND COMMUNITY WELLBEING**

**What we set out to do**

**1. Increase sense of community spirit, belonging, safety, and increase community participation:**

- Continue the Pot of Gold small grants scheme - advertise half yearly for applications to Pot of Gold, ensuring activity is accessible/targeted to priority groups, e.g. families, older people – with Small Grants Sub Group
- Encourage new groups and support existing groups. Promote local activities - Project Co-ordinator to support the establishment of new groups

- Regular events – organise a programme of regular events in HTC area to bring community together - Commission external organisations to deliver varied programme of events, ensuring activity is accessible/targeted to priority groups, e.g. families, older people – Events sub- group

**2. Increased awareness of HTC and what happens within the Big Local area:**

- Develop 3 newsletters for HTC and ensure that articles appear in other local newsletters /regular publications . Produce a newsletter that is delivered to every household at least 3 times a year - Marketing and Comms Group,
- Make good use of A boards (already purchased) to advertise activities

**3. Increase provision of and participation in opportunities for all children & young people:**

Explore the feasibility of upgrading the play

**What we Achieved**

**Continued – how many ? 20**

Supported all PoG 18 unique applicants.  
Promoted activities of existing groups, including Wembrook Community Centre & All Saints Church, Quirky Kids  
New craft group setup

International women's Day – walk and Talk  
Online coffee mornings  
Face-to face Coffee mornings (still happen every Thursday)  
Tea & Toast  
Halloween Party – Wembrook  
Halloween craft afternoon  
Gave out pumpkins in partnership with the allotment  
gave out seeds  
Wreath making  
Craft club (new group every Thursday)  
Santa Christmas Crafts  
Sant photo shoot and stories with Santa  
STEM activities – Happy kids  
Carol singing  
Afternoon teas  
Festive Christmas Tea  
Craft/art design sessions through school holidays  
Bike maintenance

6 newsletters – good feedback – competitions and contacts  
2 active Facebook pages (a page & a group 'Big Local Neighbours')  
Noticeboard at the Hub promoting HTC activities, Hub What's on

Completed parks consultation conversations held with relevant officers at the council – this will

equipment in existing parks, e.g., in Old Hill Top, siting a youth shelter in Poyser Park, & exploring the feasibility of a new site in Caldwell. Meet with representatives from Parks and Open spaces to discuss the viability. Visit other BL areas who have done similar projects. Commission appropriate expertise to undertake this work

- Commissioned activity to meet the needs of young people outlined in consultation.
- Undertake some research with young people about activities needed
- Commission a range of ongoing activities and events to meet the needs of children, young people and their families ensuring a good range of activity including in all school holidays

now feed into this new plan. Joint commission with NBBC for landscape design

Commissioned Sycamore counselling to work with All Saints School. Commissioned NBLT to run Play scheme in all school holidays at Middlemarch School, Youth club x2 weekly, outreach work at MUGAs, Basketball training, Football on the Rec  
Holiday activities- nature in the woods with Warwickshire Wildlife Trust for pre-schoolers.  
Grant for Quirky Kids to run after school STEAM activities.  
Grant for Quirky Kids to cover room hire costs at Wembrook.  
Range of free/low cost craft activities at Hub via staff.

**Priority Two: (Continued) INCREASING ASPIRATIONS AND COMMUNITY WELLBEING**

What we set out to do	What we Achieved
<p><b>4.Our older residents feel more confident, less lonely &amp; isolated &amp; have activities to get involved in:</b>                      Undertaking research to identify what older people would like to do and what transport needs they have - Survey of older residents</p> <ul style="list-style-type: none"> <li>• Deliver a programme of activities that meet the needs of older and isolated residents</li> </ul> <p>Ensure this priority group is addressed through events, Pot of Gold etc</p> <p><b>5.We feel proud and use our green spaces more:</b></p> <ul style="list-style-type: none"> <li>• Encourage litter picks across the estate to increase community pride Bring groups of residents together to organise litter picks in their immediate area</li> </ul> <p><b>6.Our community feels safer:</b></p> <ul style="list-style-type: none"> <li>• Ensure residents are aware of reporting processes and where to get help. Encourage residents to report crime Support residents to develop neighbourhood watch schemes</li> <li>• Establish closer working relationships with relevant partners. Crime prevention Victim Support Neighbourhood Watch</li> </ul> <p><b>7.Our community assets are more effective, with higher community use and involvement:</b></p> <ul style="list-style-type: none"> <li>• Support local centres to become effective 'hubs' – provide funding to upgrade facilities (can be provided as match funding)</li> </ul>	<p>Afternoon Tea /consultation – Emma and Ann delivered fliers . Ann/Eileen did door knocking – Christmas tea – Heritage centre</p> <p>Leisure trust and Big Local worker – litter pick                      Resident-led litter picks, can borrow equipment from the Hub.</p> <p>Bike maintenance and marking carried out by the police in front of the Hub at October half term</p> <p>Police drop into the Hub regularly e.g. 2x knife amnesty events.</p> <p>Lots of public health messaging shared during Covid. A free mask &amp; hand sanitiser was delivered to every household at the start of the pandemic</p> <p>Big grants to the Church and to Wembrook centre, plus a couple of smaller facilities improvement grants</p>

**Challenges/Opportunities/Learning.** Covid was a problem - on reflection the partnership has done a lot given the closure over lockdown. We would like to have had the parks further forward by this stage. The value of getting the commissioning process correct and having the confidence to talk to organisations and follow up more would have helped. The challenges have been in terms of reaching out to communities although we know that the 3 shops are good places to talk . As a partnership we would have like to enable people to organise more and facilitate activities for themselves. Overall, this gives us opportunities to refine our tending process; encourage other organisations to come forward and to enable people to develop community groups and organise. It would have been great to have The Hub earlier in the programme but now we have it offers another place to engage. "Patience is a virtue"

**Priority Three: COUNTERACTING POVERTY**

What we set out to do	What we Achieved
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**1. Local people have access to good, affordable food**

- Encourage local shops to sign up to the Healthy Start vouchers Contact local shops and find out why they are not participating
- We want to ensure our children are not going hungry. Establish whether the costs of existing breakfast clubs are prohibitive to some of our younger residents. If they are, give financial support to ensure greater access by our children who need the facility

**2. Residents are able to access affordable energy and energy saving advice**

- Work in partnership with organisations such as CAB to ensure that residents are getting the right advice and support
- Work with local organisations to promote energy efficiency and other energy saving initiatives

**3. Residents can increase their household income and have more options around their finances**

- Offer community based, local access to generalist and specialist advice e.g. debt, welfare etc. Identify and commission external providers

Ediblelinks, the food bank was brought in to bring food to the area once a week (at no cost to HTC) – the service is well used and in demand  
During COVID we donated money to an emergency food delivery programme (Guardians Grow) & also to Nuneaton Foodbank to value their work for HTC residents.  
CAB also give out food vouchers  
Holiday Hunger 'grab bags' planned for Summer 22 school holiday

Funded one CAB session a week at the Wembrook Centre and then another at the Hub. CAB have also reached out to all schools to understand needs & family pressures & offered services around free school meal take up, although no schools have acted on this.  
Action Energy drop in to give advice  
Borough Council Financial Inclusion Officers attend Hub & Wembrook once per month if possible.

CAB financial inclusion project supported 53 individuals (Jan21-Feb22).  
HTC have given out 7 'Helping Hand' hardship grants to individuals & CAB can also fund applicants too.

**Challenges/Opportunities/ Learning:** Better advertising in more appropriate language and giving more detail would have helped. The Ediblelinks service was used by a significant number of people from out of area – we need to look into why local people have not used. Ediblelinks – we didn't run it ourselves, there were some issues over managing the bags – which have now been resolved with limits on the number of bags and starting at the correct time. There are opportunities to improve our internal and external comms and promote the Healthy Start vouchers, use the A board outside the Hub more for activities. We could develop links with local radio and provide coffee for people in the queue for Edible links which would help us to engage with them better. Still opportunities to work with CAB proactively on additional services or providing their help differently, but promotion again is the key to success.  
Opportunity to work with Wembrook, the Church, Middlemarch re cost-of-living crises

## IMPACT

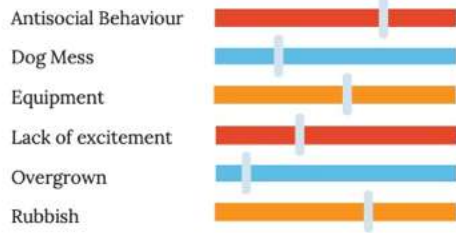
POSITIVE	NEGATIVE
<ul style="list-style-type: none"><li>• More people are talking about HTC</li><li>• More people are coming into the Hub (getting more than we thought we would)</li><li>• ATM installed</li><li>• Gave people a voice through the Local Assembly</li><li>• Newsletter is keeping people informed about all opportunities (not just HTC) more regularly than before, local people are reading it</li><li>• Active facebook pages with lots of shares</li><li>• Having an impact on the young people through the activities we are organising or commissioning</li><li>• Tackling poverty through work with the Financial Inclusion Team and CAB</li><li>• Activities happening in the Hub</li><li>• Craft group being organised and run by local people</li></ul>	<ul style="list-style-type: none"><li>• Wembrook Centre reporting that the Hub is reducing the groups and footfall through the Centre.</li><li>• We advertise what happens in Wembrook but it isn't seen that we are supporting them, they just see us as competition</li><li>• Be good to work together but they don't want to work with us</li><li>• We should put the Wembrook programme in our notice board</li></ul>

## Appendix 3 : Results of Parks Consultation





## WHAT STOPS YOU FROM USING THE PLAYGROUNDS AND GREEN SPACES?



## YOU SAID

“

Doesn't look inviting

Drug Dealers

Unsafe at night

Over grown & Messy

Grass is too long

Broken Glass

Broken Equipment

Poorly managed

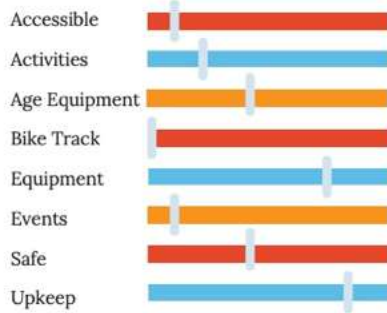
Not accessible to all

Boring!

Groups gatherin

”

## WHAT WOULD YOU LIKE TO SEE HAPPENING ON PARKS AND GREEN SPACES LOCALLY?



## YOU SAID

“

Litter picking

Benches

Age appropriate equipment

Nature

Update them

Maintain the area

Make them safe

Forest play area

Cameras

Wildlife

Activities

New equipment

”



## **Appendix 4: Partnership Challenges, Opportunities and Potential Actions**

CHALLENGE	<b>1. Increasing capacity in Big Local to deliver on plan priorities and legacy</b>
OPPORTUNITY	<p>Improving processes, internal communications, partnership working, succession planning to ensure continuity of chairing and other skills and roles</p> <p>Increasing number of partnership members and developing skills</p> <p>Developing a commissioning framework</p> <p>Explore formation of future legacy body</p> <p>Working with stakeholders and sourcing new partners</p>
ACTIONS	<ul style="list-style-type: none"> <li>• Recruitment drive through community engagement, word of mouth , social media and chasing up contacts</li> <li>• Develop a volunteering policy and sign-up volunteers to HTC Big Local</li> <li>• Employ/contract a fundraiser/bid writer</li> <li>• Commission specialist development advice on future constitution options for legacy organisation</li> <li>• Set up stakeholder forum (quarterly) to encourage and foster collaboration on community priorities</li> <li>• Set up a venue network to encourage dialogue and best use of community facilities</li> <li>• Set out a programme of partnership skills development to include Hub management and organisational management</li> <li>• Employ/contract a project coordinator to project-manage plan delivery and broker partnership relationships, manage and develop volunteers.</li> <li>• Put in place a succession plan</li> </ul>
CROSS-CUTTING THEMES	<p>Importance of volunteering to contribute to capacity.</p> <p>Volunteering, learning, sustainability, young people. Community engagement</p>

CHALLENGE	<b>2. Increasing capacity of Big Local partnership to make decisions</b>
OPPORTUNITY	<p>Ensuring transparency and accountability</p> <p>Taking up training and networking opportunities including buying in bespoke training e.g., assertive behaviour and communication, board training, team working, problem solving, project management, equality and diversity</p>
ACTIONS	<ul style="list-style-type: none"> <li>• Understanding financial decision-making processes and reporting to partnership</li> <li>• Review monitoring of commissions and grants</li> <li>• Develop partnership training programme</li> </ul>
CROSS-CUTTING THEMES	<p>Accountability, transparency, governance.</p> <p>Importance of volunteering to contribute to capacity. Legacy and sustainability</p>

CHALLENGE	<b>3. Increasing the communication capacity of Big Local</b>
OPPORTUNITY	<p>HTC website reflects current priorities and activities and is branded to HTC Big Local</p> <p>Access to printing and computer facilities at the Hub for partnership members and the community</p> <p>Making sure that HTC Big Local is a recognisable entity in the community and that people have heard of it</p> <p>Improve internal and external communications and profile of Big Local</p>
ACTIONS	<ul style="list-style-type: none"> <li>• Continuing to support the volunteer to oversee website</li> <li>• Nominating a volunteer to undertake press releases and oversee the Big Local Newsletter</li> <li>• 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</li> <li>• Branding HTC Big Local with own email address and web address</li> </ul>
CROSS-CUTTING THEMES	<p>Partnership Capacity. Legacy, Volunteering, learning, sustainability, community engagement, digital access</p>

CHALLENGE	<b>4. Working to reduce the impact of Covid and the cost of living on the people of Hill Top and Caldwell</b>
RESPONSE	Improving health and wellbeing through variety of activities
OPPORTUNITY	Working with partners to address Isolation and improve mental health Reduce the impact of poverty on families through foodbank, employment and welfare benefits uptake Extending coffee mornings
ACTIONS	<ul style="list-style-type: none"> <li>• Source partners to develop health led activity at the Hub e.g., Health fayres with diabetes testing, blood pressure, cholesterol testing, flow meters, slimming world</li> <li>• Host a variety of social activities across the venues in HTC to bring people together to reduce loneliness, isolation and increase mutual support</li> <li>• Cooking on a budget, reducing food waste and learning to cook sessions- approach the Church to use the kitchen – this could also be online</li> <li>• Work with the schools to produce a community cookbook</li> <li>• Work jointly with CAB to develop a joint bid, training of community advocates and an in-community benefits, debt, advice</li> <li>• Developing a community shop for uniform and clothing exchange (could be a membership), food etc</li> <li>• Put out bulletins about money saving hints and tips</li> <li>• Work with Healthy Living Network on Food security and provision</li> </ul>
CROSS-CUTTING THEMES	Developing partnerships, Health and wellbeing Volunteering, learning, sustainability, young people.

CHALLENGE	<b>5. Increasing community pride by having a cleaner, greener environment and less crime</b>
OPPORTUNITY	<p>Improving the Local Environment by reducing rubbish, dog fouling and litter.</p> <p>Increasing uptake of green opportunities – planting, the allotment, walking and cycling</p> <p>Brightening up the estate</p> <p>Working with partners to address issues such as crime and poor environmental maintenance</p> <p>Developing activities at the parks and at the allotment</p> <p>Working with partners to educate people about dog fouling and litter – schools</p>
ACTIONS	<ul style="list-style-type: none"> <li>• Set up a litter /environmental task force recruiting people</li> <li>• Identify and map litter hotspots for action</li> <li>• Work with schools to reinforce and educate about litter, recycling and growing and carry out grumble walks – offer prizes /vouchers</li> <li>• Mark dog poo with illuminous paint – photograph it and put on face book – also poo bags thrown in hedges encourage people to dob-in anonymously those they see doing it</li> <li>• Work with housing to identify potential improvements to degraded areas of green space e.g. behind Caldwell flats</li> <li>• Set up a quarterly face to face /zoom <i>Police and Communities Together</i> meeting at the Hub to enable joint working with the police to address crime and focus activity more effectively</li> <li>• Explore feasibility of developing a bike track to encourage more recreational and day to day cycling</li> <li>• Explore feasibility of outdoor gym</li> <li>• Work with the canal and rivers trust to develop canal walks</li> <li>• Develop a Friends of the parks and green spaces</li> <li>• Gardening competition</li> <li>• Growing with schools and the allotments</li> </ul>
CROSS-CUTTING THEMES	<p>Partnership working &amp; collaboration. Enterprise, Education, Engagement, Volunteering, learning, sustainability.</p> <p>Developing partnerships, Health and wellbeing, cleaner environment, community engagement</p>

CHALLENGE	<b>6. Changing reputation and increasing community power and influence</b>
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OPPORTUNITY	<p>Bringing people together through community engagement activities and events</p> <p>Improving community communications</p> <p>Reaching out to people not included</p> <p>Involving families Learning and social activities</p> <p>Community events, enterprise.</p> <p>Chose a new community story about one which celebrates its community spirit and achievements – publicise it</p> <p>Use grants pot and participatory budgeting to engage and empower</p>
ACTIONS	<ul style="list-style-type: none"> <li>• Establish an annual programme of community events</li> <li>• Change our stories to positive ones told through our newsletter and social media – report on great individuals and actions</li> <li>• Establish a programme of weekly social and learning activities</li> <li>• Undertake outreach through workers and stakeholders</li> <li>• Put on a programme of family learning at the Hub ( work with the council's adult learning team</li> <li>• Work with the police to reduce crime</li> <li>• Work with the housing associations and council to improve environment</li> <li>• Organise community campaigns</li> <li>• Stakeholder networks and collaboration</li> <li>• Target the grants pot at things which will make a positive difference and provide support to the people / groups delivering the project – use Big Local workers and volunteers – trial Participatory budgeting as a community empowerment and engagement tool</li> </ul>
CROSS-CUTTING THEMES	<p>Developing partnerships, health and wellbeing,</p> <p>Community Cohesion, Volunteering, sustainability, community engagement. Enterprise</p>

CHALLENGE	<b>7. Sustaining our future generation of Young People</b>
OPPORTUNITY	<p>Responding to the Young People's element of the survey and developing activities with them</p> <p>Bringing together other partners involved in the delivery of young people's services and activities in the Big Local area</p> <p>Creating a network of young people's providers. Training advice providers including families and churches.</p> <p>Young People's participatory budgeting</p>
ACTIONS	<ul style="list-style-type: none"> <li>• Explore and collate the ideas and requests from the young people's element of the plan and compile a list of potential projects</li> <li>• Work with young people, stakeholders and venues (including schools) to agree hosting and delivery</li> <li>• Evaluate current commissioned youth activity with participants.</li> <li>• Develop joint bid writing and funding with stakeholders to sustain youth provision</li> <li>• Develop volunteer youth worker programme</li> <li>• Make direct funding available to young people through Participatory budgeting to enable young people to develop and implement their own community activities</li> </ul>
CROSS-CUTTING THEMES	<p>Wellbeing of young people. young people's voice Empowerment. Aspiration. Safety, Families, employment, enterprise, partnership working, commissioning, collaboration,</p>

CHALLENGE	<b>8. Sustaining the Big Local community hub</b>
OPPORTUNITY	To sustain the Big Local community Hub past the end of Local Trust funding thus keeping activities and community support going. Develop the skills and capacity to run the Hub
ACTIONS	<ul style="list-style-type: none"> <li>• Assess Hub sustainability options including community café, shop, activity hub, health &amp; wellbeing centre, partnering.</li> <li>• Review hub business plan- commission a business plan developer</li> <li>• Develop a mentoring programme with WCAVA as the community infrastructure organisation for the area to transition hub management and volunteer management to the partnership</li> <li>• 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.</li> <li>• Find out and write down all the current hub management processes into a handbook for the management committee – finance, bills, health &amp; safety, cleaning, maintenance, lease obligations</li> <li>• Appoint a hub manager (volunteer or paid) or review as part of current worker roles</li> </ul>
CROSS CUTTING THEMES	Enterprise, opportunity, skills development, legacy, stakeholders

CHALLENGE	<b>9. To sustain and continue Big Local activities and community capacity after 2025/6</b>
OPPORTUNITY	Developing the Legacy arrangements for Big Local
ACTIONS	<ul style="list-style-type: none"> <li>• Work with an expert to assess the options for delivery after 2025/6 setting a vision to 2030 <ul style="list-style-type: none"> <li>– a network of stakeholders and community organisations</li> <li>- a legacy organisation to replace Big Local</li> </ul> </li> <li>• Examine in detail the appropriate organisational governance model <ul style="list-style-type: none"> <li>• Informal partnership of community organisations and stakeholders with a Memorandum of understanding</li> <li>• Develop smaller community interest groups such as Friends of the park, Hub association, youth forum, senior citizens , residents' associations, allotment associations etc</li> <li>• Explore and chose an appropriate framework for a legacy organisation: CIO, Charitable Company, Community Interest Company</li> <li>• Registration / business planning / Fund raising</li> </ul> </li> </ul>
CROSS CUTTING THEMES	Legacy, community capacity, volunteering, community priorities, skills development , partnership working



