



The Rudheath and Witton Together Big Local Partnership

Phase Three Plan

October 2018 - September 2020

## Executive Summary

Rudheath and Witton Together (RWT) is located in Northwich, Cheshire. We are a Round One Big Local Partnership comprising residents and stakeholders, and since 2011 we have been working hard to understand the opinions and needs of our community.

RWT was chosen as one of 150 Big Local areas around England to use at least £1million each to make a 'massive and lasting positive difference' to their communities. Big Local brings together all the local talent, ambitions, skills and energy from individuals, groups and organisations who want to make their area an even better place to live.

The RWT Phase 1 Community Plan was endorsed in April 2013. Our Phase 2 plan initially ran from May 2016 to April 2018, but was extended to complete in September 2018.

Over the past five years RWT has overseen the delivery of a range of community projects, during which time everyone involved has learnt more about local need and residents wishes, and about the best way to deliver projects.

The Phase One programme comprised almost entirely of grant funded projects put forward by local organisations following a bidding process. This was largely successful, however the Partnership felt schemes could have achieved more if projects had worked together, and we agreed to aim for a more collaborative approach for future work. We had however gained a greater understanding of local need, and for Phase 2 we planned to adopt a more proactive approach. Following consultation, this culminated in a Community Summit at which a decision was taken to make a positive contribution towards a number of key themes.

The aim for Phase 2 was also to encourage inter-project working and co-operation, generating greater levels of awareness and engagement in the RWT programme of activities.

For this Phase 3 plan our aim is to build on the strengths of the Phase 2 projects and activities, and the lessons we have learned. Hence we commissioned an impact review of our Phase 2 programme to help us understand the impact and added value of our projects.

We are also mindful that we are entering the second half of our RWT programme, having now used around half of our £1m allocation. We wish to leave a well-connected community as a legacy, and hence our new plan is focused on a set of projects and activities which will help to achieve this aim.

We have kept the vision we developed for our Phase 2 plan:

*"Rudheath and Witton will be vibrant and resilient, with connected and accessible community-focussed activities that contribute towards improving residents' social and employment opportunities, especially for the young and those who are disadvantaged".*

Everything that we aim to do will also contribute to the four Big Local outcomes:

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

We examined what we wanted our legacy for RWT to be, and aim to ensure that the work we support as part of Phase 3 will really deliver change.

### **We have four key priorities for Phase 3:**

- *Building community capacity*
- *Improving life chances*
- *Making the most of existing assets*
- *Making Big Local happen in Rudheath and Witton*

### **Our key activities for this period are:**

#### **Building community capacity**

*Community Engagement*  
*Community Development*  
*Community events and activities*  
*Supporting volunteering*

#### **Improving life chance**

*Raising aspirations and confidence*  
*Support to early years*  
*Supporting young people*  
*Addressing social isolation for older people*

#### **Making the most of existing assets**

*Improving assets*  
*Networking with local service providers*  
*Community grants*

#### **Making Big Local happen**

*Co-ordinating the Big Local programme*  
*Communication, and accountability to the local community*  
*Partnership development for the long term*

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### Foreword by Chair

We are delighted to present the Rudheath and Witton Phase 3 plan for 2018 - 2020.

We have learned a lot since the programme began and are much clearer about our capacity to deliver and manage projects.

This is now an exciting opportunity for the Rudheath and Witton Together Partnership Board and the residents of the area to build on activities and successes to date.

RWT have based this plan on discussions with people who live and work in our area (including local residents, people involved in running activities in the area, and other organisations working in Rudheath and Witton).

The priorities and activities resulting from this engagement have been slightly adjusted and refined from our Phase 2 plan.

We have five years left of the Big Local project, and therefore over the next two years we intend to think hard about how community activities will continue beyond the funding we have, and this consideration will be part of how we support and evaluate the activities.

Please join us in delivering our exciting new plan. We'd love to hear from you, and work together to make Rudheath and Witton an even better place to live!

Fay Jackson  
RWT Chair

## 1 Background – How it all began

Rudheath and Witton Together (RWT) is a Round One Big Local Partnership located in Northwich, Cheshire.

Big Local is an exciting opportunity for residents in 150 areas in England. It is resident led – local people are given control of investing a minimum of £1million over ten years, to help improve the quality of life for those living in their community.

Big Local is an exciting opportunity for residents to make a lasting positive difference to their communities. It aims to empower residents to make their own communities and neighbourhoods even better places to live, by bringing together all the local talent, ambitions, skills and energy from individuals, groups and organisations.

Our first plan was endorsed in April 2013 and our second plan was submitted in April 2016 and due to run until April 2018, subsequently extended until September 2018. Both plans are available on our website.

### Our Partnership

The RWT Partnership continues to be responsible for the development and delivery of the Big Local plan in Rudheath and Witton. The Partnership currently has five local residents and three members from local organisations, and includes people with a range of skills and links. Membership has changed over time and is reviewed annually and the Partnership is always seeking new members to ensure we are genuinely representative of the community.

There are an increasing number of residents who are interested in RWT, and this plan includes ways of getting more people involved through means other than the bi-monthly meetings.

RWT have aimed to build on the strengths of the previous two plans to develop a programme which meets the needs of local people. We have also considered the legacy we intend to leave at the end of the ten year programme and our aims in this plan are to invest in activities and people to maximise the long term benefits to the area.

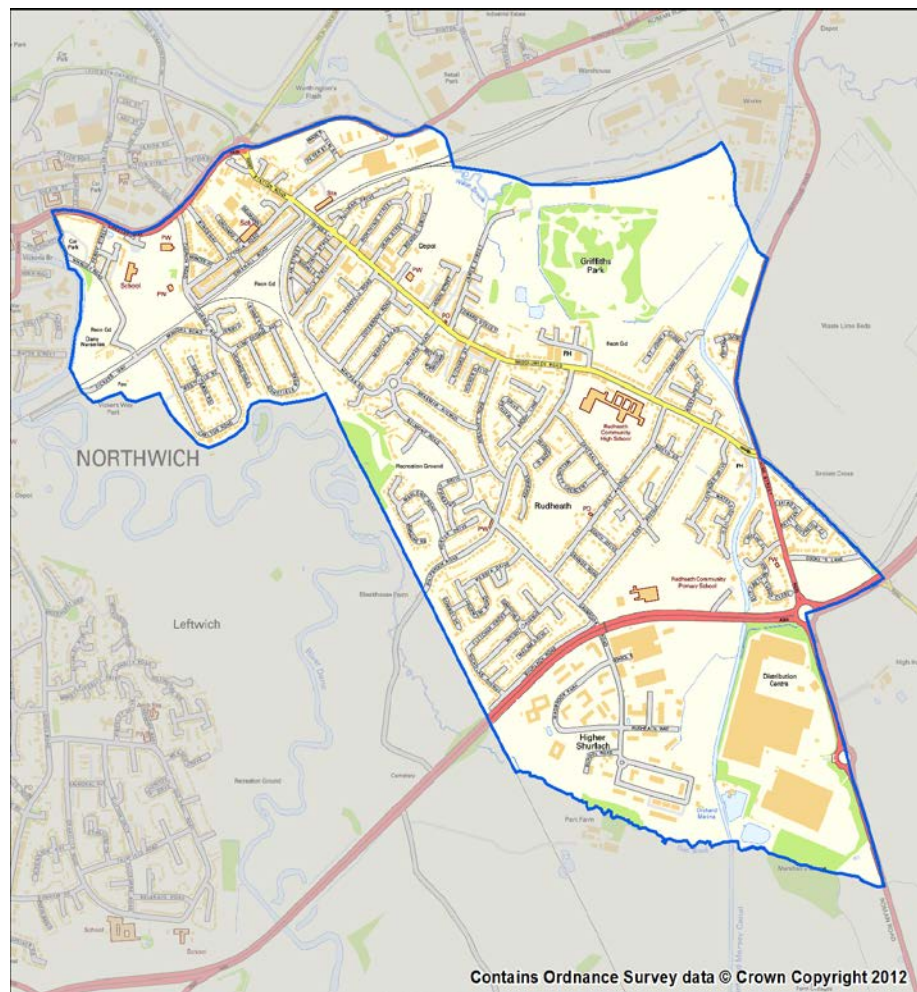
### RWT Big Local Area

Rudheath and Witton comprises two areas on the eastern side of the town of Northwich, Cheshire and covers approximately 640 hectares (21/2 sq. miles). It is wholly within the Borough of Cheshire West and Chester. Two main roads run through the neighbourhood: the A556 (which skirts the southern edge of Northwich, running east – west from the M56 near Altrincham to the A54 at Kelsall) and Middlewich Road (B5082) that connects the A556 to Northwich town centre.

The Manchester to Chester railway line crosses the area, dividing Witton into two parts primarily linked by a road across the railway bridge (Middlewich Road). The town's railway station, serving the route from Manchester to Chester, is also in this area. The railway forms a tangible break across the area with many regarding the areas to the south of the line as being in Rudheath and those to the north being in Witton. In reality, the historic and administrative boundary runs along Shipbrook Road (further to the south).



## RWT Big Local Area Boundary



## 2 Our Community

The RWT Big Local area is diverse, with both residential and commercial areas. There are parks and green spaces used for a range of activities and there are a number of existing physical assets.

Community venues and other spaces which house a range of activities and projects include:

- The Venue, which is a community centre managed by Rudheath Parish Council. It houses community space, meeting rooms, the youth club and a private nursery. In 2018 RWT staff began to use it as a 'hub space', giving us an invaluable physical presence in the community.
- Churches in the area also provides room for community use. E.g. Shurlach Chapel offers space to RWT's Project 55 that is accessible and has kitchen and other facilities, while Bethel and St Helens have both engaged with a number of projects and activities.
- Victoria Road, Witton Church Walk and Rudheath Academy Primary Schools and their associated nurseries have all engaged with the RWT programme, including through the community arts and Learning Bugs projects.



- Grozone is a flourishing community garden, horticulture and wildlife project. This 'hidden oasis' is a place where residents can learn new skills or share and develop existing ones in a welcoming and sociable outdoor environment. It caters for a broad range of beneficiaries and volunteers, and is a unique resource very much valued by the local community.



There are nine parks and green spaces in the area, managed and maintained by Rudheath Parish and Northwich Town Councils. Liverpool Street Green is a new resident group which has received some support from RWT and its partners. The group aims to improve its local area following recent work to remove the derelict garages.

The local senior school is UCAN, currently being transferred to a new Academy Trust. They are working with the Partnership around youth development, engagement and training.



## People – What the statistics say

To confirm our understanding of the community we have looked at the information for Rudheath and Witton highlighted in the Community Insight Tool, which includes data specifically designed centrally to fit the boundaries of the Big Local area.<sup>1</sup>

We have supplemented this with information taken from the Cheshire West and Chester (CWaC) profile analysis for an area broadly but not entirely coterminous with the Big Local area. This has also been checked locally with local residents and organisations, so that we are sure that we have gathered a full picture.



There are 9,700 people living in the Rudheath and Witton Big Local area.

The number of those on working age workless benefits is slightly higher than the Northwest average at 14.3%, compared to 13.7%.

The number in receipt of Disability Living Allowance stands at 6.4% comparing to 5.7% for the Northwest, and Attendance Allowance is at 15.7% comparing to 15.6% in the Northwest. Female working age benefit claimants stand at 15.6%, which is slightly higher than the Northwest average of 14.5%.

<sup>1</sup> The Insight tool has used small area data from the 2011 Census. This means that, although this is the most accurate data available, these are estimates and the smaller the numbers, the higher the margin of error

Household income is lower than both the Northwest and England average.

The number of people working in managerial or professional occupation is significantly lower than both the Northwest and England average at 28.7%, compared to 37.7% and 41.1% respectively. The level of people working in elementary occupations is higher again. This means that job salaries will probably be overall lower than other areas.



There are 365 children living in 'out of work households' and 640 children living in 'lone parent households', with 380 children assessed as living in poverty and 2000 children 'in need'.

Early level achievement and good development levels are significantly lower across the statistics.

The number of households with one pensioner is higher than the Northwest average, at 62.1% as compared to 61.4%, representing 457 people.

There are two indicators of pensioner loneliness. The Census provides a measure of the proportion of pensioners living alone (defined as households of one pensioner and no other household members). There are 300 pensioners in the area on pension credits, and who can therefore be considered to be in poverty. Pension Credit provides financial help for people aged 60 or over whose income is below a certain level set by the law.



Informal care figures show 1283 people provide unpaid care in the area. A person is a provider of unpaid care if they give any help or support to another person



because of long-term physical or mental health or disability, or problems related to old age.

There are 2710 owner occupiers and 1316 (private and social housing) rented homes owners in the area, which equals approximately 33% of total housing stock.



Average house prices across the board are significantly cheaper than the Northwest average. Most homes are in bands A and B for Council Tax.

Crime is significantly lower than the rest of the Northwest but anti-social behaviour is higher.

Life expectancy is generally on a par with the rest of the Northwest, and not significantly higher than the England average. But instances of lung cancer, coronary heart disease and respiratory disease are significantly higher than both the Northwest and England averages.

Smoking is higher than the Northwest and England averages. Locally there is anecdotal evidence of high levels of low level mental health issues.



The number of people with no qualifications is higher than the Northwest (24.8%) and England (22.5%) averages at 28.3%. Level 3 and degree level qualifications are much lower at 16.4%, compared to the Northwest average of 24.4%.



### 3 Our engagement

Over the period of our last plan, the Partnership and its projects collected a wide range of feedback, comments and ideas for the future. Residents have also been encouraged to share new issues and concerns through ongoing community development and engagement work.



Certain projects such as 'On the Ground/Space for us' and 'Project 55' have assembled significant amounts of information and data from project participants that have fed into this plan. Those projects have also identified individuals with the knowledge, skills, experience, interest and potential to join the RWT Partnership.

As part of the preparation for the new plan, we commissioned a comprehensive Impact Review. This work engaged with all project leads, and a cross-section of beneficiaries, to hear their views and ideas. It culminated in a 'Validation Summit' to check that the priorities, ideas and activities captured in this plan are right and relevant to the Big Local area and will contribute to the changes that residents need.

To set all of our engagement and consultation around this new plan in context, we started with a Partnership legacy workshop, where we discussed what we meant by legacy, and what other Big Local areas were doing. We then thought about our vision for legacy and what needs to be done to achieve our vision.



We undertook a range of 1-2-1 interviews with project leads to understand the outcomes from their projects and what residents had been telling them. We also analysed a range of feedback, comments and suggestions from residents.

All of this engagement and consultation data was triangulated with customer journey mapping, direct 1-2-1 interview data collected from participants, families and recipients of RWT activities and initiatives. Observations were also made at projects such as the youth club and Learning

Bugs, and the comments of children and young people fed into this plan. We were particularly keen that the ideas and remarks from across the generations are represented.

A session with our 'Movers and Shakers' (key partner organisations in delivering the programme or those with much influence in the area) also focussed on how they could support the programme, and also bring additional resources to bear on delivering the vision and outcomes.

Our Validation Summit brought twenty-five local organisations together to look at all of this engagement and consultation work, and to ensure that the Partnership had heard residents and partners correctly.

It helped shape the plan towards meeting recognised local needs, and also asked for ideas about how to create a legacy. A wide variety of ideas were raised, including people centred volunteering, partnership working, communications, networking, working with businesses, better intelligence and better external funding skills, as well as opportunities for local people.

The Partnership undertook a range of checking events and activities throughout July 2018 to close the loop by feeding back the proposed themes and activities to residents. This involved the Big Local Co-ordinator, Community Engagement Worker and Chair of the Partnership attending a range of pre-organised community events and sharing the project priorities widely with those already involved in previous consultation.

The Partnership has taken some time and invested significant resources in ensuring that feedback from these events and interviews has informed the proposed programme for the next two years.

At a substantial Community event over two days, 28<sup>th</sup> and 29<sup>th</sup> July, we fed our priorities and proposed activities back to residents. We wanted to take the time to do this as residents say that they are often consulted but that they are rarely informed of the outcome. We see this 'closing of the loop' as good practice. We spoke to a total of 52 individuals, 41 of whom were RWT residents. We asked people quite generally whether they agreed or disagreed with the outline themes we are proposing to focus on in Phase 3. We did this, through general discussions with groups and gained positive responses. We potentially still have some work to do on our branding, as around 40% of those asked said they 'had not heard of Rudheath and Witton Together' and were unclear what we do. This validated the wider consultation. It showed that many of those

who said they hadn't heard of RWT, had in fact known about and had participated in community activities funded through the programme. Alternatively they had received a leaflet about our events through one of our schools.



## 4 Our achievements to date

We have been continually listening to the views of residents and those delivering projects in our area, and our Phase 3 plan builds on our learning to date. This has been supplemented through our impact review to help us understand which of the key projects and themes have been the most successful in achieving our vision.



Our first plan incorporated projects, activities and events commissioned in response to issues identified through extensive public consultation. After reviewing the successes and challenges of Phase 1, we refined our vision for Phase 2 and determined to focus on the key themes and projects listed below.

- Do it Together – community arts programme
- Investing in an ‘on the ground’ community engagement officer, to support residents in running local events and activities and signposting to other services.
- Space for Us – A budget for a range of community activities, led by the engagement officer.
- Engaging older residents, particularly those experiencing social isolation through Project 55.

- Giving young people a voice and supporting them to be active in making positive decisions about their own lifestyles and their communities, through a ‘youth bus’ and regular youth club night.
- Targeted support for pre-school and reception age children to bring levels of attainment closer to national averages, working with Learning Bugs.
- Reducing unemployment and under employment through training and skills development – ‘Local jobs for local people’.
- Continuing to support local groups and organisations with a small grants scheme.
- Ensuring people know about RWT through PR, marketing and video production.

## Project Analysis

As part of our impact review of activities we undertook an analysis of what has gone well and not so well, and how the impact could have been improved.

The table below provides a summary of some of the learning from this exercise.





## Project analysis and learning

Do it Together - community arts programme	<p>Tendered and commissioned project. Met KPIs set but did not link with other RWT projects which limited overall impact. The project was also not ultimately as innovative as we had hoped.</p> <p><b><i>Impact of professionals commissioned could have been increased if local artists had been more engaged with the programme, thus building local skills and capacity.</i></b></p>
On the Ground - community engagement officer / Space for Us	<p>Negotiated project with Cheshire Community Development Trust to employ a worker. Agreed to be a fundamental and 'core' project which engages with residents of all ages through a number of activities.</p> <p>Networks with existing organisations Delivers from local venues Enables other key projects to be effective through enabling contact with local residents</p> <p><b><i>Potential to provide extra 'added value' through focusing on capacity building and networking local groups and organisations.</i></b></p>
Project 55 - engaging our older residents	<p>Negotiated project with Cheshire Community Development Trust to employ a worker. Designed to be a strategic approach to add value and plug gaps. The project established a successful 'core group' locally based in community venue. There remains work to be done on accessing some of this key target group experiencing social isolation, through networking with other organisations.</p> <p><b><i>Potential to provide extra 'added value' through establishment of additional core group within Witton area.</i></b></p>

	<b><i>Potential to become more self sufficient through focusing on capacity building the core groups and considering membership arrangement.</i></b>
Brighter Futures – Youth Bus	<p>Attracted young people to participate in innovative new youth club(s). Was successful in promoting RWT to a new audience, initially attracting over 160 young people, and overcoming the geography barrier by rotating location. However was not the right venue long term.</p> <p><b><i>Useful as an 'advertisement' for RWT and made a statement.</i></b></p>
Brighter Futures – Rudheath Youth group (8-11 year olds)	<p>Tendered project undertaken by Youth Federation. Provision of regular youth club night, with the aim of attracting volunteers to support the club(s) long term. Initially provision made for two groups, however the senior group (age 13-18) was withdrawn due to lack of volunteers to support the youth workers. The junior club was well attended by an average of 30 per week until it finished in June 2018.</p> <p>Aimed to provide young people with resilience, confidence, and team work. Informal education on topics including healthy relationships, drugs and alcohol awareness, cyber bullying / being safe online etc.</p> <p><b><i>Difficulty in attracting volunteers to provide long term support.</i></b></p> <p><b><i>Potential for a more co-ordinated/strategic approach to supporting young people in the area which builds on activities of existing organisations.</i></b></p>
Brighter Futures –	Negotiated project undertaken by a local company set up by a primary school teacher. A



Learning Bugs (early years and reception reading skills)	<p>successful project benefiting children who needed a little more help. Good planning and links with local teachers and nurseries.</p> <p><b>Useful for individual children. Potential for project to be adapted to provide help to parents through close liaison with local schools.</b></p>
Local Jobs for Local People	<p>Commissioned project undertaken by Northwich Workzone to help reduce unemployment and under employment. Dedicated worker had success in making links with employers and supporting local people into local jobs. Also in running some skills development for residents.</p> <p><b>Unemployment and under employment is a complex challenge for individuals and organisations. Potential for RWT to 'add value' through a more co-ordinated approach which complements existing Work Zone activities, improve people's confidence and skills through volunteering.</b></p>
Small grant schemes	<p>Small grants have been delivered although limited take up.</p> <p><b>Opportunity to re-launch this to local individuals and groups as part of a capacity building programme.</b></p>
PR & Marketing – Video, publicity & Social Media	<p>Management of social media, website update, press releases, video production and event photography. Good short videos, and facebook is useful to communicate projects and activities.</p> <p><b>Opportunity for a wider range of communication forms including newsletter; to extend use of Facebook for e.g. community chest voting and providing communications support for local groups.</b></p>



## Key Phase 2 outcomes

From monitoring our activities on a quarterly basis and the impact review it is clear that all of our activities contributed towards our vision. As part of our impact review we also considered some of the added value achieved. Although we did not routinely measure inputs and outputs we recorded:



- Additional funding of at least £27,200
- Volunteer hours equating to £6420
- Staff hours from other organisations £1520
- Free venue and room hire equating to £14,160
- Free equipment equating to £2847
- Free transport £390

We also considered some of the actual outputs achieved which are summarised in the table below.

Project	RWT Outputs	Additional Outputs
Do it Together - community arts programme	Delivered sessions at St Helen's church, after school sessions in all three primary schools and used outdoor spaces Roker Park and Chinkers Field. Ran sessions for adults at Queen Elizabeth House, James House and Grozone. Delivered a lantern parade – 50+ attendees. <i>Average 15 participants per session – 170 people</i>	2 volunteers on about 30% of events

On the Ground - community engagement officer /Space for Us	Volunteers – 7 Free events – 34 Attendees estimate – 975 engaged Groups supported estimate – 20 Promotion and leaflets estimate – 10,000 or more contacts <i>Numbers are taken from bi-monthly reports and are probably underestimates</i>	Partnering estimate – 30 organisations PR with MP Frequent press coverage.
Project 55 - engaging our older residents	Regular attendees – 30 Involved with IT courses estimated - 30 Events and other activities estimated – 60 Engaged with social media estimated - 60 <i>Numbers estimated from information provided</i>	First volunteer engaged 2 GP surgeries engaged links with two local schools
Rudheath Youth group for 8-11 year olds YouthFed	Members – 162 attendees in early days Regular members – 30 young people <i>Numbers taken from output information provided</i>	
Brighter Futures – Learning Bugs – early reading skills	70 children per week x 36 weeks 1 parent handbook per child Average 43% attainment increase for each child across one term. <i>Numbers taken from output information provided</i>	

Local jobs for Local People – Northwich Workzone	Job outcomes – 40 Local employers engaged – 98 Residents engaged – 799 (at RWT events) <i>Numbers taken from output information provided</i>	5 volunteers on 3 sessions
Small grant schemes	14 awards made to local groups, varying in size from £444 to £3200. £12,400 awarded in total. <i>Numbers taken from co-ordinator information</i>	
PR & Marketing – Video, publicity & Social Media	1311 Facebook fans Reached 4399 people in last year Promotion of events.–reached 2908 Responding to queries – 85% in 1 minute 334 twitter followers, 265 users <i>Numbers taken from output information provided</i>	Press releases, regular comms updates, events, photography

### What we have learnt – ten key learning points

Good progress has been made, and all projects made a contribution to the RWT vision and the four Big Local outcomes. Some projects have been more effective than others for a variety of reasons, and we have agreed ten key learning points from our impact review of projects implemented to date.



1. Locally grown projects, delivered by local organisations and individuals are often more effective than those tendered and commissioned.
2. Linked and networked projects (On the Ground, Project 55) are more effective than when they stand alone.
3. Making use of existing local assets, such as the Venue, local churches, Grozone and primary schools, helps build strong local networks.
4. Adopting a planned approach – adding value to existing local activities and organisations has been effective.
5. Communications have been strong, but we have more stories to tell and there would be benefits in coordinated communications using various media e.g. newsletters as well as social media.
6. There are core projects which are fundamental to achieving our vision and outcomes, i.e.
  - a. Building capacity of individuals and groups.
  - b. Progressing from community engagement to community development.
  - c. Helping residents to take control.
7. There is a need for greater flexibility to enable new ideas and opportunities to be supported when they arise.
8. Strengthening systems and procedures would help to improve impact, particularly:
  - a. A coordinated evaluation and data collection matrix to clarify reporting and monitoring arrangements and inform future investment
  - b. Systems to facilitate take up of small grants
9. There is a need for clarity of roles and expectations of Partnership members and staff, to ensure everyone can play to their strengths.
10. Improved partnership working with other organisations and service providers will maximise long term impact.



## 5 Our Phase 3 Plan

### Our vision

We feel our vision is still relevant for our area:

*"Rudheath and Witton will be vibrant and resilient, with connected and accessible community-focussed activities that contribute towards improving residents' social and employment opportunities, especially for the young and those who are disadvantaged."*

### Our principles for this plan – Legacy

To the end of our Phase 2 plan we have spent £566,341. This is roughly half of our allocation from Local Trust, and as part of the plan preparation we considered the legacy the Partnership wishes to see for the area.

We participated in a workshop in which we debated the key features of the legacy we want to see for our community. We recognise the importance of having more discussion about our legacy, and we plan to have an away-day to consider our options in more detail.

In the meantime, some of the key points emerging from our workshop have helped determine our principles for this plan.

- Residents will have the confidence to change their circumstance and the local community do things themselves through:
  - Community involvement by all age groups and all community groups
  - A network of active volunteers
  - Joint working and partnerships
  - Networks between organisations and a network of skills and experience.
- There is a sense of belonging to the area, with a clear positive identity and reputation.
- There is a renewed sense of place and community pride, celebrating achievement.
- The area, including local parks and other assets, is well maintained and local facilities are well used and valued, and accessible to all users.

We also discussed our legacy with residents and partners at our Phase 3 Validation Summit, and the key issues which emerged are listed below and reinforced our priorities:

- A network of active volunteers
- Improved partnership working
- On-going communications between groups
- Increased links with service providers
- Increased links with local businesses
- Groups with expertise in fund raising from other sources.

### Values

As RWT Big Local Partnership, we have developed a Terms of Reference and Code of Conduct to ensure that we continue to be resident-led.

This plan will also contribute to the four key outcomes of the national Big Local programme, and our activity sheets included in



appendix 2 show the outcomes to which each of the four BL outcomes each will contribute.

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

## Working together

The RWT Big Local Partnership will work with our partners and stakeholders to address the identified and agreed needs and priorities of our area, combining resources wherever we can to make the most of what we all have.

Groundwork Cheshire, Lancashire and Merseyside (CLM) will continue to be our Locally Trusted Organisation (LTO), our 'banker' managing our grant from Local Trust and administering our funds. Groundwork CLM will also act as our programme coordinator, overseeing agreements and projects to ensure the work is carried out in line with this plan.

We will continue to work with our community – sharing ideas and listening to new ones and together, deciding on how best to realise our vision.



As a Partnership we want to encourage more residents to become involved. We recognise that being a Partnership member isn't for everyone, but we also recognise that we have many enthusiastic and skilled people in our community who would like to be more involved in the delivery of projects and more generally in what RWT does.

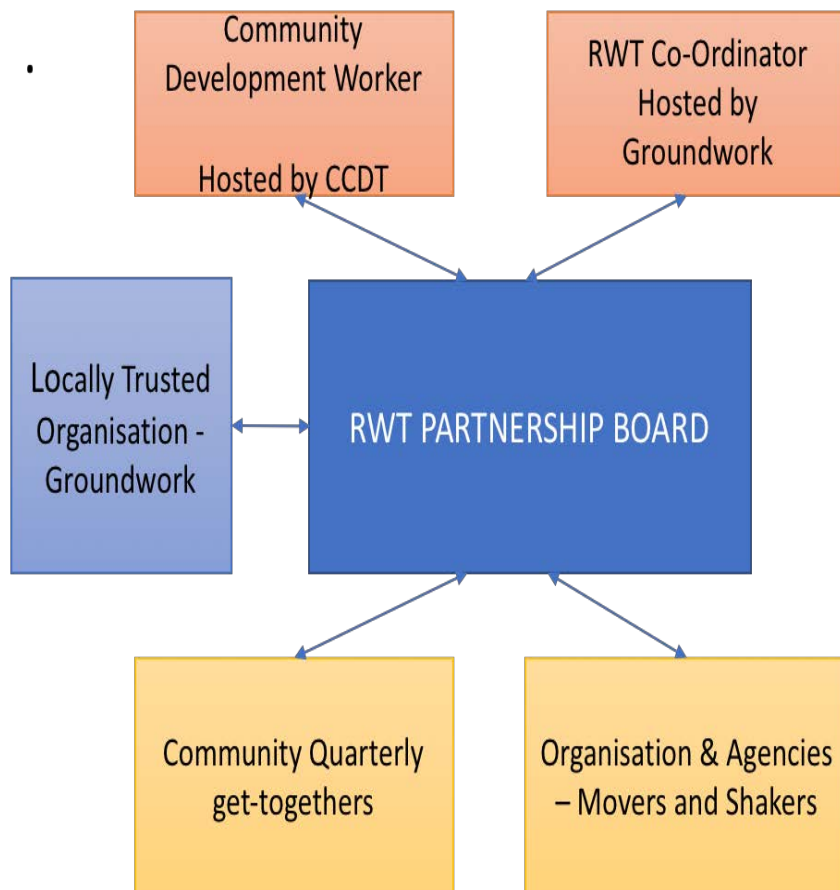
For this reason, we aim to develop a way of working which will enable more people to be involved. We also aim to have regular 'Big Local Partnership Social' events, to dovetail with our more strategic Partnership meetings. The aim will be to foster networking and enable more residents to provide their views in a relaxed and informal atmosphere. We will also be looking at how local residents can be involved in determining our community grants programme awards.

We will work with service providers to ensure what we are doing is complementary, rather than duplicating what is already being offered. We will also work with other charities and organisations to deliver parts of our plan, where collaboration is of mutual benefit. Where services are already being delivered but people are unaware of them, we will aim to ensure members of the partnership are knowledgeable and able to signpost fellow residents to organisations or projects nearby to meet their needs.

Overall, the RWT Big Local Partnership will oversee the implementation of this plan, decide how to allocate further funding and continue to keep the community involved throughout.

## The way we work

The diagram below provides an organogram of the key organisations, individuals and groups involved in delivering our Phase 3 programme.



## 6 Our Phase 3 Programme

We have reviewed the impact of our projects, and have built on the strengths and learning to develop a two year programme which will help to deliver a lasting legacy for RWT and in line with the four Big Local outcomes.



Some of the work can be implemented immediately, as it will be building on activities undertaken as part of our Phase 2 plan and existing delivery arrangements can be extended.

Other work needs further investigation and discussion before we can be sure of the best way to tackle the issue, and we intend to devote some time in the first instance to scoping and preparing detailed plans for the work. Learning from our impact review, we feel that some priorities need a different approach if they are to bring maximum benefit for the community.

We will also continue to bring in additional funds and resources to the Rudheath and Witton area over the next two years.

### Programme Priorities

- **Building community capacity to achieve long-term change.**

Viewed as fundamental to achieving the RWT vision and outcomes. Supporting people on the journey from being participants to helpers and volunteers and working towards a network of active volunteers.

- **Improving life chances.**

This programme will aim to address some 'wicked issues' that are so important for improving people's lives, in particular looking at the difference we could make in early years, skills progression, activities for young people and older people.

- **Making the most of existing assets.**

The area has the benefit of a wide variety local assets, ranging from green space to buildings to local groups, and more. We have allocated a sum for grants to local organisations for specific projects which help to create a lasting legacy e.g. to improve the environment including local parks. A further budget will provide grants to individuals and smaller groups.

- **Making Big Local happen**

Co-ordination, partnership and staff development, and making sure that we deliver and can be accountable to the community of Rudheath and Witton, keeping everyone in touch with what we're doing and what we're achieving.

### Key Activities

Our key activities for this plan are outlined in our 'Plan on a Page' included as Appendix 1. This provides details of the funding assumptions together, with the rationale for each project activity.

In addition our activities are captured in project management sheets included in Appendix 2. These provide further detail about objectives, outcomes, key measurables, potential partners and tasks. The project sheets will help guide how we implement the work, how we measure progress and enable us to provide

work programmes for staff. They incorporate suggestions from partners as part of our consultation including those made at the RWT Validation Summit. They will be live, working documents, so we will add more detail and make changes as we proceed to implement the plan.

## Finding out what difference our work makes

The impact review enabled us to realise that we need to devote more time and energy to proving the impact of what we do.

We want to be sure that delivery is on track, that we are making the difference we are aiming for, and that we can really promote our successes. But to do that we know that we need to collect information, including numbers and case studies about impacts on resident's lives.



To ensure that we keep on track and promote the really good things that we do, we intend to introduce changes to our processes and paperwork, and implement a simple evaluation framework for all funded activities so that we can collect key information and data.

We also intend to undertake a self-assessment review at the end of year one of the plan. This will enable us to adapt our approaches to any activities falling behind on delivery, and also those that have already achieved the required results.

We also want to keep hearing from local residents, so we will use various easy and quick ways to hear what people think, as we go about our activities.

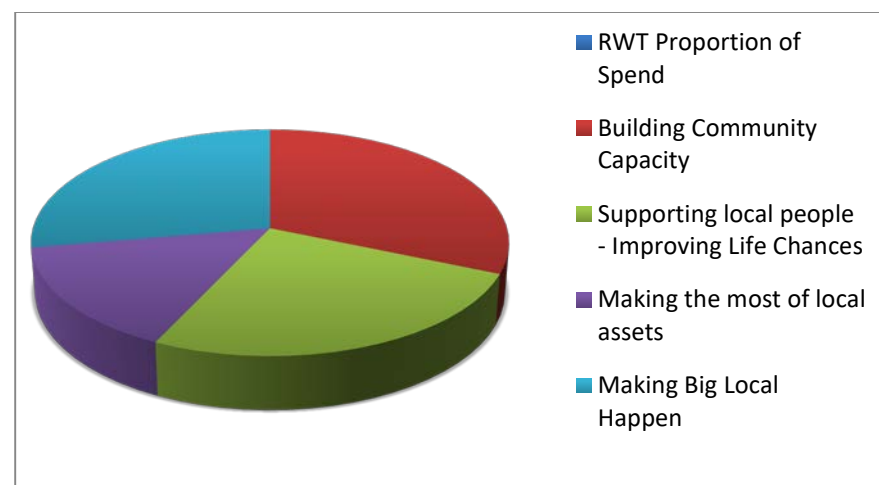
In this way we will continuously build evidence towards our final Big Local Plan in two years' time.

## 7 Proposed Budget

Our projected spend is shown on the 'Plan on a Page' overleaf. In summary we intend to allocate the following amounts to each of our identified priorities.

Priority	Sum over 2 years
Building Community Capacity	£111,000
Supporting local people – Improving Life Chances	£90,630
Making the most of local assets	£54,000
Making Big Local happen	£98,000
Total	353,630

This is represented graphically below.





## **Appendices**

**Appendix 1 Projected Budget – Plan on a Page**

**Appendix 2 – Activity Sheets**