

The Barnfield Community



Our Big Local plan

The Barnfield Community - our Big Local plan

1 INTRODUCTION

The Barnfield Community, supported by Friends of Barnfield Resident Committee and local partners, has been transformed in recent years. How we work together as a community now is stronger than ever before. Having completed our Well London programme we have seen many benefits; the environment has been improved and the well-being of individuals in our community has increased. But there is so much more we have to achieve. Having been awarded £1 million Big Local funding over the next ten years, the community has an opportunity to continue to transform the neighbourhood following the success of the Well London programme.

We have worked hard through the “Getting People Involved” phase of Big Local; this has seen us engage with more residents and local partners than ever, to get a good sense of what our area is like and how it could be even better (see attached leaflet “The Barnfield Community” to see the profile of our area). This plan follows on from that work and shows what we plan to do over the next 10 years to make our community an even better place to live.

Like all plans – this is just a starting point; we know from the work we have undertaken already that even the best plans may need changes and adaptation as we progress. So this is the starting point of our journey.

2 BARNFIELD SHARED VISION

Our vision is for a community that works as individuals and together to make Barnfield a place of which we can all be proud.

We developed our vision during an event we held with residents and other partners. In groups, we built sculptures to highlight how we saw our area now and what we'd like to see in ten years' time.



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The words used to describe the sculptures and the feelings they were trying to convey included:

- We are on a pathway – lots of pathways!
- New areas for play and recreation
- We will always be on a journey
- It won't always be easy
- More open spaces
- Quick wins – flowers
- Communication across the estate
- A wishing tree – to maintain a sense that people's needs will change – they will want new and different things
- Community centre – a centrepiece on both sculptures – open sided on one to signify a space for all

As we worked through the day to develop our vision further three themes kept coming up:

- Individuals – having a say, taking responsibility and developing on a personal level
- Together – team work, agreeing overall objectives and having a common purpose
- Pride – change the perspective of the external world, instil a sense of pride for everyone who lives here and change the image of the area

Using these themes we developed the vision above as one on which we all agree and one we can all work towards. We've come a long way and this vision sets our sights clearly on the next 10 years.

3 PRIORITIES

We have lots of ideas of what we hope to do to make our community an even better place to live. We have developed these into three main areas, or themes which we have called strategic priorities. Each of these is not in any particular order as we see the need to work across all three at the same time.

Strategic priority 1 - Developing our infrastructure:

This is about making sure we do things properly, work with others who can help us (and make sure we don't "re-invent the wheel") and provide ourselves with the right space and support.

Under this theme, our first priorities will be:

- Managing the programme and funding well
- Providing space(s) to meet residents, organise ourselves and deliver activities
- Support volunteers
- Develop effective partnerships

Strategic priority 2 - Developing a range of activities:

We have always seen Big Local as ultimately being about providing activities that will make the area better and people happier. There is so much we could do but need to recognise the limits of our resources and time. Therefore we have had to prioritise the activities, in rough order as follows:

- Health and well being
- Environment
- Children and young people
- Elderly
- Crime reduction and community safety
- Work and training
- Other community activities.

Strategic priority 3 - Developing our communications:

This is about letting people know about our plans (both on the estate and with our partners and other stakeholders) and making sure we get continuous feedback about how we are doing and whether we need to change direction or improve. The key issue here is that communication should be two-way.

Under this theme, our first priorities will be:

- Communicate with others right across the estate
- Communicate with key agencies, other stakeholders and decision makers external to the estate

4 OVERALL ROLE AND APPROACH

We discussed the overarching approach to be taken, the values, of the partnership in working through our strategic priorities towards our vision, as follows:

- The partnership must have support –the pressures on volunteers are huge and there is so much to do. We have decided that for the first two years we will use some of our money to provide us with a dedicated member of staff on a part time basis to help kick start the programme. We will then review what we need.
- We will take an imaginative approach to how we will spend our money and we're keen to look at the full range of mechanisms open to us (e.g. social investment – window cleaning idea, quick wins).
- We will plan and organise ourselves properly. We know from our experience with Well London how important it is to plan and organise and to have proper processes in place.
- We believe that something that involves such a large group of diverse people and organisations can only be effective where there is good, two-way communication and transparency in our dealings with everyone.
- Our area is very diverse; there are people from a very wide range of ethnic communities, young people, older people, employed, unemployed. We know we have a challenge to involve all those who want to be involved and so a key part of our approach will be to be sensitive to this level of diversity and make sure that we balance our activities and communication to be as accessible as possible to as many people as possible.
- We know we can't do this by ourselves; partnership working with others outside of the estate will be a key part of our approach to ensure success.
- We have lots of strengths built up over time; but we recognise the need for continued training and support to enable us to participate more fully.
- £1 million sounds like a lot of money – but over ten years it will soon get used up. We know we have to use the Big Local money to help bring in other funding if we are to achieve everything we want to in the area.

5 OUTCOMES

Our action plan shows to things we hope to achieve but we also wanted to think about the larger outcomes for Big Local and the bigger things that will change as a result of our work. At the end of the ten years we would like to see:

<i>Outcome</i>	<i>Comments</i>	<i>How will we measure progress?</i>
5.1 A new community centre on our estate	<p>The existing community centre is very old and has been shut for many years as the building is dangerous. We've wanted to re-open this centre for a long time to provide a hub for community activity on the estate. As we have worked through the Well London programme and the first stages of Big Local it has been clear that we really need a base for our activities. We know the centre itself will not create a better place to live but we believe it is a key factor to us being able to achieve our vision; it will provide a hub from which individuals and groups can work to undertake and plan activities that will make Barnfield a community of which we can all be proud.</p>	<ul style="list-style-type: none"> ▪ Progress towards fundraising plans (we recognise the Big Local funding is unlikely to fund the building of the centre and that we need an ambitious fundraising plan) ▪ Developing interim measures for a centre – we know that the centre may take some years and we need something in place as a temporary site so that we can start our other activities ▪ A new building that can be flexible and adaptable to wide range of activities and needs ▪ Usage statistics – a successful community centre should be well used by a wide range of people on the estate ▪ Care for the centre – a lack of vandalism will show the community respects it and that it is something of which the community is proud

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<i>Outcome</i>	<i>Comments</i>	<i>How will we measure progress?</i>
5.2 Establish a better use for the outside space across the whole estate	Groundwork have been assisting with the development of public spaces on the estate; this work has been much appreciated by the residents. But some land is still poorly used, ugly and encourages anti-social behaviour. We may be able to bring some of this into use in the short term to provide some temporary space for the community centre, but by the end of the 10 years we would want to have more positive permanent features right across the estate.	<ul style="list-style-type: none"> ▪ Land tidied up and cleared of rubbish ▪ Broad consultation about possible longer term uses of the area (development of Masterplan) ▪ Development of a new purpose for the land with the right amenities to ensure it used effectively ▪ The land and amenities are “looked after” and the community is working to ensure it is a place of which we can all be proud
5.3 New purpose built, sports facilities on the estate	Activities for young people are still lacking and they have repeatedly said they want to see more sports facilities on the estate. We would ideally like to see the development of a Multi-Use Games Area on the estate. This would provide activities for young and old and help to increase the health and well-being of people in the area.	<ul style="list-style-type: none"> ▪ Development of the MUGA itself in an accessible part of the estate ▪ Use the MUGA by a wide range of people from across the estate ▪ Training of volunteers to supervise games activities ▪ Care for the MUGA – a lack of vandalism will show the community respects it and that it is something of which the community is proud
5.4 Physical improvements to the estate buildings	The estate is untidy and uncared for. This ranges from untidiness of stairways and common areas to unwashed windows and flaking paint. While some of this is down to the landlord, we also know there is a lot we could do to improve the estate.	<ul style="list-style-type: none"> ▪ Development of new businesses and enterprises that are prepared to work on the estate for reasonable cost ▪ Survey of residents to see if they feel the environment has improved

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The above outcomes are fairly tangible outcomes that would show the success of what we have done and how we are working towards our vision. However, there are other less tangible outcomes we would also like to see as a result of our work:

<i>Outcome</i>	<i>Comments</i>	<i>How will we measure progress?</i>
5.5 To establish a better working relationship with the council based on mutual respect	Our relationship with the council has not always been good; we have sometimes felt forgotten and not cared for. Things have started to improve and we want to make sure the council is involved positively with the life on the estate.	<ul style="list-style-type: none"> ▪ Council responsiveness to repairs and physical issues on the estate to have dramatically improved and go above and beyond the normal minimum requirements ▪ Council officials attend events regularly and offer moral and practical support ▪ Continued active attendance from the council in the partnership
5.6 For people on the estate to live safely without fear of crime	Our crime rate is currently lower than the average for the borough. However, we know that unless we improve the physical environment and provide a range of activities that there is a real danger that anti-social behaviour, drug related crime and gang culture could return to the estate.	<ul style="list-style-type: none"> ▪ Good relationships with the police ▪ Look at crime rates from the formal measures available ▪ Survey residents about fear of crime – has this improved?
5.7 To continue to improve the well-being of people on the estate	Well London has had a positive effect here. People have become involved in community activities and show signs of physical and mental health improvement. We want to maintain this progress through Big Local.	<ul style="list-style-type: none"> ▪ A range of activities that help build better well-being in individuals ▪ Look at health measures from the formal measures available ▪ Survey residents to see if they feel their well-being has improved

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<i>Outcome</i>	<i>Comments</i>	<i>How will we measure progress?</i>
5.8 A clear sense of pride in the community and the estate	<p>Our vision talks about developing a community of which we can all be proud. We believe this sense of pride is central to making everything else happen and should go across the full diverse range of people living in our community. Part of developing our sense of pride is that residents should be more in control; they should be able to be active, report problems and be confident that issues will be dealt with effectively.</p>	<ul style="list-style-type: none"> ▪ Development of a residents' charter, that is agreed by residents and to which residents voluntarily abide ▪ Physical signs of pride in the estate – tidy common areas, washed windows, etc. ▪ Extent of volunteering across the estate and participation in activities ▪ Reduction of turnover on the estate ▪ Residents' survey

6 ACTION PLAN SUMMARY

The summary of our action for the next 2 years is below. A full version of the action is attached at Appendix 1.

6.1 Strategic priority 1 – developing our infrastructure		
<i>Activity</i>	<i>When</i>	<i>Resources</i>
<p>6.1.a Establish a “trusted organisation” to handle funding</p> <p>We will approach Plumcroft Primary School to take on trusted body status which they have initially agreed. We are aware of issues regarding the level of work required, so this links to point 6.2 below, but we also need to be able to agree reporting, authority levels, etc. We will ask this arrangement to be in place for two years until we can establish more permanent arrangements.</p>	Summer 2012	We may need to make a contribution to administration and overheads: estimate £5,000 per full year from Big Local funds for two years
<p>6.1.b Establish a support worker</p> <p>We would like someone to support our work. Our current support worker is employed through the council and her contract ends 9/12. We would like to agree that we contribute funding for her to support our work for between 2-3 days per week. Well London can offer her further work for 2-3 days per week. We will then review this arrangement after 2 years.</p>	Sept 2012	Estimate around £24,000 per full year for two years (based on 3 days per week) plus £2,000 for other staff costs (expenses, training, etc)
<p>6.1.c Establish a fundraising plan</p> <p>We will ask the support worker to develop a fundraising plan for key elements of our work, including re-building the community centre (currently applying to Reaching Communities) and attracting revenue funding for work within the centre</p>	By Dec 2012	Included within Support Worker’s salary

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<p>6.1.d Establish a temporary base for activities and office</p> <p>This includes further liaison with LB Greenwich to clear the land at the front of the estate and hire a new “portakabin” in which we can site a small office base and from which we can run estate based activities – a new Barnfield Community Hub</p>	<p>By Oct 2012</p>	<p>Still getting quotes but allow a budget of £25,000 per full year (including running costs), plus an initial £10,000 one off set up cost (including office, equipment) and £15,000 site clearance and £12,600 del and inst. Allow 3 years for this cost by which time we hope the community centre will be in place.</p>
<p>6.1.e Develop Masterplan for open spaces</p> <p>Working with Groundwork, to develop a full 10 year plan for our open spaces to make them more enjoyable and safer. This will include identifying uses of the areas and what funding we may need to raise in order to undertake the work. It may also include some quick fixes to existing open space developments to make them more fit for purpose</p>	<p>By Oct 2012</p>	<p>£1,200 from Big Local. Marks and Spencer greener Living Fund to fund remainder through Groundwork. (NB £2,250 raised from Dulux as well)</p>
<p>6.1.f Maintain task group/partnership structure</p> <p>We have task groups in place for: community centre development, open spaces, youth, volunteers, credit union/social investment, communication. We will maintain these to be able to focus on the detailed work so that the partnership itself can have more of an overview.</p>	<p>On-going</p>	<p>Allow costs for expenses for meetings, say £500 per year</p>

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<p>6.1.g Establish training programme for resident volunteers</p> <p>We are aware of the need to engage more residents in voluntary activity. This includes training for volunteers to run activities as well as ensuring they can gain minimum qualifications needed. This will also include a budget for partnership volunteer training to ensure they can participate fully and effectively and volunteer recruitment activity.</p>	<p>On-going in first 2 years</p>	<p>Budget £3,000 per full year</p>
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6.2 Strategic priority 2 – developing a range of activities		
<i>Activity</i>	<i>When</i>	<i>Resources</i>
<p>6.2.a Develop arts and craft activities</p> <p>To take place in the Barnfield Community Hub initially and run by volunteers. Target group: young people</p>	<p>Oct 2012</p>	<p>Budget for materials: £5,000</p>
<p>6.2.b Develop sports activities</p> <p>Working in partnership with Charlton Athletic to establish a satellite hub for sports in the area. This will start to develop interest for the multi-use games area. Run by Charlton Athletic and local volunteers</p>	<p>Oct 2012</p>	<p>Estimate a budget of £5,000 per full year to include sports leaders and materials</p>
<p>6.2.c Develop youth activities</p> <p>Youth partnership activities in a range of forms with the local youth agencies to include youth awards scheme. To take place in the Barnfield Community Hub</p>	<p>Oct 2012</p>	<p>Budget: £5,000 per full year</p>

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<p>6.2.d Develop volunteer led public health activities, 1 to 1 support</p> <p>Volunteers to be trained further in Royal Society of Public Health qualifications (following on from Well London) to level 3 to enable 1:1 session to be held (in the Barnfield Community Hub) with residents to improve physical and mental health</p>	<p>By Dec 2012</p>	<p>Public Health to fund training, volunteer expenses only from Big Local, estimate £1,000 per full year</p>
<p>6.2.e Stimulate development of local enterprises to focus on key environmental improvement priorities</p> <p>Promotion of the UnLtd Star People programme to develop locally based businesses focusing on physical improvements to the estate, e.g. window cleaning, emergency repairs (advice and actual repair), etc. Longer term to look at taking over repairs service from council.</p>	<p>By Feb 2013</p>	<p>Funding from UnLtd – may need to set aside some match funds to stimulate interest. Budget: £3,000</p>
<p>6.2.f Facilitate Social Investment and personal lending</p> <p>Work in partnership with local credit union to promote their products on the estate and use the Barnfield Community Hub to establish work in the area. They are keen to work with us, but we need to set up a fund for them to manage. NB: the funding used to support the community centre and centre manager once the centre opens may also be given as a social investment in order to try to get this initial funding repaid over time as the centre generates its own money. We would need to increase the pot for this.</p>	<p>By Dec 2012</p>	<p>Initial seed fund of £20,000</p>

6.3 Strategic priority 3 – developing our communications		
<i>Activity</i>	<i>When</i>	<i>Resources</i>
<p>6.3.a Establish Barnfield Community Newsletter</p> <p>This newsletter will focus on the progress of Big Local and inform residents of new developments in the area as well as seeking feedback. This will also include items of interest to resident that may be outside of Big Local activity. Newsletters will be distributed directly to homes and via school.</p>	Quarterly from Oct 2012	Newsletter to be written, edited, layout by volunteers. Printing and distribution costs: budget £6,000 per full year
<p>6.3.b Establish Barnfield Community Website</p> <p>Initially this could be a facebook site which will be very cheap to set up. It will also include setting up other social media communications, e.g. twitter, texting.</p>	Oct 2012	Volunteer input needed
<p>6.3.c Establish a Barnfield Community database</p> <p>Building a simple database over time with engaged community members will enable us to keep in touch with people, request volunteer support and communicate in a more targeted and effective way with residents.</p>	By Dec 2012	Office and software costs included in office set up. Volunteer input needed

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<p>6.3.d Establish Barnfield Community Hub – information point</p> <p>This includes notice boards, leaflet points and a central store for all communication; we want to establish a single point where all residents know they can go to find out what’s happening.</p>	<p>By Oct 2012</p>	<p>Small set up costs of around £1,000</p>
<p>6.3.e Establish a residents’ charter</p> <p>This has been started but needs to be completed. It is a set of agreed “rules” for living on the estate in a way that shows respect for the area and neighbours. It is a key tool in us starting to develop pride in the area.</p>	<p>December 2012</p>	<p>Little resources needed as can be communicated and consulted with through existing channels above.</p>
<p>6.3.f Establish open day event programme – two per year</p> <p>These will be key events to bring people together, promote what is happening as well as share ideas and get feedback. Events will vary and could include open air, marquee events in in the summer as well as undercover events in the Barnfield Community Hub. Additional events may also be able to be hosted from other organisations, e.g. the Pop Up Village event from Feel Good Greenwich.</p>	<p>First event November 2012</p>	<p>Budget £15,000 per full year</p>

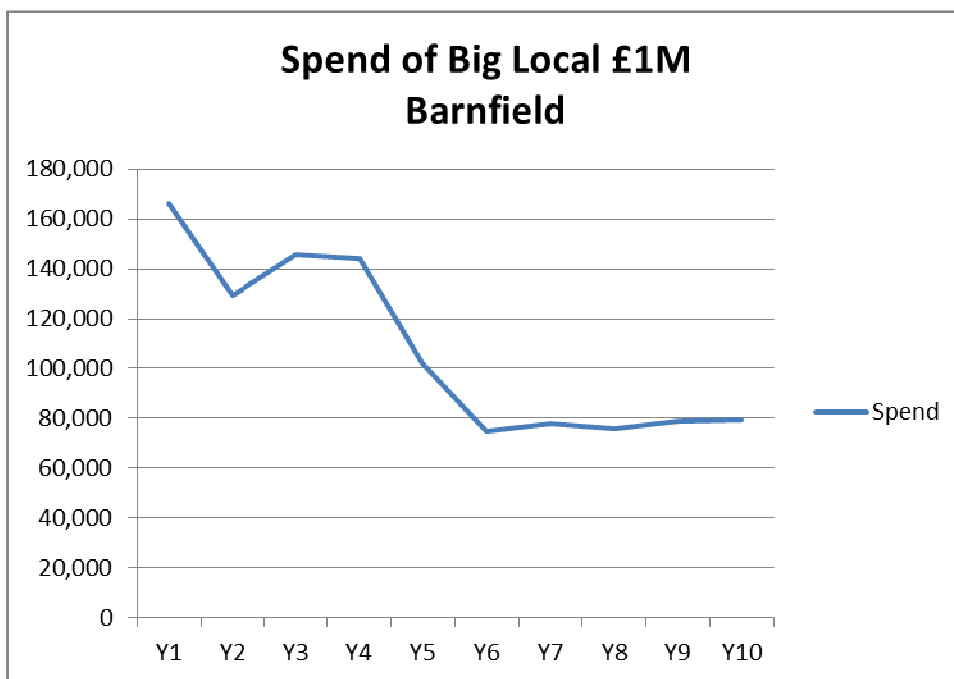
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<p>6.3.g Residents' surveys</p> <p>We understand the need to keep getting feedback from residents. While we know our newsletter, social media and events will help with this, we also want to undertake a residents survey every two years to ensure we ask every single resident on the estate what they think about the work, what has been successful and what needs to improve. We would also like to undertake a final survey at the end of our ten year programme.</p>	<p>First survey in year three</p>	<p>Budget between £2,000 and £3,000 per survey</p>
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7 BUDGET

In thinking about how we will spend the Big Local money, we believe we need to spend proportionately more in the earlier years while we establish the programme and kick start other funding opportunities (i.e. prove to other funders that we are worth giving money to!). Once we have established the new community centre we recognise that we may have to use Big Local funds to support some revenue activity and running costs of the centre while it “finds its feet” and fundraises for other activity. In the later years of the programme we see a relatively small amount of money being set aside for specific projects to continue but largely to support activities where it is hard to raise external funds, e.g. core activities. We see this pattern as being roughly:



Based on our action plan we have developed a more detailed budget. This shows detail for the first two years and is then an indicative budget from year 3. We hope to have raised funds and built the new community centre in year three – so much of our remaining budget will depend on the timing of this and the success of our other fundraising. We are also hoping to raise other funds to sustain activity. Depending on future decisions around social investment, some money may be able to “recycled” back into our pot.

In terms of our budget we have assumed that the money we do not spend at any one time is invested by Local Trust. We have assumed a return of 2% in order to keep it at least in line with inflation – but we would expect a better return. We have also gone through an exercise to see the effects of larger scale spending in the earlier years and how this reduces the investable balance. We have made our decisions to balance this where possible.

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Barnfield Community budget

Inflation assumption	Y1	2% Y2	2% Y3	2% Y4	2% Y5	2% Y6	2% Y7	2% Y8	2% Y9	2% Y10
Strategic Priority 1 - infrastructure										
Trusted organisation	5,000	5,100								
Support worker (plus expenses)	26,000	26,520								
Establish Barnfield Community Hub										
Clear site	15,000									
Set up (office and furniture)	10,000	2,000								
Installation and del of cabin	12,600									
Rent and running costs	30,000	30,600								
Volunteer programme	3,000	3,060								
Masterplan for open space	1,200									
Meeting costs	500	510								
TOTAL INFRASTRUCTURE SPEND	103,300	67,790	80,000	80,000	50,000	25,000	25,000	25,000	25,000	25,000
Strategic Priority 2 - activities										
Arts and crafts	5,000	8,000								
Sports activities	5,000	8,000								
Youth activities	5,000	8,000								
Public health support	1,000	1,000								
Enterprise development	3,000	3,000								
Open space development	5,000	10,000								
Social enterprise fund	20,000									
Other activities		5,000								
TOTAL ACTIVITIES SPEND	44,000	43,000	45,000	45,000	30,000	30,000	30,000	30,000	30,000	30,000
Strategic Priority 3 - communication										
Newsletter/social media	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
Information point	1,000									
Residents' survey			2,000		2,400		2,700		2,900	3,000
Events	12,000	12,240	12,485	12,734	12,989	13,249	13,514	13,784	14,060	14,341
TOTAL COMMUNICATION SPEND	19,000	18,360	20,727	19,102	21,884	19,873	22,971	20,676	23,990	24,512
TOTAL OVERALL SPEND	166,300	129,150	145,727	144,102	101,884	74,873	77,971	75,676	78,990	79,512
										1,074,185
Cash flow:										
Investment of £1M (less expenditure)	833,700	721,224	589,921	457,618	364,887	297,311	225,286	154,115	78,208	260
plus inflation (carry forward)	850,374	735,648	601,720	466,770	372,184	303,257	229,792	157,198	79,772	266

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Notes to the budget:

SP1 – infrastructure:

- The first two years show the costs mostly of a support worker and the portakabin.
- During this time we hope to raise funds for a community centre, which we anticipate opening in year three.
- We have budgeted higher costs in in years three and four while the community centre open and settles down; this will include a period of fund raising for revenue costs – we anticipate the support worker role will change to a centre manager role – but still providing support to the partnership.
- As the centre take off we have budgeted much lower levels of support from our Big Local funds in years five to ten.

SP2 – activities:

- We have budgeted for a relatively lower level of activity in year one as we settle into our new roles; this increases in two.
- Again we have chosen to support an increased level of activities in years three and four while the centre opens and establishes itself.
- We have tried to maintain a relatively high level of activity in years five to ten.
- Social enterprise fund is established in Y1 – we will see how this gets used before committing further funding
- Activities have been shown against the original headings and priorities established in years one and two; in reality we are likely to change the balance of activities – either as fundraising from other sources comes in to take over or as our priorities change over time.

SP3 – communication:

- We have established our communication activity across the full ten years; newsletters, social media and events will form an on-going part of this.
- We will also undertake a residents' survey every two years to get a better picture from all residents; we have included a final survey in year ten.

Cash flow and investment model:

- We know that Local Trust will invest the money on our behalf. We have assumed that the return on the investment will be at least in line with inflation which we have shown at 2% - obviously we hope it will be much more than this!
- Our cash flow line on the budget shows us keeping within what is available using these assumptions. We will review this every year when we receive statements from Local Trust on how well our investment is doing.

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DETAILED ACTION PLAN (example):

1. Strategic priority 1 – infrastructure

- a. *Establish a trusted organisation to handle funding*
We will approach Plumcroft Primary School to take on trusted body status. However, we are aware of issues regarding the level of work required, so this links to the point below and we will ask this arrangement to be in place for two years until we can establish more permanent arrangements.
- b. *Why are we doing this?*
We do not currently have a track record, constituted status or bank account! Working with the school provides some security to the community that the money is being looked after properly and is in line with our overall approach.
- c. *Who will be involved?*
The chair of the partnership will liaise with the head teacher of the school to negotiate suitable arrangements and report back to the partnership
- d. *What resources will be needed?*
We recognise there is work involved for the school and have estimated a budget of £5,000 per year be made available.
- e. *What local skills will be used/developed?*
We will use the existing local skills of the school. However, as we progress through the two years we will start to understand what might be involved in taking on this responsibility with a view to reviewing our needs. It may be that the school will not wish to continue and we need to find another body, or that we become fully constituted ourselves to take this on.
- f. *How will we know if we are successful?*
We will look for a simple agreement to be in place and to measure positive relationships with the school. The head teacher is on the partnership body so communication of this should be easy.
- g. *How will we communicate with others?*
This will largely involve simple meetings between the two parties; the school and the partnership. However, we will explain the relationship to residents and others through our newsletters to ensure they see Big Local as being resident led rather than a project of the school.
- h. *What are the risks involved?*
The school may not wish to take on the responsibility or may wish to pull out before the two years are finished. We will look to other options for trusted body status as soon as possible in case this happens.