

Action Plan for Big Local North East Hastings

1. Introduction

1.1 This action plan draws on the consultations carried out to date and the discussions in the Interim Steering Group, Resident-led Partnership and North East Hastings Big Local Group meetings which are brought together in our area profile. The conclusions from the area profile are that:

- a. Compared with most other areas across the country, we have more people seeking employment; not enough people with good educational qualifications; more adults and children living in poverty; fewer residents in good physical and mental health; and more people without a car.
- b. Many people like the area, some do not. Some are not convinced that Big Local is real or that it will not be like some of the other initiatives in the past – promise a lot and deliver little.
- c. There is a widespread view that there is not enough to do, particularly for younger and older people. Residents say more needs to be done to publicise the events and services that are available.
- d. There is a great desire for investment in community centres, learning and skills, sports, leisure and play facilities, the economy and in green spaces. Residents want to see less litter and dogs' mess and less anti-social behaviour.
- e. North east Hastings is an artificial area: it comprises a number of neighbourhoods that are not well connected by public transport and divided by hills and valleys. Getting to places can sometimes be difficult.
- f. We have huge potential in our people, community assets, businesses and land; and we have many residents, groups and organisations that are totally committed to the aims of the Big Local programme. But currently there is insufficient coordination and not enough people with the time, skills and knowledge to expand the community centres and groups and to realise the full potential in the area.

1.2 To avoid repeating in this plan much of what is in the area profile, we have put alongside the headings in our budget the paragraph numbers in the area profile where the justification for the budget items can be found.

1.3 Residents have come up with a wide range of issues and ideas not all of which can be tackled at once. This action plan covers the first three years of our 10-year programme. We have, however, included in the budget a summary of all the things which are important to residents to show that we are not ignoring them. Where we either do not yet know quite how we will deal

with them, or we do not think we will be in a position to deal with them in the first three years we have put an indication to show that these will be dealt with later.

2. Vision

2.1 The following vision was approved by the resident-led partnership and endorsed by residents at an exhibition on 10 May 2014.

North East Hastings in 10-years' time will be a good place to grow up in, a good place to raise a family, a good place to earn a living, a good place to enjoy leisure time and a good place to grow old.

3. Strategy

3.1 We will achieve the vision through a strategy of:

- Making the most of what we have by unlocking the potential in our people, our community assets, our businesses and our land;
- Getting the skills, services and facilities that we need but do not have;
- Making our Big Local income go further by making loans rather than grants where appropriate, and attracting money and in kind contributions from other organisations;
- Co-operating with statutory agencies, voluntary organisations, housing associations and other organisations that provide services in the area;
- Monitoring and evaluating outcomes in accordance with guidance issued by Local Trust and carrying out annual reviews of our progress.

4. Priorities

4.1 Our priorities across the three-year period of this plan are to:

- Improve area co-ordination, and support community centres and groups to make best use of the resources we already have
- Provide more free or low cost opportunities to improve learning and skills
- Improve support for young people and vulnerable and isolated adults
- Support leisure, health and environmental initiatives
- Support initiatives that will help improve the economic outlook.

5. Principles

5.1 The following principles underpin our approach.

5.2 What goes into our plan is decided by the resident-led partnership and endorsed by the Big Local Group.

5.3 Except for the small grants scheme and unless otherwise stated, services and activities outlined in this plan will be obtained using a commissioning process in which the resident-led partnership will set out the outcomes it wants and why, the timescale in which the services and activities are to be delivered, and the amount of money that is available to pay for them. The commissions will be advertised locally, e.g. through Hastings Voluntary Action, and it will be a competitive process in which a panel from the resident-led partnership will judge applications against quality, innovation, delivery and cost. If competition is impractical or undesirable in the view of

the resident-led partnership, the service and activity will be obtained directly from a single supplier.

- 5.4 Terms and conditions for grants that are not subject to the commissioning process will be set out separately. A detailed project plan acceptable to the resident-led partnership will be required from organisations wanting amounts over £1,000.
- 5.5 We will buy services and materials from people and organisations in the Big Local area whenever possible and appropriate.
- 5.6 We will build on services and initiatives being provided by other groups, agencies and organisations where that is appropriate.
- 5.7 Professionals delivering services on behalf of the resident-led partnership will be expected to include an element of skills or knowledge transfer to local residents, groups or businesses as part of the service.
- 5.8 Services commissioned by Big Local North East Hastings will be designed around the needs of individuals and the resident-led partnership rather than for the convenience of the service provider.
- 5.9 We will only invest in projects which can:
- be supported by the views of the community
 - be supported by clear evidence of need
 - make a tangible difference to the issue at hand
 - be effectively delivered within the lifetime of the plan in a way which makes a positive contribution to life in North East Hastings
 - be monitored effectively
 - contribute to achieving one or more of Big Local's four outcomes, which are:
 - 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 can continue to identify and respond to local 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.
- 5.10 We will contribute funding for feasibility studies to look at options and cost-effectiveness but we will not be under an obligation to contribute funding to any follow-on projects. We will not put money into any follow-on projects which will depend solely on continued long-term funding from Big Local to survive.

6. Assumptions

- 6.1 Our financial year will run from 1 April to 31 March. Money not spent in one financial year will be carried forward to the next financial year.

6.2 Until we can get more residents to organise and deliver Big Local activities, we will commission professionals to lead and deliver projects.

6.3 We will join with other Big Local areas where another area can effectively commission and monitor a service that meets our needs and objectives, and which is clearly understood by our resident-led partnership and for which we have to do no more than make a financial contribution.

6.4 We will commission services by themes throughout the year to reduce the administrative burden.

7. Risks

7.1 We believe there is a high probability that the following risks will occur and that they could seriously undermine our activities if the action outlined against each risk is not taken.

7.2 Incapacity or loss of key personnel. Our key people are identified in the implementation plan for 2014/15 (a separate document). The long-term absence or loss of any one of these people will lead to the slippage or deferment of the activities they lead. We cannot remove the risk but we will try to reduce the impact by slowly building-up the capacity of the resident-led partnership and with our locally trusted organisation and other partners identifying ways of filling jobs. The consequential costs of buying-in additional support will have to be taken into account by the resident-led partnership when deciding the action to be taken.

7.3 There will not be enough residents with the time and the right combination of skills, confidence and strengths to effectively manage and/or contribute to activities in the plan. We will reduce the risk by strengthening our relationship with our locally trusted organisation; using a controlled commissioning process (paragraph 6.4 above) and professional expertise drawn from other local organisations with the intention of transferring skills and knowledge to residents across the whole period of this plan.

7.4 We will fail to communicate our plans effectively. To overcome this in the first year or two we will use professionals to help shape our communications with the intention that skills and knowledge will be transferred to residents.

7.5 Identification and evaluation of outcomes will be inadequate. We will reduce the risk by using experience of our small grants scheme and advice from Hastings Council, Local Trust and other areas to inform our evaluation techniques.

7.6 We will fail to engage with residents who have traditionally not been engaged in community activities. We will deal with this by doing what we can to monitor the reach and impact of our projects and by modifying our plans in the light of experience drawing on the advice and guidance of people who have particular expertise in working with 'hard to reach' residents and groups.

7.7 We will need to strengthen financial control compared to the previous phase. We will do this in conjunction with our locally trusted organisation and by initially requesting 6-months expenditure from Local Trust to test our cash flow estimates.

7.8 We will miss out on funding from other sources. We will try to develop our plans so that we have access to the necessary information and expertise to take advantage of appropriate opportunities. This means we have to be clear about our priorities and what we want to achieve.

8. Communications plan

8.1 Communications between groups and between groups and residents has always been difficult. The best way of communicating information about Big Local and getting more people involved is by word of mouth. All members of the resident-led partnership and the Big Local Group are encouraged to talk about Big Local to friends, neighbours and in shops and businesses.

8.2 Periodic meetings open to the Big Local Group and members of the public will be held to keep people informed and to get their views and opinions.

8.3 Information about Big Local plans and processes will be available on the Big Local North East Hastings web site. News and views can also be gathered through our Big Local Facebook and Twitter sites. These will be supplemented by leaflets and newsletters or a magazine and items in the local media. We recognise that the web site and social media sites need developing.

8.4 We will use plain English in all our communications. We will tailor our messages to the particular audiences we want to reach, e.g. residents of all ages, businesses, statutory organisations. We will provide information in other languages when needed. We will remember that using the spoken word and images is as important in getting our messages across as using the written word.

9. Action plan and budget

9.1 The following action plan and budget needs to be read in conjunction with the notes which follow it.

Action plan and Budget

Local Priority / Theme	Project / Activity / Task	Funding		Total Cost (£)	2014/15 Big Local (£)	2015/16 Big Local (£)	2016/17 Big Local (£)	Organisation Delivering	Area Profile Reference / Notes
		Big Local (£)	Other Sources (£)						
CENTRAL COSTS									
All themes	Small grants scheme.	42,000	0	42,000	12,000	15,000	15,000	LTO & BLNEH	Note A
All themes	Big Local community development worker and area co-ordination	47,883	0	47,883	12,779	17,378	17,726	LTO	2.13 – 2.14, 2.17, 2.19 Note B
All themes	Locally Trusted Organisation costs	17,498	0	17,498	4,745	6,360	6,393	LTO	Note C
All themes	Resident-led Partnership and Big Local Group meetings	4,400	0		1,200	1,600	1,600	BLNEH	Note C
COMMUNICATIONS									
Communications: publicity	Maintenance of web site, publicity materials, leaflets, newsletters/ magazines and professional fees	7,500	0	7,500	4,500	1,500	1,500	BLNEH	1.5, 1.6 and 4.3 Note C
PEOPLE									
Community relationships	Community events; cultural events and exhibitions, support for new and existing community groups. Better 'what's on' information	24,750	0	24,750	6,750	9,000	9,000	BLNEH, Community centres and local groups	2.9, 2.36 – 2.38 and 4.3 Note D
Health & wellbeing	Help improve physical and mental health of residents. Help support vulnerable and isolated people Help reduce anti-social	28,000	0	28,000	6,000	11,000	11,000	Local groups	2.26 - 2.35 2.10 – 2.11

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		Big Local (£)	Other Sources (£)						
	behaviour, vandalism, litter & dogs' mess							BLNEH, HBC, Police	and 2.39 – 2.43 Note G
Learning & skills	More free or low cost training opportunities Better access to debt advice and credit union	63,000	9,347	72,347	21,000	21,000	21,000	Local learning providers Credit Union	2.20 - 2.25 5.8 - 5.13, 5.22 Note F
Young people	A youth co-ordinator for BLNEH and budget for a BLNEH youth group to spend A youth café for 11+ Continue improvements to the adventure playground and other playgrounds	20,072	tbc	20,072	5,743	6,884	7,445	BLNEH Owners of playgrounds	4.1, 4.2, 4.14 - 4.17 Notes E and H
Early Years	Early years provision; report and support for providers	17,000	0	17,000	2,000	5,000	10,000	BLNEH and local groups	5.5 – 5.7 Note I
COMMUNITY ASSETS									
Community centres	Community centres support project	90,000	Up to 90,000	180,000	32,000	29,000	29,000	BLNEH	4.5 – 4.11 Note J
Sports facilities	Help improve football and basket-ball areas Sandown School swimming pool feasibility study	14,500	12,500 (tbc)	27,000	7,000	3,750	3,750	BLNEH, owners of sports pitches. Sandown School governors & ESCC	2.29, 4.18 – 4.22 Notes E & K
Environment	New cycle paths; Greenway design. A village` green. Save	15,000	tbc and In kind	15,000	11, 000	2, 000	2, 000	BLNEH, agencies and	3.10, 3.12, 3.13, 4.24

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		Big Local (£)	Other Sources (£)						
	Speckled Wood							groups	Note L
ECONOMY									
Shops, businesses, employment, transport	Support existing independent shops and increase footfall; Support for new traders group. Small business lending. Apprenticeship(s)	10,708	tbc	10,708	189	4,257	6,262	BLNEH, local businesses and Credit Union	2.11, 5.18, 6.1 – 6.7 Notes M and N
	TOTALS	402,311			126,906	133,729	141,676		

Analysis by main category

Category	Year 1 - 2014/2015	Year 2 – 2015/2016	Year 3 – 2016/2017	Category Total	% of Money Spent	% of £1m
Central costs	30,724	40,338	40,719	111,781	27.78	11.18
People	41,493	52,884	58,445	152,822	37.99	15.28
Community Assets	50,000	34,750	34,750	119,500	29.70	11.95
Economy	189	4,257	6,262	10,708	2.66	1.07
Communications	4,500	1500	1500	7,500	1.86	0.75
Total	126,906	133,729	141,676	402,311	100	40.23

NOTES:

A Small grants scheme covers all priorities and themes (as described in the strategy for achieving the resident-led partnership's vision). It enables groups and organisations operating in the Big Local North East Hastings area to bid for money from the resident-led partnership. This will be a continuation and expansion of the small grants scheme established in December 2013 using Pathway Funding. Applicants for small grants over £500 will generally be expected to provide some funding from other sources or contributions in kind such as time or materials unless the awards panel agrees an exemption. For grants under £500 some sort of contribution of money or in kind will be encouraged.

- B The community development worker for Big Local North East Hastings is already in post employed by Orbit, the Locally Trusted Organisation. The initial 6-months salary and costs were included in the Pathway Funding bid. The community development worker is recruited through open competition.
- C The resident-led partnership will also benefit from Big Local plan funding from Local Trust of 5% of our total annual spend towards the running costs of the partnership and grant administration. In due course we expect to raise some contributions to publicity material from sponsorship and advertising. Each year one Big Local Group meeting will be the annual general meeting and one will be a networking meeting primarily for statutory, community and voluntary organisations.
- D Costs associated with the collection and publication of 'what's on' information will be dispersed between other budget headings within this action plan and the community centres and groups. It is included here as it was identified as a priority by residents.
- E Work to improve football and basketball areas and children's playgrounds may not be subject to the commissioning process if the owners of the facilities already have a process for appointing contractors. Funding could cover contributions to physical improvements, kit and equipment, and the organisation of games.
- F We wish to develop a North East Hastings area curriculum containing basic literacy, language and numeracy skills, together with courses that will help residents understand and make use of digital, civic, financial and health services, as well as courses that will help residents into work and pursue learning for the love of it, and training that will assist the members of the Big Local resident-led partnership. This will impact on a number of other budget headings.
- G It is hoped to involve local schools in this.
- H It is assumed there will be an increasing budget for the youth group, £1,000 in 2014/15, £2,000 in 2015/16 and £3,000 in 2016/17, but it will be dependent on how well the group performs in each year. Years 2014/15 and 2015/16 include £500 in each year to research whether young people want a 'youth café' and what they might want in it.
- I The report into early years provision is required to establish the current position and the feasibility and likely cost of BLNEH supporting early years' providers. Provision is made in 2015/16 and 2016/17 in the expectation that recommendations will be made around the need for additional support to local groups, e.g. for children with extra needs.
- J The community centre support project is the subject of a report to the resident-led partnership by Paul Barnett. It is a key project. It is co-funded by Sussex Community Foundation. One of the aims of the project is to attract money from other funders.

Endorsed by Local Trust on 11th July 2014

K A feasibility study for improving Sandown School swimming pool is the subject of a report to the resident-led partnership by Paul Barnett. It will be co-funded by the Sandown School PTA. Any follow-on project will need to attract funding from other sources.

L The design of the cycle path/ greenway will not be part of the commissioning process as BLNEH is not the lead organisation. The greenway has been in the Hastings Walking & Cycling Strategy for some time. Further consultation will be needed as part of the design process.

M Projects will be identified for inclusion in the next plan for 2017/18 onwards.

N Four apprenticeships are included in the community centres support project (see note J above). Provision is made in 2014/15 to investigate what else might be done in conjunction with other bodies to increase the number of apprenticeships in the area.

End of document

4th June 2014