



## The GREAT Big Local Action Plan for North East Hastings, 2017 to 2020

## Contents

<b>1</b>	Introduction	3
<b>2</b>	Vision	4
<b>3</b>	Strategy	4
<b>4</b>	Priorities	5
<b>5</b>	Principles	5
<b>6</b>	Assumptions	7
<b>7</b>	Risks	7
<b>8</b>	Communications plan	8
<b>9</b>	Action plan and budget	9
	Notes to budget	10
	Supporting documents	10
	Thanks	10

## 1. Introduction

### 1.1 This action plan draws on:

- a. The previous plan, for 2014-17, and the supporting Area Profile;
- b. Consultation by the Resident-Led Partnership (RLP) during 2016 - at the Summer Fayre at Sandown School, on outings and from a street survey;
- c. Consultation during January and February 2017, commissioned from the Love NE Hastings Consortium;
- d. Discussion by the Resident-Led Partnership (RLP) in February and March 2017.

### 1.2 Issues identified in the last plan, with an update on the current situation, include the following:

- 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, but some do not. Some are still not convinced that Big Local is real or that it will be like some of the other initiatives in the past – promise a lot and deliver little.
- c. The widespread view that there is not enough to do persists, particularly for younger and older people. Residents are still saying more needs to be done to publicise the events and services that are available.
- d. The desire for investment in community centres, learning and skills, sports, leisure and play facilities, the economy and in green spaces remains. Residents want to see less litter and dogs' mess and less anti-social behaviour but now acknowledge that is not the role of Big Local – it is more about personal responsibility and the role of the police, County and Borough Council.
- e. North East Hastings comprises a number of neighbourhoods that are not well connected by public transport and are divided by hills and valleys. Getting to places can sometimes be difficult. However, there is now a stronger sense of coming and working together.
- 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. Co-ordination is improving and with Big Local's help, residents' skills, knowledge and confidence are starting to increase..



- 1.3 As a result of operating the first three years of our plan, we have learnt a great deal about what works and what does not to achieve change in the area. The first action plan, 2014-17, was very ambitious and we sometimes felt we had failed when projects did not come off as we had intended. We are therefore taking a different approach with this plan. It will be simpler, more focussed and will make better use of partnership working through co-design and commissioning others to do things that we cannot easily achieve on our own. We really value our staff, but will buy in services such as marketing, fundraising, project management and evaluation when we feel this can make a difference. We will continue to run innovative events to engage with residents.
- 1.4 Through consultation (see the Consultation Record), residents have again come up with a wide range of issues and ideas, not all of which can be tackled by us or at once. We have, therefore, included in the budget £20,000 a year for small grants where residents and groups with GREAT (see Section 2 for explanation) ideas can apply for funding to address the issues.

## 2. Vision

- 2.1 The following vision has been adapted from the Vision for the first three-year plan to make it easier to remember and more aspirational. Instead of NE Hastings, 'will be a good place, in 2024, the vision is that by 2024:

**By 2024, North East Hastings will be a GREAT place to:**

Grow up in

Raise a family

Enjoy life and keep well

Advance in years

Train, learn and earn a living

## 3. Strategy

- 3.1 Based on our learning from 2014-17, we believe we are more likely to achieve our vision through a strategy of:
- Keeping the plan short and achievable;
  - Continuing to invest in key projects;
  - Keeping faith with the issues and ideas generated by residents through engagement by the Love NE Hastings Consortium and the RLP by continuing our successful small grants programme;
  - Moving towards a commissioning model (long-term aspiration);
  - Monitoring and evaluating outcomes in accordance with guidance issued by Local Trust and carrying out annual reviews of our progress.



- 3.2 The approach can be summarised as:
- a. Great things we can do ourselves (central costs);
  - b. Great things we can co-design (in partnership with others - key projects);
  - c. Great things we can commission.
- 3.3 The 2017 - 20 plan period will focus more specifically on three areas:
- a. Being realistic about what we can achieve and by learning to become 'commissioners', commissioning only one or two of our GREAT themes per year on a rolling basis. We may commission two or three year programmes to ensure that those we commission have sufficient time to maximise outcomes for the benefit of the community;
  - b. Creating wealth by investing in long term sustainable projects and developing fundraising skills to bring in additional resources to the area;
  - c. Creative engagement and communication to highlight the plan and projects and keep information up to date.

## 4. Priorities

- 4.1 Our last Plan's priorities were to:
- a. Improve area co-ordination, and support community centres and groups to make best use of the resources we already have;
  - b. Provide more free or low cost opportunities to improve learning and skills;
  - c. Improve support for young people and vulnerable and isolated adults;
  - d. Support leisure, health and environmental initiatives;
  - e. Support initiatives that will help improve the economic outlook.
- 4.2 These will continue to underpin our work but we will tend to use the new GREAT themes (see 2.1 above) to give a fresh and accessible message about what we are trying to achieve.

## 5. Principles

- 5.1 The following principles will continue to underpin our approach:
- 5.2 What goes into our plan is decided by the Resident-Led Partnership based on what residents have told us needs doing.
- 5.3 Except for the GREAT small grants scheme and the GREAT things we can co-design, services and activities outlined in this plan will be obtained using a commissioning process in which the Resident-Led Partnership (RLP) 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. Opportunities for joint commissioning, pooling our resources with



other organisations will also be explored. The commissions will be worked up by sub-groups of the RLP (including other organisations) based on the five themes. They will be advertised locally, e.g. through Hastings Voluntary Action, and they will be a competitive process in which a panel from the RLP will judge applications against quality, innovation, delivery and cost. If competition is impractical or undesirable in the view of the RLP, the service and activity will be obtained directly from a single, normally local, 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.
- 5.6 We will build on services and initiatives being provided by other local 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 residents rather than for the convenience of the service provider.
- 5.9 We will only invest in projects which can:
  - a. Be supported by the views of the community;
  - b. Be supported by clear evidence of need;
  - c. Make a tangible difference to the issue at hand;
  - d. Be effectively delivered within the lifetime of the Plan in a way which makes a positive contribution to life in North East Hastings;
  - e. Be monitored effectively;
  - f. Contribute to achieving one or more of Big Local's four outcomes, which are that:
    - 1. Communities will be better able to identify local needs and take action in response to them;
    - 2. People will have increased skills and confidence so that they can continue to identify and respond to local needs in the future;
    - 3. The community will make a difference to the needs it prioritises;
    - 4. People will feel that their area is an even better place to live.
- 5.10 We will continue to 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 returned to Local Trust as it cannot be carried forward to the next financial year. This money will not be lost to NE Hastings but will simply be added back to 'our pot' for use in future years.
- 6.2 We will visit and learn together with other Big Local areas and other areas that have similar challenges to our own.

## 7. Risks

- 7.1 The following risks were identified in the previous version of this plan. Some of these have unfortunately come about. Therefore, while we believe there is a probability that the following risks will occur again, and that they could potentially undermine our activities, greater strides will be taken to carry out the actions outlined against each risk.
- 7.2 We might fail to communicate our plans effectively. To overcome this risk we will commission professionals to help shape our communications with the intention that in time, skills and knowledge will be transferred to residents.
- 7.3 We might not be able to use or build local skills, confidence and strengths in residents quickly enough to deliver and manage the Plan effectively. We will reduce this risk by using a controlled commissioning process (paragraph 5.3 above) and professional expertise drawn from local organisations with the intention of transferring skills and knowledge to residents across the whole period of this Plan.
- 7.4 Evaluation of outcomes might be inadequate. We will reduce the risk by using experience of our small grants scheme and advice from Hastings Voluntary Action, the Council, Local Trust and other Big Local areas to inform our evaluation techniques. We may again commission professionals to help.
- 7.5 We might fail to engage with residents who have traditionally not been engaged in community activities. This has been partly addressed through our own engagement activities such as at the Summer Fayre, street surveys and Pantomime, and by the work commissioned from the Love NE Hastings Consortium. We will carry on addressing this challenge by doing what we can to monitor the reach and impact of our projects and by ensuring plans draw on the advice and guidance of people who have particular expertise in working with 'hard to reach' residents and groups.

- 7.6 We might miss out on funding from other sources. To ensure we maximise resources coming into the Big Local area, we will nurture links with local funders and commissioners, building on the successful relationship we have developed with the Sussex Community Foundation who have match funded the support for the Four Centres CIC. One of our members is training as a fundraiser but we have also allocated resources within our Central Services budget to employ fundraisers on a project by project basis.

## 8. Communications plan

- 8.1 Early in 2017 a Communications & Publicity sub-group will be formed to develop a tender brief for a local organisation/s to develop and deliver a Communications and Publicity Strategy in 2017-18 and possibly for the remaining two years of the Plan.
- 8.2 The Strategy will aim to address some of the risks mentioned in Section 7 and will acknowledge that communications between groups and residents, and between groups themselves, has been difficult. One of the best ways of communicating information about Big Local and getting more people involved is by word of mouth. All members of the Resident-Led Partnership are encouraged to talk about Big Local to friends, neighbours and in shops and businesses. Training will be given in how to enhance this 'word of mouth' approach including using social media.
- 8.3 The Strategy will consider organising periodic networking meetings (once or twice a year) that will involve both local groups/organisations and members of the public to keep people informed, share ideas and opportunities and seek views and opinions.
- 8.4 Information about Big Local plans and processes will be available on an enhanced Big Local North East Hastings website. News and views can also be shared through our Big Local Facebook and Twitter sites. These will be supplemented by leaflets, newsletters, a magazine and items in the local media.
- 8.5 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 languages other than English when needed. We will remember that using the spoken word and visual images (including infographics) is as important in getting our messages across as using the written word.
- 8.6 We will develop a simple, visual version of this Plan in order to communicate it clearly to everyone living in the area as well as others involved.



## 9. Action plan and budget

9.1 Please read in conjunction with the notes which follow. This plan is for Years 4-6, 2017 to 2020, but Year 3 (actual spend at Feb 2017) is included for reference.

<b>Themes and actions</b>	<b>2016-17 (Year 3)</b>	<b>2017-18 (Year 4)</b>	<b>2018-19 (Year 5)</b>	<b>2019-20 (Year 6)</b>
<b>GREAT things we can do ourselves (central)</b>				
Staffing (A) (B)	£27,036	£30,000	£33,000	£36,000
Marketing, fundraising and communications (C)	£951	£15,000	£6,500	£6,500
Partnership expenses (New plan (D), training, travel and subsistence)	£13,465	£3,000	£3,000	£3,000
Events (AGM, Summer Fayre and Panto)	£19,900	£20,000	£20,000	£20,000
GREAT small grants (E)	£17,933	£20,000	£20,000	£20,000
<b>GREAT things we can co-design</b>				
Power Station site (Heart of Hastings)	£29,850	£60,000	£0	£0
Four Centres (F)	£35,000	£30,000	£15,000	£15,000
Sandown sports facilities (G)	£0	£5,000	£0	£0
Greenway/Ore Community Land Trust (H)	£0	£5,000	£0	£0
<b>GREAT things we can commission</b>				
Grow up in	£0	£0	£10,000	£10,000
Raise a family	£0	£10,000	£10,000	£10,000
Enjoy life in and keep well	£0	£0	£10,000	£10,000
Advance in years	£0	£10,000	£10,000	£10,000
Train, learn and earn a living	£0	£0	£0	£10,000
<b>Total</b>	<b>£144,135</b>	<b>£208,000</b>	<b>£137,500</b>	<b>£150,500</b>
<b>Remaining from £1m</b>	<b>£678,528</b>	<b>£470,528</b>	<b>£333,028</b>	<b>£182,528</b>

## Notes to budget

- A The Community Development Worker and Administrator for Big Local North East Hastings are employed by Hastings Voluntary Action, the new Locally Trusted Organisation (LTO). Recruitment when vacancies arise will be through open competition.
- B The LTO will benefit from separate funding from Local Trust of 5% of our total annual spend towards the running costs of the Partnership or grant administration. We hope to raise some contributions to publicity material from sponsorship and advertising.
- C Costs associated with the collection and publication of 'what's on' information will be met through the Communications and Publicity budget. It is included as it continues to be identified as a priority by residents.
- D A one off substantial investment of £11,000 was made to consult on and draw up this new plan.
- E The small grants scheme covers all priorities and themes. It enables groups and organisations operating in the Big Local North East Hastings area to bid for money from the Resident-Led Partnership. Applicants for small grants over £1000 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 in money or kind will be encouraged.
- F The Community Centre Support project AKA Four Centres CIC has been co-funded by Sussex Community Foundation (SCF). The intention is to fund it for another year at the full amount match funded by SCF, with tapered funding in the following two years. An emergency grant of £5000 was given to the Bridge Community Centre in addition to the £30,000 grant to the Four Centres CIC.
- G A feasibility study for improving Sandown School swimming pool has now been published. Sadly the pool has had to close after the buildings were condemned. The aim now is to explore a range of options from like for like replacement to a new leisure pool with a gym and 3/4G sports pitch facilities. A sum of £5,000 has been set aside in 2017-18 for any associated costs such as a business plan or architects fees or to contribute match funding, ie for a bid to Sport England.
- H The Greenway has been in the Hastings Walking & Cycling Strategy for some time. In 2016 £10,000 was given towards a feasibility study. Part of the route for this project lies within the former power station site. A further £5,000 is to be made available for works elsewhere in Speckled Wood.

## Supporting documents

Consultation Record, Love NE Hastings, March 2017.

North East Hastings Area Profile, Resident-Led Partnership, 2014.

The GREAT Big Local Action Plan for North East Hastings, 2017 to 2020, leaflet

## Thanks

This Action Plan was drawn up by the Resident-Led Partnership, North East Hastings assisted by Jim Boot, the Big Local Rep and Jan Papworth, the Community Development Worker. The Love NE Hastings Consortium of local practitioners also supported the planning and comprised: Caf Fean, Jane Freund, Jill Fricker, Linda King, Susan Lelliott, Steve Manwaring, Erica Smith and Nick Wates. Special thanks go to all the local residents who took part in workshops and interviews in early 2017.

