

Forward from the Chair, Kelly Baldacchino-Steward

Welcome to our much anticipated HAVA Big Local community plan that we are all very excited about! In this plan you will find a summary of the background to the Big Local project, our vision, the progress we have made so far and the well thought through projects we would like to take forward in the community.

Although it has been a resident-led process, we have engaged and consulted with residents and local stakeholders every step of the way. We have great support from a number of agencies, including officers and members from Leeds City Council who have been right behind us from day one, and from our Big Local Rep.

The plan very much reflects our needs and aspirations as a community, as evidenced in the various phases of consultation we have carried out, from household surveys to informal chats with local teenagers. As such we are confident it is focussed on the relevant themes and issues within the area. We feel that this investment will help to shape the community and make it an even better place to live.

If you would like to know more about the plan or get involved please get in touch with any of the Board members. Together, we really can make a difference to where we live!

Our Vision

“Big Local is giving us the opportunity to make HAVA an even better place to live, a place where everyone has all the support they need to fulfil their potential”.

HAVA Board, March 2014

HAVA Board members

Board members:

Kelly Baldacchino-Steward - Chair

Sam Beswick – Vice Chair

Peter Crathern - Secretary

Eileen Osman – Finance officer

Christine Underwood

Jason Halliwell

Michelle Glover

Barbara Brett

Kurtis Chadwick - YMCA youth rep

Nicola O'Brian

Non-voting members:

Gavin Dorman - YMCA

Irena Riley - Children's Centre

Stuart Bryne – Leeds City Council, Area Management Team

Martin Newton – Hawksworth Wood Older People's Service (the Locally Trusted Organisation)

Steve Skinner – Big Local Representative

Stacey Jones – Leeds Met Student placement

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1. Background to Big Local and HAVA

This Community Plan describes how the first part of a lottery grant of £1 million called Big Local can be used in our area over the next two years. The Hawksworth Wood, Abbeydales and Vespers area (**HAVA**) is within Kirkstall ward, Leeds West Parliamentary constituency and is approximately 5 miles from Leeds City Centre. There are around 6400 people living in the **HAVA** area.

The Big Local programme nationally was established with a grant of nearly £200m from the Big Lottery Fund. From this £1m has been awarded to 150 areas across England. The areas were identified in 3 separate waves, with HAVA receiving its £1million in February 2012, under the second wave of funding. The overall aim of the Big Local Programme is to help to make each area an even better place to live. The focus of the funding is to bring together local communities, drawing out and building on the talents, ambitions, skills and aspirations of individuals and organisations.

In order to make this work in HAVA, a group of committed individuals undertook to leaflet all houses within the area to alert residents to the grant. The leaflets also informed people of a number of open community meetings in a variety of local venues. The aim of the meetings was to get as many residents as possible involved with the process and to seek resident's views on what was very good, very bad and anything in between about the HAVA area. A Big Local Working Group was formed of local residents, supported by the Council and other agencies, to get the programme up and running. The group was supported throughout this process by its Locally Trusted Organisation, Hawksworth Older People's Service (HOPS) who provided invaluable help, support and guidance, particularly around running meetings, getting people involved and organising the elections.

In February 2013, HAVA residents were asked to vote to elect a group of people who would then form a Board to take forward the issues raised by the residents. Anyone living in the area could put themselves forward as a candidate as long as they had been proposed and seconded by individuals who lived in the area. All candidates had to write a short piece about themselves as to why they wanted to be a Board member. In total, 15 Board members were required, 11 of which were to be elected, 2 places each to be allocated to young people and hard to reach residents.

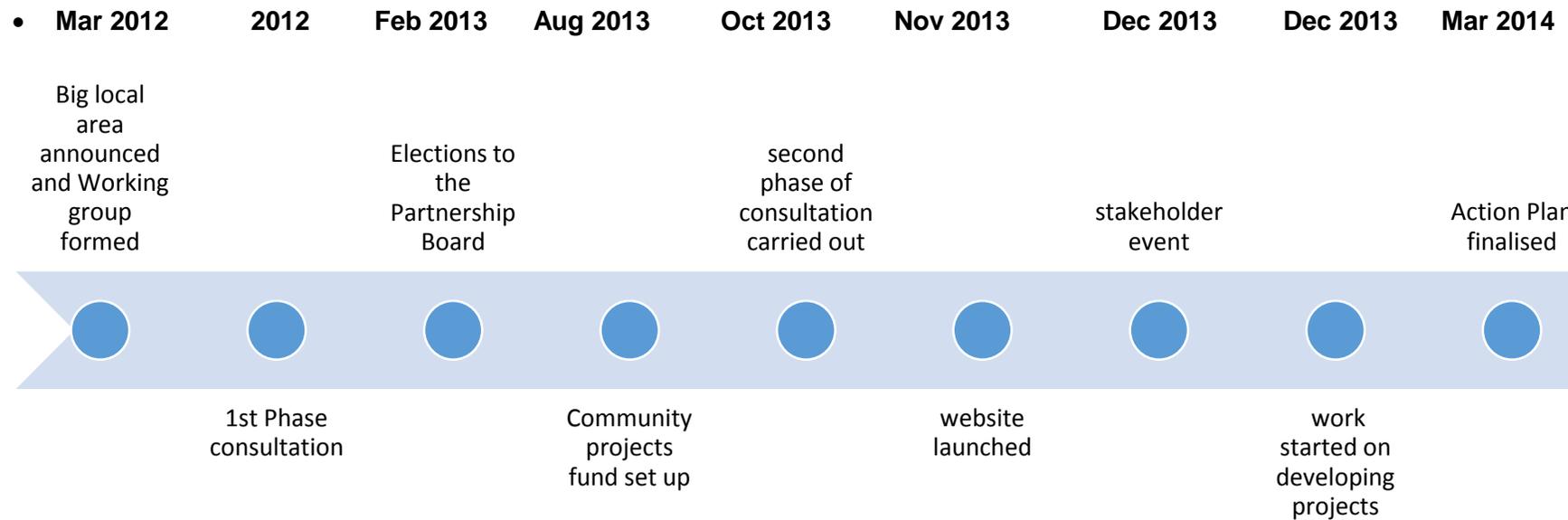
A Terms of Reference document was written which established the governance of the Board, setting out how the Board worked, the roles of members and reporting arrangements. This was followed by the publication of the community profile, based on facts and figures which had been built up over years about the HAVA area. A Big Local Plan sub group of the main board was set up in 2013 to oversee the preparation of this document, which will continue to operate as the projects in the Plan are developed and, ultimately, delivered.

HAVA has therefore emerged as a constituted, resident led, elected Partnership, ably supported by Leeds City Council, local public agencies and voluntary organisations working in the area.

2. Progress so far

Over the last 2 years, HAVA has made some very significant strides along the Big Local Pathway, and a number of the key milestones are set out below:

HAVA's Pathway to the Action Plan



3. The Big Local Profile

The Big Local Profile was published in June 2013 and draws on a combination of socio-economic data available from Leeds City Council on employment, health, training, transport, housing and education. It also drew on feedback from a series of public meetings held in the area. The document identifies a number of key issues, challenges and also ideas to address those issues, which are set out below (see appendix (i) for a full version of the profile):

- The **HAVA** area is one of the most deprived areas nationally and falls within the top 30% of deprived areas; what is known as the 'Local Super Output Area 484' being within 5% of the most deprived nationally.
- There are issues with debt and loan sharks in the area.
- There is a need to widen economic opportunities in the area.
- There are significant numbers of people of working age claiming out of work benefits.
- Areas such as the space around the Co-op on Broadway are seen as drab and grey and could be modernised.
- The shops in the area are well used but the range is limited.
- There is a limited number of facilities in the area and residents would like more focal places for the community.
- Key community safety targets are reducing burglaries, reducing nuisance bikes and reducing anti-social behaviour.
- The statistics suggest that a key opportunity would be to improve attainment in education, to support the transition between Primary and Secondary education for young people in the area.
- There are a number of young people who are NEET or are in danger of becoming NEET.
- There are issues with persistent absenteeism amongst young people.
- There are key challenges in terms of looking after the high numbers older people in the area.
- The key health issues are the numbers of people living with illnesses and conditions, a high number of people in the area smoke and alcohol rates are high.
- Many of the key health challenges relate to other social factors such as low economic activity, low income and low educational attainment.

Some key themes can be identified from within these findings, around support into employment, a shortage of facilities, the environment and health. In terms of the strengths of the area, the majority of feedback suggested most people were happy with their housing and public transport.

4. Consultation and engagement

A number of phases of consultation have been carried out between 2012 and 2014, which have provided the basis for the projects and initiatives in this Plan. Those phases have included:

- (i) Public meetings
- (ii) Questionnaire survey
- (iii) Stakeholder event
- (v) Meetings with potential partners

(i) Public meetings

A first phase of consultation was carried out by the HAVA Big Local working group between 2012 and 2013 (which became the HAVA Board in February 2014) which included public meetings, feedback from members and discussions with residents. The feedback from this consultation, coupled with the statistical data contained in the area profile, gave rise to a number of issues, ideas and potential priorities for the use of the Big Local money. At the end of 2013 the Board decided to undertake a questionnaire survey, posted to every household in HAVA, to get some sense of what people thought were the most important of these emerging priorities, and also to give everyone the chance to have their say and come up with any new ideas.

(ii) Questionnaire survey

The key aims of the next phase of consultation, which commenced in October 2013, were to:

- pick up on these emerging themes, issues and ideas, and to assess levels of awareness and support for these
- identify any other ideas or issues that may have been missed
- give everyone the chance to have their say
- discuss priority project ideas in depth with potential users.

To ensure everyone had a chance to have their say, a questionnaire was sent out to each of the 2,000 households in the HAVA area, of which 104 were returned, which represented a rather low % of those sent out. However, as the graphs and headline findings show below, a number of clear priorities and themes have emerged. The main question on the survey form asked people to rank a number of project ideas that had

emerged from the first phase of consultation, with 5 points awarded to a first priority, 4 to a second priority and so on, and the results are shown in Figure 1 below. The need for more activities and facilities for young people, and support for people looking for work coming, were clearly the two highest priorities.

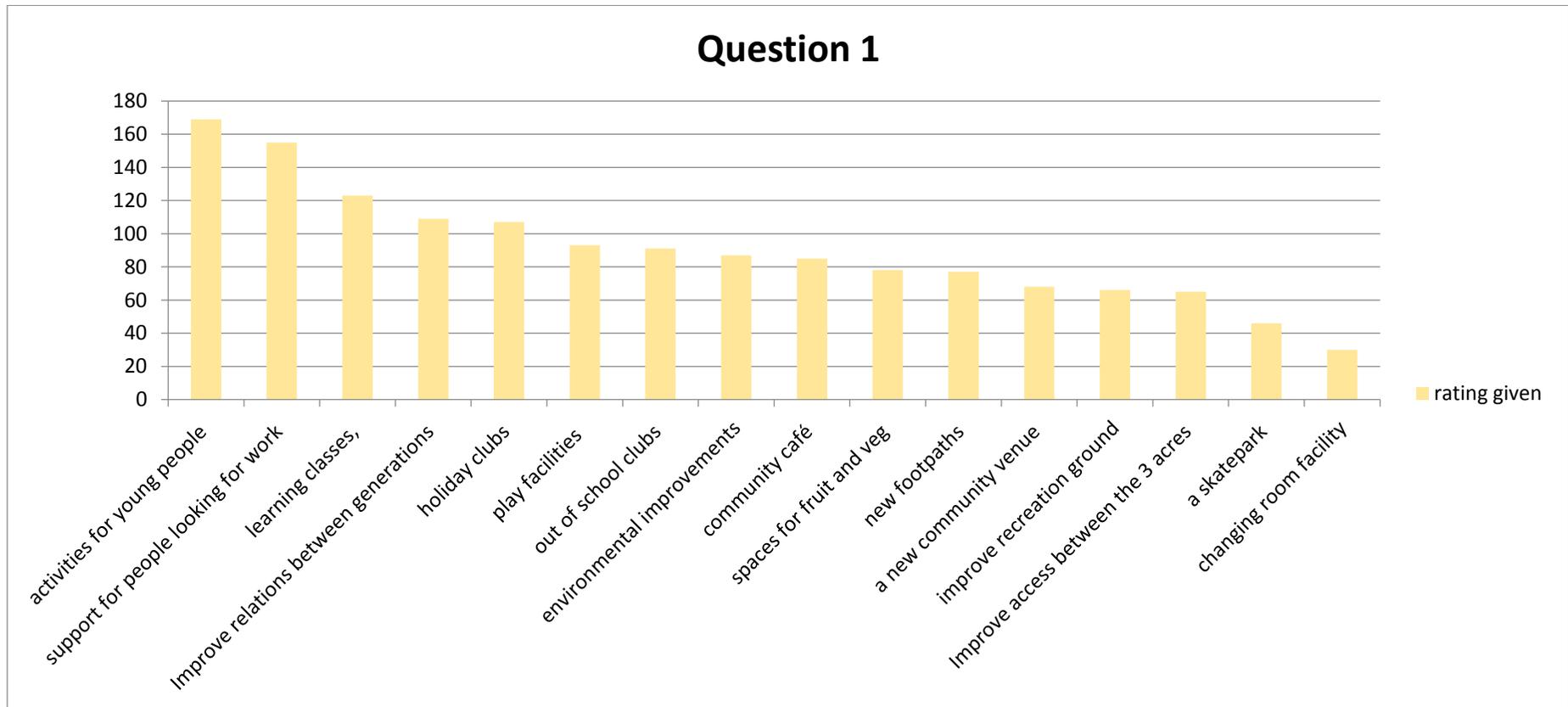


Figure 1; Prioritisation of project ideas

Other main findings (see appendix (ii) for a full version of the feedback report) were as follows;

- Strong support for a credit union
- The need to clean and brighten up the environment
- People had very positive expectations for Big Local

(iii) Stakeholder meeting

The next stage of consultation involved the holding of a stakeholder meeting, where a wide range of agencies and organisations were invited (including council officers from various departments, health workers, youth workers, councillors, Groundwork and the police) to a workshop to hear about the ideas emerging through Big Local. One of the main aims of the event was to ensure that any Big Local funded activities fully complemented, rather than duplicated, what was already going on in the area. The key outcomes from the workshop, in terms of some the challenges faced, and ideas for addressing them are set out below:

Challenges

- Low levels of confidence, self-esteem, and aspirations (particularly amongst young people)
- Loneliness, and the above, is a cause of a lot of mental health issues evident in the area
- Low income and debt is a major problem
- A lack of healthy food options-a partial cause of many of the health issues
- Making residents aware of the services and facilities that already exist in the area

Ideas

- Use volunteers across all of the projects
- Set up a tool library
- Need more learning and training opportunities (formal and informal)
- Need more venues to base the above
- Set up a forum for young people to get involved in all aspects of the programme
- Use allotments, healthy living/food education as a way of addressing poor health
- Have regular stakeholder meetings
- A one stop shop/neighbourhood hub on the estate.

Following on from the stakeholder event, a planning workshop was held with the HAVA Board to examine the feedback from the various phases of consultation, to confirm the priority themes and identify specific projects that could be included in the first phase of a Big Local Plan.

From the early stages of the consultation process, it had appeared that the key themes were around a shortage of activities for young people, the need for more support into employment or training, the environment and issues around poor health, and low self-esteem. These were reinforced in subsequent phases of consultation (e.g. the provision of more facilities and activities for young people was the most popular idea from the questionnaire survey) and were therefore the focus for the stakeholder workshop, the Plan sub group and the planning workshop session with the Board.

A draft plan was prepared, with a number of project ideas (see list below) that had emerged during the consultation process, and which reflected the priority themes, and that would help achieve the vision around making the place an even better place to live, and supporting everyone in the area to meet their potential;

- Self-help courses and clubs
- Creation of a community hub
- Improvements to the park and play area.
- The creation of a Credit Union
- Environmental improvements
- Summer activity scheme
- Community projects fund
- Support into employment
- Using social investment to make the plan more sustainable
- The appointment of a Project support worker
- Time Banking

(iv) Discussions with the potential partners

The next stage was to identify potential project partners who could help develop, and/or deliver some of the projects. A number of meetings have been held with various agencies, all attended by at least 1 member of the Planning group, including;

- Leeds City Council, Parks and Countryside
- Leeds City Council, employment, education and skills
- Leeds City Council, Area West Management team
- Leeds City Council, Children and Young People
- Connexions service
- Igen
- Hawksworth Older People's Service

- Cardigan Centre, third sector training providers
- Leeds Met University
- Gillespies, Landscape architects
- Ward Councillors
- Hawksworth Wood Children's centre
- Hawksworth Wood YMCA
- Groundwork Leeds

Whilst the consultation, engagement and feedback done to date has provided a sound basis for the projects and initiatives in this plan, the process is very much ongoing. Consultations and discussions will continue to be held with project partners, and potential partners, as each of the projects is worked up over the next few months. Also, this is only the first phase of the Plan, and a similar programme of consultation will be required to underpin subsequent phases.

5. Big Local Community Plan, Phase One 2014-2016

The overall aim of the Big Local Pan is to achieve the Vision set out at the beginning of this document:

“Big Local is giving us the opportunity to make HAVA an even better place to live, a place where everyone has all the support they need to fulfil their potential”

Each project has been assessed in terms of the contribution towards making the area even better and, crucially, the extent to which the project will allow everyone to fulfil their potential.

For example, the development and delivery of informal learning opportunities will help people low in confidence or self-esteem to take the first steps back into employment or training, whilst the accredited courses will provide a further stepping stone on the employment ladder for some of those people.

Time banking will help everyone realise they have valuable skills, and something that other people can benefit from. This will in turn help enhance self-worth and give people the confidence they need to realise their potential.

One group of people that are clearly not currently well catered for in the area are young people, hence the development of new and better facilities on the park, and the related summer activity schemes, will provide for them the sporting, healthy and recreational opportunities they need to have fulfilling lives.

The community projects fund will provide an opportunity for anyone with an idea that could improve the quality of life in the area to benefit from Big Local, thereby making everyone a potential beneficiary.

It is also felt that the shop fronts environmental project, whilst not targeted at people, is crucial in the same way, in the sense that everyone will benefit from a huge uplift to what is probably the most communal location in the HAVA area. The project will also play a crucial role in demonstrating, very visibly, that Big Local is well and untruly underway.

In terms of resources, Hawsworth Wood has been identified by Leeds City Council and other agencies as priority area for support. As such HAVA is well placed to attract additional funding, hence one of the key roles of the project support worker will be to bring in other grants and resources from external sources, thereby maximising the impact of Big Local funding.

HAVA BIG LOCAL PLAN, PHASE 1, 2014-2016				
Project name	Lead Delivery partner	Estimated cost (£)	Possible Big Local allocation (over 2 Years) £	Estimated start date
1. Healthy Living Activities	HAVA	20,000	10,000	Summer 2014
2. Time bank	Time bank co-ordinator	15,000	22,031	Spring 2015
3. Multi-purpose community space/hub	HAVA	50,000	25,000	Autumn 2014
4. Cragside Park improvements	LCC	100,000	50,000	Autumn 2014
5. Environmental improvements	HAVA	45,000	40,000	Autumn 2014
6. Summer Activity scheme	HAVA-support worker	10,000	5,000	Summer 2014
7. Small Projects Fund	HAVA	20,000	20,000	May 2014
8. Support into Employment (or education and learning)	LCC	50,000	10,000	Autumn 2014
9. Project support worker	HAVA/LTO	35,000	35,000	May 2014
10. Volunteer co-ordinator	HAVA	49,563	43,563	Summer 2014
		394,563	260,594	

6. Individual Project Plans

1. Healthy living activities	Resident champions	Lead organisation	Other potential partners	Costs	timetable	Risks/constraints
<p>The need to improve health and well-being came out a priority issue in all phases of the consultation. There is a very strong sense that high numbers of people suffer from low self-esteem, low levels of confidence and low aspirations, some of which is related to a high incidence of mental health issues problems.</p> <p>These issue are also felt to be major contributory factors in the poor levels of health in the area, numbers of people living with illnesses and conditions, a high number of area smoke and alcohol rates are high.</p> <p>The aim of this project is to provide a range of opportunities for people to improve their well-being; interest clubs, unaccredited learning, healthy eating, healthy living activities etc.</p> <p>This project is aimed, ultimately, at supporting people to make the most of their potential, to give those low on self-esteem the confidence and sense of well-being to access jobs, training and more formal learning opportunities.</p>	Michelle and Nicola	HAVA	The Children’s Centre, and organisations that provide unaccredited learning, such as the Cardigan Centre, Leeds City Council and Northern College.	<p>Estimated cost 10,000 over 2 years for a range of activities. The first of which would be a pilot programme of taster courses, around healthy living, exercise classes, hobbies etc, on a 3 month course of one session per week lasting 2 hours (12 weeks/24 hours)</p> <p>Tutor, 26 hours at 24 an hour = 624 Resources-250 Room hire- 360 Project management-250 Total 2968 (proposal is to run the pilot twice)</p>	Between May and March 2015	<p>Non take up of courses or activities is probably the biggest risk.</p> <p>A survey of local people will be carried out to identify demand for courses/sessions, and to publicise the fact they are being delivered.</p>

2. The creation of a time bank	Resident champions	Lead organisation	Other potential partners	Costs	timetable	Risks/constraints
<p>The creation of a 'skills pool' held by local people that members of the scheme could utilise. Each member would bring skills to the pool and would earn credits for performing a task for a fellow member, e.g. cutting a lawn, or hair, giving legal advice, or babysitting.</p> <p>The scheme provides a framework for people to get together, and gain recognition for their efforts. It will generate a number of economic and social benefits, e.g. it would allow people to be active participants in their local economy. It will provide opportunities for people to meet up, and use and exchange their skills. This will help them realise their full potential by indirectly addressing a number of the issues that have emerged from the research, around loneliness, lack of confidence, self-esteem and mental health.</p> <p>The members of the pool, and the volunteers brought in to help run it, would acquire the skills necessary to run the scheme after the first one or two years, thus making it sustainable. The project will draw on the network of contacts and volunteers established in year 1 of the plan by the volunteer co-ordinator.</p>	Sam	A Time Bank co-ordinator		<p>Appointment of a co-ordinator, 15 hours a week @£15 per hour =£11,700 On costs £2925 Insurance £455 Equipment, £1,041 Office space,£2640 Timebank subscription, £120 Marketing and publicity, £1700 Volunteer expenses, £600 Training £300 Launch £600 Accounts £250</p> <p>Total, £22,331, for one year.</p>	Project to be delivered between March 2015 and March 2016	<p>The biggest risk would be not enough people signing up to join the skills pool. This could be addressed via a comprehensive publicity programme, and the use of Board members to act as advocates and ambassadors for the scheme.</p> <p>The recruitment of a good time broker, with the necessary experience and passion for the project, will be a key ingredient in the success of the project. As will the creation of a network of volunteers and community activists by the volunteer co-ordinator in the 12 months leading up to this project.</p> <p>The emphasis on skilling up the volunteers and members should make the project sustainable.</p>

3. Multi-purpose community space (s)	Resident champion	Lead organisation	Other potential partners	Costs	Timetable	Risks/constraints
<p>This project is aiming to provide new, or existing, community spaces to meet a range of community needs, including more space to run courses and training, a base for HAVA and possible a 'one stop' shop for a range of services linked to getting people to fulfil their potential, by getting back into work, education or learning.</p> <p>By May 2014 HAVA should have a project worker, a student placement, a volunteer co-ordinator and someone from the LTO working on the Programme, alongside Board members, hence the increasing need for a dedicated space.</p> <p>Whilst there appears to be a shortage of suitable spaces (e.g. IT classes are currently being delivered from a mobile bus) there are a number of existing community spaces in HAVA (the YMCA, Children's centre, village hall etc), hence the decision to undertake a community audit before committing to any new provision. The Audit is looking at what is available, and how accessible and suitable it is, and also at options such as hot desking. The options to be explored will include purchase or leasing, as well as renting.</p>	Eileen	HAVA	Hawksworth Wood Village Hall, YMCA, Hawksworth Wood Residents Association and the Children's Centre	50,000 (estimate, could be capital or revenue, or mixture of both)	Project to be delivered between May and March 2015	<p>There is a significant amount of unused or under used community space in the HAVA area. This is being assessed through a community audit which is in the process of being carried out.</p> <p>Also, hiring an existing space would question the sustainability of any project (HAVA could not pay rent and rates indefinitely). Hence the need to look at the possibility of buying a space, or getting a long term lease on a peppercorn rent.</p>

4. Improvements to Cragside recreation ground	Resident champions	Lead organisation	Other potential partners	Costs	Timetable	Risks/constraints
<p>The need for more and better children's and young people's activities and facilities came out as the highest priority from the consultation and engagement.</p> <p>Cragside Park clearly has the potential to meet many of the needs that have been identified, but at present is underused, mis-used and in pressing need of a major refurbishment. Two ideas that have been discussed with youngsters, and appear to have a considerable amount of support, are (i) to drain the football field (which is currently out of use due to being completely waterlogged) (ii) to create a skate park by extending the existing multi-use area .</p> <p>Other ideas include creating a walking area (for pushchairs), and an area where children could learn to ride bikes. The play area is also in desperate need of improvement, but might be better left for Phase Two of the Plan, by which time there should be a better sense of local 'ownership' of the park generally.</p> <p>A third phase of consultation is shortly to take place, with board members, the public (particularly those living in close proximity to the park), users and potential users.</p>	Peter and Barbara	HAVA/LCC	<p>YMCA</p> <p>Leeds City Council (LCC), are extremely supportive of the proposals to improve the park and have already offered their services in terms of undertaking additional consultation, helping with design work and in developing other aspects of the project.</p>	<p>A figure of £50,000 has been allocated to park improvements, aimed at improving facilities for children and young people.</p> <p>There are many other potential sources of matched funding available for a project of this nature, including BIFFA, Lottery, the Football Foundation and Charitable Trusts.</p>	Projects to be delivered between May and March 2016	<p>The park is built on a landfill site, which may have implications for any drainage or construction work. Also, any improvements will need to take into account ongoing maintenance implications, as LCC is very unlikely to support improvements that will result in them having to meet increased maintenance costs.</p> <p>Also, there are concerns that any improvements will fall foul of vandalism or misuse, which is an ongoing problem on the site. Hence efforts need to be made to create a greater sense of shared ownership for the Park amongst all sectors of the community, particularly young people.</p>

5. Environmental improvements	Resident champion (s)	Lead organisation	Other potential partners	Costs	Timetable	Risks/constraints
<p>The development of a package of small scale, but highly visible, environmental improvements across the HAVA area. The need to smarten up the area was one of the priorities that emerged from each phase of the consultation.</p> <p>A group of residents and a landscape architect have had a walk around the area, following which they identified the area in front of the co-op, and the main shopping area for HAVA, as the preferred area for an initial project. Three sketch design options have been drawn including tree and shrub planting, a grassed area, new concrete sets and new seating.</p> <p>The intention is that this would be the first phase of a programme of environmental improvements. Other ideas include hanging baskets, planters and gateway signs (designed by local children), allotments (on Cragside Rec.) and footpath improvements in Hawksworth Wood.</p>	Peter and Barbara	HAVA/Landscape architects	LCC (allotments) Volunteers, landscape architects,	<p>Pocket park scheme (outside the shops)-45,000</p> <p>The Co-op have said they will contribute towards the costs of the pocket park.</p>	Projects to be delivered between May and March 2015	Any improvements will need to take into account ongoing maintenance implications, as LCC are very unlikely to support any improvements that will result in them incurring additional maintenance costs.

6. Summer Activity Programme	Resident champion (s)	Lead organisation	Other potential partners	Costs	Timetable	Risks/constraints
<p>The development of a summer activity scheme, focussed around the park, to provide activities for school children in the summer holidays. The idea came out as a high priority in the first phase of consultation, and in the questionnaire survey.</p> <p>The intention is to also explore the possibility of running an art/drama project on the site, primarily as a way of getting young people involved in using the park on a regular basis, benefitting from it and treating it with respect. This is vital if the Park improvements project is to succeed.</p> <p>In addition to the above, the other main aim of the project is to provide training opportunities for local (particularly young) people, in running sport, play and youth activities.</p> <p>The intention is for the development and co-ordination of the scheme to be undertaken by the support worker, with the help of volunteers, trainees and fully qualified coaches and play co-ordinators.</p>	Sam and Nicola	HAVA/Support worker	LCC, Children's Centre, YMCA,	<p>£6,500 (over 2 years)</p> <p>-Hiring of coaches, to work alongside volunteers-£1000</p> <p>-Cost of sending people on sport/play/young people on coaching courses in advance of the programme-£500</p> <p>-Hiring/purchase of equipment and materials-£1,500</p> <p>-Insurance-£250</p> <p>LCC Area committee have a £36,000 fund to support children's activities, which could possibly fund some of the training or equipment.</p>	<p>Projects to be delivered in summer 2014 and 2015.</p> <p>Any training courses could start in late spring.</p>	Weather-will need a wet weather contingency programme! Using indoor spaces, e.g. at YMCA.

7. Community Projects Fund	Resident champions	Lead organisation	Other potential partners	Costs	Timetable	Risks/constraints
<p>The creation of a fund to provide a small grants pot, of up to £1,000 each grant to support projects of community benefit.</p> <p>A similar fund was supported with the 'Getting Started' money, and proved very successful with a number of projects getting funding. One of the advantages of such a fund is that it gives an opportunity for anyone with a project or idea that will help the wider community to benefit from the Big Local programme.</p> <p>The fund will need to be managed and administered, possibly by the LTO with the support of the project worker.</p>	Michelle and Christine	HAVA	Any community group/organisation that submits a project application	£20,000 (£10,000 per annum)	Projects to be delivered between May and March 2016	The only real risk is a lack of demand for the funds. This can be addressed by ensuring a comprehensive marketing strategy is employed, utilising press releases, the website, newsletters, social media, to advertise this fund, and other projects and initiatives that HAVA Big Local is involved with.

8. Support into employment, education and learning	Resident champion (s)	Lead organisation	Other partners	Costs	Timetable	Risks/constraints
<p>The development of a programme of measures designed to help people in the area to fulfil their potential, through employment, education or training.</p> <p>This issue came out as the second highest priority in the questionnaire survey. Also, the high levels of unemployment, low economic activity rates and low level of skills, were clearly identified as issues in the Big Local profile.</p> <p>Two agency meetings have been held with a number of potential partners in such projects, and the ideas to emerge so far include;</p> <p>(i) the development of a pathway for each HAVA school child who has been identified as a potential NEET (ii) Mentors for young people (iii) the creation of a 'one stop' shop in the area to provide advice, support and guidance on all these issues (iv) An initiative to improve adult literacy/skill levels generally (vi) The delivery of accredited courses, in the HAVA area</p>	Sam	HAVA/LCC	Connexions, Cardigan Centre, Leeds City College, Leeds Met University, the schools cluster, are all potential partners	TBC	Projects to be delivered between May 2014 and March 2016	<p>The risks can only be identified when it has been decided which projects to pursue.</p> <p>However, in general, it is likely to prove difficult to identify all the initiatives that are already going on around these issues, and to ensure that any Big Local funded measures truly complement what is already available.</p>

(vii) The undertaking of an audit of training and learning needs to ascertain the level of demand for accredited courses, and also for informal unaccredited courses, or clubs						
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9. Project support worker	Resident champion (s)	Lead organisation	Other partners	Costs	Timetable	Risks/constraints
<p>The recruitment of a worker to:</p> <ul style="list-style-type: none"> -work with the nominated resident champions and project partners, and the Board, to ensure all projects are delivered within the 2 year timeframe of Phase one of the Big Local Plan -ensure each project achieves the maximum benefit, across all areas, and all sectors, of the community -identify and make bids for potential sources of additional funding, from the public, private and charitable sectors -develop ways/projects to make the Plan sustainable e.g. initiatives that generate a return, such as loans to individuals or businesses -provide secretarial support for Board meetings -to use the delivery of projects as an opportunity to raise awareness of, and involvement in Big Local -oversee the delivery of the communications plan 	Kelly	HAVA to manage, LTO to employ, or commission		Approximately £17,000 a year	Project to be delivered between May and March 2016	The worker will need to work very closely with the Local Trusted Organisation and to complement any support being offered by that organisation

10. Volunteer co-ordinator	Resident champion (s)	Lead organisation	Other potential partners	Costs	Timetable	Risks/constraints
<p>One of the key aims of the Big Local Plan is to create a legacy, so after the 10 years are up, the successes of the Programme are sustained.</p> <p>One way of achieving this is to invest in the people who live in the area, up-skilling them and giving them the confidence to realise their potential. The evidence suggests there is a lot of interest in volunteering (25 people have already come forward to volunteer in activities across the area). This project will appoint a volunteer co-ordinator to support these people, and to identify new volunteers. This support will include finding them volunteering opportunities, providing learning and training, and, ultimately helping people into employment. The Big Local Programme will be able to draw on this pool, for activities such leafleting, marketing and general consultation, or where support is wanted on specific projects, such as the summer scheme. One of the key outcomes of the project will be a network of community activists, a network that projects such as the Time Bank will be able to draw on when they are launched next year.</p>	TBC	HAVA	The Children's Centre, the Credit Union, YMCA	<p>49,563, over 2 years</p> <p>17,000 salary on costs, 4250 Training 1500 Training for volunteers, volunteer expenses and training, 2000</p>	Project to be delivered between May and March 2016	The main risk would be not attracting a sufficient number of volunteers to ensure the project generated value for money.

7. Evaluation, monitoring and measuring impact

It is vital that the Board has the means with which to fully evaluate the performance of the Big Local Plan, and to get an indication as to what impact it is having on the area. Although final system of monitoring and evaluation has yet to be finalised, the components will include:

- Project monitoring forms (for the small projects and the main projects)
- Site/Project visits (which will be part of the project worker's job)
- Data collected on target groups
- Measurement of a number of baseline indicators.

The baseline indicators will be taken from a range of sources, including the Big Local profile, and feedback from the consultations. It is important that a number of baselines are established against which the Programme could reasonably to have an impact, for example:

- The number of NEETs in the area
- The number of potential NEETS in schools
- How people feel about the area; their perceptions, whether they feel safe, confident about the future, whether they feel able to influence what is going on in their area
- People's aspirations
- Awareness of Big Local.

Whilst some of this information is already available, it will be necessary to do some additional survey work, particularly around perceptions and aspirations, with the public, board members, school pupils etc.

8. Communications Plan

The Board appreciate the importance of using the Plan as a means of raising the profile of Big Local, and also of ensuring that a steady stream of information about Big Local is made available, in a variety of ways and formats, to ensure the messages get out to all sectors of the community. There is a feeling amongst the community that Big local has been around for a while, but 'nothing much seems to have happened' and therefore the approval of the Plan is seen as great opportunity, and one that must not be missed, to spread the word about how Big Local funds really are going to make a difference to the lives of everyone in the area.

We have therefore set out a communications plan for the 12 months following the approval of the Plan, comprising the following measures:

- (i) A Launch event celebrating the approval of the Plan, aimed at raising profile of the Big Local generally, publicising the fact that projects are about to start and encouraging more people to get involved.
- (ii) A newsletter will be produced, to be delivered through every door in the area, inviting people to the launch, summarising the Plan and notifying everyone of the website address (the website went live in November)
- (iii) Regular press releases will be prepared, ideally coinciding with the approval of Community projects, when these awards and other developments can be advertised
- (iv) The Facebook page will be revamped
- (v) The new logo will be used on all publicity material
- (vi) The on line Big Local Forum will be launched, which will allow those people who want to be involved and participate, but who aren't able to get to meetings, to have a regular say, and receive regular updates
- (vii) A Big Local blog will be launched, from the website
- (viii) A stakeholder meeting will be held with partners and agencies at 6 months to update them of progress

At the end of the 12 month period, the impact of the communications plan will be assessed against a range of indicators, including

- the % of residents aware of big local
- the % of residents aware of what projects are being funded
- number of visits to the website.

9. Next steps and subsequent phases

The projects and initiatives set out in this document represent just the first phase of the Big Local Plan, from 2014-16. Big Local is a 10 year programme, hence spend and investment for the bulk of the Programme has yet to be identified. Consultation and engagement will be ongoing during the course of the Programme, and the feedback from this process will help inform subsequent phases.

Also, the intention is to review the plan every 12 months, a process which will include the monitoring of each of the projects, and any necessary adjustments will be fed into a revised version of the plan, to run for the following 12 months. The revised plan will be the main item on the agenda for discussion and feedback at the AGM, an event which will be publicised to everyone in the HAVA area thereby ensuring community involvement is always a feature of Big Local Plan.