

Morecambe
West End Million
Partnership
Action Plan
Year One
2016-7



West End Million Partnership 2016-17 Action Plan

Contents

- 1. Introduction –the West End Million and Big Local**
- 2. The West End Million Steering Group and Partnership**
- 3. West End Million Community Profile summary**
- 4. Our Vision & Priorities**
- 5. Our Organisation**
- 6. Our Strategy for Year One**
- 7. Our Strategy for Future Years**
- 8. Mini-action plan: Housing**
- 9. Mini-action plan: Young People**
- 10. Mini-action plan: Festivals**
- 11. Mini-action plan: Enterprise**
- 12. Mini-action plan: High Impact project**
- 13. Our First Steps in 2016**
- 14. Project Delivery**
- 15. Communications & Community Engagement plan**
- 16. Community Grants**
- 17. Monitoring & evaluation/Plan review**
- 18. Budget & spend schedule**
- 19. Timeline**

West End Million Partnership 2016-17 Action Plan

1. Introduction –the West End Million and Big Local

The West End of Morecambe was awarded £1 million from Big Local to invest in achieving major improvements for all residents who live there. The programme is driven by local people who have the final say in where all funds are invested. Funding for Morecambe was announced in December 2012.

Big Local is an exciting opportunity for residents in 150 areas around England to use at least £1M each to make a massive and lasting positive difference to their communities. Big Local wants to bring together all the local talent, ambitions, skills and energy from individuals, groups and organisations who want to make their area an even better place to live.

Big Local is funded by the Big Lottery Fund and managed by Local Trust. Nationally it works with a range of partners to deliver Big Local, building on the skills and experiences of others to provide expert advice and support for residents.

Big Local expects the following four outcomes to be achieved in each area: -

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

2. The West End Million Steering Group and Partnership

In 2012 the West End Million Steering Group was formed. It was composed mainly of local residents. The Steering Group was able to access initial 'Getting Started' funding from Big Local and begin the process of consultation with local people. There were open public meetings held every month. A website and Facebook page were set up. Consultation was carried out over 12 months at many public events and through targeted sessions with many active community groups within the West End.

In September 2015 the West End Million Steering Group was succeeded by a West End Million Partnership Committee, appointed at a public meeting. A constitution for the Partnership was subsequently formally adopted.

The West End Million Steering Group commissioned a Community Profile to analyse the information gathered, as well as other statistical information available about the area. This Community Profile helped inform the selection of four priorities (themes) set out in this Action Plan, which outlines how the Partnership's vision for the area may be achieved over the next 10 years.

The West End Million Partnership Committee will submit this Action Plan, along with the Community Profile, to the Big Local Trust in London. Once approved the first instalment of the West End Million will be released, for a start in 2016.

WEST END

3. West End Million Community Profile summary

The West End Million Steering Group commissioned Lancaster CVS in April 2015 to write a Community Profile of the West End of Morecambe. (Full copy on www.westendmillion.co.uk). The purpose of the Community Profile was to identify problems and opportunities in the West End to help the Steering Group to decide how to target the West End Million. The CVS analysed the responses collected from the Community Consultation, carried out desktop research and interviewed several people in the West End.

COMMUNITY CONSULTATION: over 450 people responded. West Enders were asked: - What do you like about the West End? What don't you like about the West End? If you had a Million Pounds to spend on the West End how would you spend it?

What West Enders liked: collectively the Promenade, the beach and the Bay views are by far the favourite of West End residents, with one third of respondents expressing these as 'LIKES'.

What West Enders didn't like about the West End: the poor image of the West End, which covers the many empty and poorly maintained houses, shops and other properties; the rubbish, littering and fly-tipping that disfigures the area along with the poor appearance of many streets. A lot of frustration and dissatisfaction was expressed with the slow progress of regeneration initiatives in the West End. Some people do not feel secure living in the West End and this is largely attributed to anti-social behaviour and the perceived presence of drug addicts and dealers. Some people complained about the lack of amenities in the West End, particularly for children and young people.

How West Enders thought the West End Million might be spent: the most suggestions related to ways to regenerate the West End. These came in many guises, from doing up houses and shops to building a new tourist attraction. Some people would like this to be linked in with developing businesses and creating employment opportunities. There were also many suggestions about how to improve the living environment of the West End, including improving the appearance of run-down buildings and adding more greenery to the area. Lots of people would like to see more activities and play areas for children and young people. There were also lots of ideas for new leisure, recreational and sporting facilities for both locals and visitors.

DESKTOP RESEARCH & INTERVIEWS: This identified a lot of problems in the West End but it also found that the West End has many strengths and lots of potential. People were dispirited and hopeful in equal measure.

Resort Seen Better Days: The older part of the West End has a large population packed into a relatively small area. Add in poor housing, lots of multi-occupancy flats, a large transient population, lots of empty properties and this doesn't make for a good quality of life. The lack of public and green spaces doesn't help.

Disadvantaged by the Sea: The West End is one of the most disadvantaged communities in England. It is ranked in the bottom 10% of communities nationally when measured by poverty, unemployment, poor health and low educational achievement. Crime levels are worse than the

West End Million Partnership 2016-17 Action Plan

national average. Homelessness and the social isolation of many people are just two of several serious problems in the West End.

The Sun Isn't Always Shining: The West End has a negative image as perceived by residents as well as people from outside the area. It has an unenviable reputation as a place with high levels of drug & alcohol abuse. Tied in with this are high levels of anti-social behaviour and drug related crime. Somehow all of this needs to be turned around.

Run Down West End: There are lots of empty commercial properties, shops & offices. New & imaginative uses need to be found. Low property prices in the West End is attractive but might also be holding back investment. The scale of physical regeneration required is daunting: one scheme can cost several millions.

Good Schools: The West End has 'Good' and 'Improving' schools but pupils need more help to avoid falling further behind schoolchildren in other parts of Morecambe.

West End Community: The West End is fortunate to have several charities like More Music, West End Impact and CEEP as well as many other community groups, social enterprises and churches active in the community.

Fun West End: Local events like the West End Festival, the Catch the Wind Kite Festival & the Morecambe Carnival are the envy of many other better off communities.

Plenty of Community Venues: The area is blessed with a lot of community venues like The Hothouse, Stanley's, the West End Community Centre, The Salvation Army Centre and church halls amongst others, but some facilities need upgrading and many are underutilised.

WEST END

West End Million Partnership 2016-17 Action Plan

Issues identified in the Community Profile

- General deprivation and wider, knock-on effects
- Large scale physical regeneration required
- Poor housing, multi-occupancy, transient population and empty properties
- Empty commercial properties, shops & offices
- Low house prices holding back investment
- Poor health & wellbeing of large section of population
- Poor educational attainment & high truancy rates but 'Good' schools
- Digital Exclusion
- Lower than average incomes and employment levels
- High population density
- Few public and green spaces
- Drug & alcohol abuse, and rehabilitation
- High level of anti-social behaviour and drugs related crime
- Poor appearance of many shops and shopping streets
- Underutilised community venues & facilities need upgrading
- The poor physical appearance of the streets & buildings & fly tipping in the back alleys
- Frustration with slow pace of Regeneration
- Pride in local charities and community services
- Pride in local festivals and events
- Negative image of West End perceived by residents and from outsiders
- Not enough activities & amenities for children & young people
- Lack of affordable sport & recreational facilities locally
- Need for more tourist attractions
- Homelessness
- Social isolation of elderly, disabled people etc.
- Irresponsible dog owners

4. Our Vision & Priorities

How we involved residents in identifying our vision and priorities

The **Community Consultation** carried out by the members of the WEM Steering Group over the course of 2013-4 collected responses from over **450** people most of whom live in or near the West End Million area. A variety of methods to elicit responses were used including: -an A5 flyer with the slogan *"Your West End Needs You!"* (also printed in Polish) delivered to homes in the West End and a number of community & public locations and events; and canvassing forms, asking respondents to score various options, used at the Morecambe Carnival and the West End Festival. There was also a Facebook page and website to invite the public's views. All the Steering Group's monthly meetings were open to the public.

How we identified our vision and priorities

A **Community Profile** (see summary above) commissioned from Lancaster CVS involved analysis of the Community Consultation data, desktop research & interviews with key people in the West End. The Community Profile included a statistical breakdown of the responses to the Community Consultation. This showed that people in the West End were primarily concerned with **Regenerating the West End** and **Improving the Environment of the West End**. These two leading themes were followed by **Providing More for Children & Young People** and **Providing More Amenities & Attractions**.

The key fact that emerged from the Community Profile was that, unsurprisingly, the West End faces a large number of issues. The CVS submitted a long-list of **over two dozen issues** that had been identified (see above). Many of these problems are interconnected. Disadvantage, deprivation, poverty have lots of consequences that manifest themselves in many different ways. Tackling any one of these issues could make a big difference to the West End but each one could easily consume the whole million pounds.

How we decided our vision and priorities from local conversations and from data

Lancaster CVS facilitated a half day workshop during which the members of the Steering Group discussed the information collected and started to prioritise the themes that the WEM Partnership should focus on. Some issues like the physical regeneration of the West End, into which tens of millions of pounds have been invested, seemed to be too large to tackle so the Steering Group decided it would prioritise **four themes** which it felt would be most amenable to **grassroots-community action**, where WEM could make a real difference.

How we are going to build on what is already good about our area

The **Promenade and the sea-views** over Morecambe Bay are a major asset for the West End and there is potential to attract more tourists to the area to boost the local economy. There are many good **small, independent shops** in the West End but they would do better if something could be done to improve the poor appearance of the large number of empty retail premises, which are presently a wasted resource -waiting for new uses to be found. There are many **attractive older residential properties** in the West End but it would help if more landlords, tenants and owner-

West End Million Partnership 2016-17 Action Plan

occupiers could be persuaded to take better care of them. The **West End Festival** and the Lantern Festival are popular local annual events and there seems potential to build on this local experience.

How we will provide community-wide benefits

It was felt that making some difference to **Housing** could have wider beneficial effects on the general Wellbeing of people's lives, across all sections of the population. Doing something for **Young People** was a highly popular suggestion in the Community Consultation and the Partnership Committee wants to find ways to involve young people as much as possible in the planning & delivery of projects. Festivals was felt to be a big strength in the West End with the potential to build community spirit further. Since small, independent retailers & hoteliers are central to the West End's local economy it is believed that promoting **Enterprise** (linked in with tourism) is an avenue worth exploring in order to create more employment & training opportunities -another key issue in the West End. The West End has a poor **Image** locally and further afield; so improving people's perceptions of the area would benefit everyone in the community.

How our plan will contribute to lasting/sustainable change in our area

We have devised a strategy to target WEM at issues where we believe there is the greatest possibility of making a lasting change. Tied in with this will be our efforts to overturn negative perceptions of the West End which we think will strengthen local people's belief that things can change for the better in the West End. We want to develop projects that will build the capacity and capabilities of local people and community groups to continue to effect change after the WEM ends.

How our proposed activities will help us achieve our vision and priorities

Over the next ten years we want to invest the West End Million so it will have the biggest impact. To achieve this, we need to research how we can do this best. In Year One (2016-7) the WEM Partnership's activities will be centred around discovering imaginative and cost-effective ways to achieve change in the West End at the grassroots-community level, across all four themes.

What we want to achieve, and why

The WEM Partnership committee has **prioritised four themes**: -

- **HOUSING**
- **YOUNG PEOPLE**
- **FESTIVALS**
- **ENTERPRISE**

The WEM Partnership's plan for Year One (2016-7) is to **investigate the options** available to it on each theme so that it can make **informed decisions** later in 2016 on how best to invest the West End Million, to achieve the biggest impact.

Additionally, the WEM Partnership plans to run a one-year project in 2016 with **HIGH IMPACT & visibility**, thereby signalling to the West End community that the West End Million programme is underway.

OUR VISION

over the course of the West End Million programme,

is to help make the West End a better place to live, work, visit, shop and do business

initially by looking for achievable ways of

improving the quality of **Housing** in the West End

raising the aspirations of our **Young People**

boosting the West End community & local economy with **Festivals**

developing an **Enterprise** culture in the West End

(The table on the next page outlines our short term aims in the context of what might be our medium term and longer term aims, providing these seem to be achievable, once our initial investigations are complete. This approach will be reviewed in 2016 after our initial research and may be revised)



West End Million Partnership 2016-17 Action Plan

	Longer term mission Over the next ten years we would like to contribute to: -	Medium term objectives Over the next few years we would like to work towards this by helping: -	During the course of 2016-7 we would like to: -
HOUSING	1. an improvement in the quality of housing in the West End	1. to upgrade some of the derelict properties in the area	1. examine the feasibility of setting up a Housing Renovation Scheme
HOUSING	2. an improvement in the appearance of the streets and alleys of the West End	2. landlords and neighbourhoods to work together with the City Council	2. examine the feasibility of a Community Wardens Scheme
YOUNG PEOPLE	1. a rise in the aspirations of young people in the West End	1. to extend the provision of youth services in the West End	1. explore the practicalities of setting up a Young People's Organisations Network
YOUNG PEOPLE	2. providing better opportunities for young people in the West End	2. to improve the quality of youth services in the West End	2. research services and activities needed for the young people of the West End
FESTIVALS	1. spotlighting the creativity, enterprise, talent & natural assets of the West End	1. create a programme of festivals, street markets, concerts, & family fun days	1. develop & research ideas for creation of a year round programme of community events
FESTIVALS	2. attracting visitors to the West End	2. West End businesses and local groups to organise and support community events	2. pilot an event for an 'Autumn Festival'
ENTERPRISE	1. a significant improvement in the perceptions of the West End	1. develop a strong, vibrant, unique identity/ image/ brand for the West End	1. explore various ways to promote the West End to shoppers and visitors
ENTERPRISE	2. the revival of Morecambe West End's shopping streets	2. develop ways to make the West End's shopping streets more appealing	2. investigate ways to improve the appearance of West End shopping streets
ENTERPRISE	3. the start of a flourishing enterprise culture in the West End	3. create more opportunities for West Enders to learn enterprise skills	3. investigate the feasibility of enterprise opportunities in the West End
HIGH IMPACT PROJECT	<i>Not applicable</i>	<i>Not applicable</i>	-brighten the streets of the West End

West End Million Partnership 2016-17 Action Plan

5. Our Organisation

How we are going to use people, talents, ambitions, skills, energy, support, training and networks to achieve our vision

A large committee (almost twice the size of the steering group) was recruited to share the workload of the WEM Partnership. A skills audit was carried out so that we can make the most of our members' skills & experience.

The WEM Partnership has begun to recruit local **volunteers** who will bring further talents and know-how to support the planning of projects. It is the WEM Partnership's intention to make **community engagement** a major plank of its work so that as many local people as possible are involved in some way with the WEM funded initiatives.

Five **operational working groups** have been formed to prepare and oversee mini-action plans for each of the themes -Housing, Young People, Festivals, Enterprise and the High Impact project.

The following through areas are currently managed by the Officers team. As the project develops each area may warrant its own team - this will be monitored and developed as required:

Review, led by the Chair, will share responsibility for overseeing Strategy, Project Optimisation, Innovation & Risk Management, Sustainability & Legacy, Green Issues, Monitoring & Evaluation, The Year One Review and the next Action Plan

Finance, led by the Treasurer, will share responsibility for Budgeting & accounts, Training & Employment, Volunteering, Resources & Capacity, Organisational development, Fundraising, and Social Enterprise.

Communications, led by the Secretary, will share responsibility for Publicity, Website & Social Media, Community Engagement, and Promotion of the West End.

Each working group/team has core members but every Committee member is welcome to get involved in any working group/team session that they choose to support.

Partnership members will be encouraged to undertake **training** to best fulfil their roles. This will include attending national Big Local events and identifying & organising training to happen within the West End for Partnership members and possibly the wider community. Some areas of training for example might include: -Writing fundraising bids, Project management, Coordinating Volunteers, Committee training, Facilitation, Business planning, Monitoring & evaluation.

Over the longer term the Partnership may look to support the formation of a new organisation such as a Development Trust to carry forward **regeneration initiatives** in the West End and to attract significant investment to the area.

How our Partnership will use a range of resources in the best possible way

To make WEM funds work most effectively the WEM Partnership will actively look to develop **partnerships** and alliances with other community groups and businesses & agencies. The WEM Partnership will be represented in **local networks** e.g. the Morecambe Inter Agency meetings. It is also envisaged that the working groups will work with **statutory agencies** and **professionals** e.g. architects, solicitors, surveyors etc. in respect of their projects.

West End Million Partnership 2016-17 Action Plan

The Committee intends to **liaise with local agencies** such as the Town Council, City Council, local councillors, the local MP, West End Traders, local charities & community groups, churches, social enterprises, Morecambe Bay Partnership, property developers and businesses, in order to ensure their support and positive involvement; and to seek out opportunities to optimise the benefits emanating from the project ideas.

A number of charities and churches in the West End, which are supportive of the WEM Partnership, have offered use of their **community venues** and resources for public meetings, project planning & implementation etc. The Partnership Committee meets in the West End Community Centre, courtesy of St. Barnabus Church. It has also used venues such as Stanley's and The Hothouse for workshops and working group sessions.

Our Locally Trusted Organisation

The Partnership has no bank account or legal identity. Therefore, the Partnership will appoint a Locally Trusted Organisation (L.T.O.) to administer and account for the distribution of our first year of funding. The role of L.T.O. for 2016-17 has been advertised locally in December 2015. The L.T.O. may be involved in delivering activities or services on behalf of the West End Million group, which might include: -

- Employing an officer to support the Partnership
- Engaging contractors to undertake work outlined in the Big Local Plan
- Organising events and meetings
- Providing office space and resources that can be used by the officers and by Partnership members
- Providing administrative or project support to the Partnership
- Providing training and support for members of the Partnership and its task groups
- Distributing grants (from £1m and any additional funds obtained) to community groups to support local activities / volunteering

CEEP, a youth and community development voluntary organisation and registered charity based in the West End, has been the L.T.O. for the West End Million during the 'Getting Start' stage 2012-5.

UnLtd has offered continued support with the development of **social enterprises** in the West End. UnLtd has already supported a number of new social enterprises in the West End under its Star People Scheme (an additional source of funding and support for Big Local areas, in partnership with and joint funded by Local Trust). Andy Hemming of UnLtd has offered to run a couple of workshops including "*Reinventing your High Street*", which seems especially appropriate for the West End and we are looking to run this or similar workshops.

The WEM Partnership has also used the services of **Lancaster District CVS** to prepare the Community Profile and this Action Plan. The CVS will be able to provide ongoing support e.g. training in respect of fundraising for projects.

6. Our Strategy for Year One

Our strategy: how we are going to achieve it: what we want to do

The committee members suggested **project ideas** for each theme. These were collated and prioritised by working groups and formed into **mini-action plans** for each theme (see below). The intention is to use a variety of methods in Year One **to investigate these ideas** –research, pilot projects, project visits, professional advice, feasibility studies etc.

The investigations will be seeking to determine which projects have the potential for the **biggest impact** in the West End and are **most achievable**. When the WEM Partnership committee comes to prepare its Action Plan for Year Two onwards (2017+) it may decide, given its finite resources, to focus on one or two themes.

In order to make the most of the funds available the WEM Partnership committee is aware that it may have to take **risks**. However, by researching the project ideas thoroughly in Year One it feels it can minimise and manage risk factors more effectively, once projects are implemented from Year Two onwards. (A preliminary risk assessment of the mini-action plans has been drafted).

A number of **connections** between complementary project ideas across the four themes have been identified, which have potential for synergies. The Partnership will look to build on these connections to add to the coherence of the overall plan. In particular, all the working groups believe there are opportunities to put **young people** at the heart of the overall plan - interconnecting all four themes.

It is the WEM Partnership's ambition that every project it supports will have a special **West End character** so even if it borrows best practice and project models from elsewhere these will be adapted for optimal effect in the local situation. The Working Groups are encouraged to think



innovatively, although **innovative** projects are most likely to emerge once we have a firmer grasp of what is feasible. For instance, the WEM Partnership might look to build on the **arts/creativity** motif that seems to be emerging across all four WEM Partnership themes. By developing standout projects these will have more chance of attracting external funding and multiplying the effect of the West End Million.

Project selection process: in the latter half of 2016 when project ideas have been investigated the Partnership may have to decide between a number of worked up proposals, all competing for limited WEM funds. A set of selection criteria, against which the proposals could be assessed, is being discussed to promote objectivity and impartiality, reflect the Big Local objectives, and build in the features of a West End paradigm. Once confirmed, these selection criteria will be publicly available.

7. Our Strategy for Future Years

One million pounds won't go very far in the West End

In order for the WEM Partnership to maximise the benefits from the West End Million it recognises that in future years it must adopt a number of approaches. These include: -

Sustainability & Legacy: as well as being Big Local objectives the WEM Partnership views these as key to the long term success of the West End Million programme and therefore they will generally be regarded as prerequisites for WEM projects.

Community engagement: the more local people can be involved as volunteers with WEM projects then the greater reach they will have and the more likely they will be sustained. The more people in the West End that buy-into the value of WEM projects the greater the chances that the projects will be appreciated and local opinion of the West End will improve.

Social action/ social enterprise: the WEM Partnership intends to look out for opportunities for local people to actively engage in social projects to benefit their neighbourhoods. Not only will this help with community cohesion but it also means that the WEM pounds invested will go further. If WEM projects have potential to be financially self-sustaining as social enterprises these will be investigated, providing there are social entrepreneurs locally, willing and able to take a lead.

Promotion of the West End: this is key to countering the negative perceptions of the West End. Not only can successful WEM projects help project a more positive image of the West End but in turn good publicity will magnify the impact of the projects and strengthen their prospects.

Match funding: it is vital that funding from other sources is attracted to projects in the area in addition to the WEM, wherever possible. The Committee will assess the potential of every proposal to lever in additional funding. Ideally the WEM Partnership will kick-start projects that then become self-sustaining rather than having to be fully funded from the WEM.

Multipliers: the WEM Partnership will look for other ways to stretch the WEM as far as possible –such as working in partnership with other organisations & businesses that have access to additional resources and funding. The WEM Partnership will look for its projects to complement current initiatives e.g. the Council's plans to improve the road approaches to the West End. It may also lobby for investments in the West End from businesses, statutory bodies, landlords, property developers etc.

Longer term: the WEM Partnership is mindful that, in the absence of any other obvious agency (such as a community association) to host **community projects** in the West End and to attract significant funding to the area, there may be advantages in the WEM Partnership itself taking on this **umbrella role**, encompassing initiatives and smaller groups benefitting the West End but not necessarily funded from the WEM.

8. Mini-action plan: Housing

During the course of 2016 we would like to:

-examine the feasibility of setting up a Housing Renovation Scheme

as a means of renovating derelict properties in the area
and training local people in building skills
which **might** include looking at: -

workshops on property improvement
a tool library
linking with Lancaster & Morecambe College for accreditation and practical experience
promoting energy efficiency

restoring original Victorian features
learning Victorian restoration techniques
promoting exterior appearances to reflect Victorian seaside town
promoting uniform appearance to streets

renting out renovated properties to contribute to the sustainability of the project
developing the scheme as a social enterprise
a social furniture renovation business linked to scheme
a first time buyer scheme

-examine the feasibility of a Community Wardens scheme

working in partnership with the council to educate and assist the local community
with environmental and enforcement issues in the area
which **might** include the following elements: -

Fly tipping and littering – gathering evidence for enforcement officers
Dog fouling – evidence gathering – possible on the spot fines
Reporting of landlords neglecting properties – working with council
Educating – visiting schools and community groups, arranging community clean-ups
Working with statutory bodies, Police, Arson reduction team, Council clean teams
Educating / enforcing businesses to manage their impact on the area
Checking on elderly residents and young people & sign-posting to relevant services

Additional linked ideas to investigate: -

House fronts – encouraging maintenance of house fronts, planting up of gardens and
encouraging landlords to smarten up their properties
Alley ways – improvements to appearance and security

9. Mini-action plan: Young People

During the course of 2016 we would like to:

-explore the practicalities of setting up an independent Young People's Organisations Network
(of voluntary, church & uniformed youth groups & schools, police and statutory agencies)
which ***might*** include: -

Mapping the services available

Signposting young people to appropriate services

Involving young people in the design of new services and activities

Sharing best practise

Sharing resources

Coordinating new approaches to engage those not currently engaged in positive activity

Collaborating in funding bids

-research services and activities needed for the young people of the West End
which ***might*** involve: -

a study of successful youth projects in similar deprived areas of coastal towns

the participation of young people in the investigation

which might involve looking at: -

best approaches undertaken to work with disengaged young people
(diverting them from criminal and anti-social behaviour)

best examples of outreach worker engagement of young people.

best examples of young people leadership programmes

best examples of creative arts programmes

10. Mini-action plan: Festivals

During the course of 2016 we would like to:

-develop and research ideas for the creation of a year round programme of community events

'Four Seasons of the West End'

a series of unique, quality community activities
that complement existing and planned community events & festivals
involves the local community, young people and local businesses
engages residents and visitors to the West End

Research required ***might*** include: -

Market stall rental, insurance and licensing
Council requirements for street closures, cleansing etc.
Street Décor and Signposting from the promenade
Catering – links to Lancaster & Morecambe College Catering
Social enterprise opportunities
Insurance requirements
Existing events – opportunities to support and enhance existing or planned events
Community inclusion – ensuring engagement of the diverse community of the West End

-pilot an event for an *'Autumn Festival'*

to fit into the autumn calendar of events on the theme of arts, culture & creativity
which ***might*** involve: -

a street market held over a weekend
with stall holders from local businesses, schools, community arts groups
selling their creations, antiques and collectibles, locally grown or made foodstuffs
public performances by musicians and poets
in empty shops and public spaces
local artists producing instant art
local catering students serving food

Other related ideas that ***might*** be explored include: -

Young persons' evening street market
Financial support for a new community event in the West End that matches WEM aims
and provides opportunity for community engagement
Community evening party and concert event

11. Mini-action plan: Enterprise

During the course of 2016 we would like to:

-explore various ways to promote the West End to shoppers and visitors

as part of a wider campaign to promote all aspects of the West End
which *might* include looking at: -

the potential of promoting the West End as a tourist location

(e.g. for water-sports, windsurfing, kite-boarding, cycling, sea-angling, birdwatching)
possibly working with the Morecambe Bay Partnership

developing a unifying locality theme for the West End shops

(e.g. arts & crafts)

street signs, maps & business directory website

to direct visitors to West End shopping streets

liaising with the City Council and Opus North (*the Frontierland developer*)

to improve the sea-front approach to the West End

assisting shops, businesses & start-ups to develop on-line business

to supplement their street presence

working with West End Traders to generate & develop ideas for

all-year-round attractions & regular events as well as the Xmas Lights

working with the Council to form a Coastal Community Team

to access the Coastal Communities Fund

learning lessons from other coastal communities

(e.g. regeneration projects, Business Improvement Districts, Portas Schemes etc.)

-investigate ways to improve the appearance of West End shopping streets

which *might* include looking at: -

how the appearance of the shopping streets could be enhanced

(such as improving shop fronts of occupied and unoccupied premises)

the purchase and renovation of empty shop premises

the feasibility of developing a cluster of specialist shops

-investigate the feasibility of enterprise opportunities in the West End

which *might* include looking at: -

alternative uses for the disused toilet block on the West End Promenade

(e.g. converted for business use, social enterprise or as an art gallery)

alternative viable uses for unoccupied shop premises

(e.g. residential, galleries, studios)

empty premises being used for creative & social purposes

providing premises & support for pilot projects & proto-social enterprises

renting and sub-letting shop premises in Yorkshire Street that are currently empty

collaboration with the Bay Business Centre

12. Mini-action plan: High impact project

During the course of 2016 we would like to:

-brighten the streets of the West End

This has two elements:

-lighting up the streets & trees of the West End during the dark autumn and winter

by commissioning a simple and effective lighting scheme
of strings of coloured or white bulbs or decorations

and/or

-decorating the West End during the spring & summer with flags and banners

created by local people

This would be a creative, high quality, community arts project (unlike big Christmas displays or the Illuminations) that would include training and skills development for local people, and could also involve: -

- Property owners and small businesses
- Community groups and churches
- Schools
- Local artists
- Morecambe Town Council
- Lancaster City Council

Further possibilities include: -

- illuminating/decorating the Promenade and Regent Park
- disguising unsightly, neglected buildings
- developing the projects each year
- developing new Clocks Forward/Clocks Back events
- linking the street lights to the West End Christmas Lights, the Winter Lantern Festival and the proposed West End Autumn Market
- linking the flags & banners to Spring and Summer community events
- tying in with plans for the development of the Morecambe Illuminations

Considerations: -

- Commissioning
- Cooperation of property owners
- Hanging/ Fixtures etc.
- Permissions, Licensing etc.
- Power supply for lights
- Running costs -power
- Installation & de-installation
- Maintenance & repairs
- Storage
- Health & Safety
- Vandalism

13. Our First Steps in 2016

Our approach in Year One -Enterprise and Housing Working Groups

The approach of the Enterprise and Housing Working Groups will be very similar and there might be some overlap in their work. In the first instance we will see what **preliminary** research/ investigation /pilot projects can be carried out by volunteers (Working Group members and 'Friends') e.g. a survey of shopping streets; a survey of empty/rundown houses.

We will see what **capacity** the Working Group members have to do any of this work or to supervise it. We will try to recruit residents as **volunteers**. If necessary, we will organise appropriate **training**.

After an initial **scoping exercise** of all the ideas (scale, technicality, cost implications etc.) we will carry out an assessment to **prioritise** which project elements to progress further.

At this stage we will also take into account the potential of each project idea to attract **funding** from other sources in the future and then see how the WEM Partnership funds can best be used to help **lever in funds** in subsequent years e.g. pilot project, market research, feasibility study. Equally importantly in this prioritisation we will examine the potential for each project idea to be financially **self-sustainable** over the longer term, including any that might be viable social enterprise prospects.

We envisage that we will need to engage people (probably **freelance**) on an ad-hoc, short term basis, with very specific briefs to take forward several of the prioritised ideas. We will investigate possibilities for securing in-kind support or pro bono advice. However, we recognise that a number of projects will require **professional advice** that will incur fees (e.g. toilet block conversion, shop refurbishment, market research).

There are a number of regeneration projects in other coastal communities, we have identified, which we would like to visit and speak to the people there to learn lessons from their experiences. There are also a number of charities doing work similar to our project ideas and these will be worth looking at. We imagine that these **research visits** would be best undertaken by Working Group members.

With a limited budget we will have to **prioritise** the project elements that have the most realistic prospects. Some project ideas will have to be shelved for the time being.

Our approach in Year One -Young People's Working Group

It is likely that the working group will ask an independent organisation to organise the first network meetings. The organisation of these meetings will require a great deal of time and resources so that there is a high participation level and subsequent buy in to the Partnership's ideals. We will prepare very carefully with a good level of involvement and consultation prior to the meeting to ensure maximum attendance.

We believe that the research element could be carried out by a graduate student from Lancaster University. A meeting has been arranged to discuss this.

West End Million Partnership 2016-17 Action Plan

There will be a weekly session run to engage young people in the research and network, to encourage their involvement in consultation. This might involve a weekend team building exercise for the young people who are most engaged in the process.

We will also consider the possibility of engaging (maybe even employing) a young person to do some of the research for the young people's group. Another idea is to hire a young person to coordinate a Facebook page promoting 'What's On' for young people in the area on a daily basis, along with Twitter and SnapChat accounts.

Our approach in Year One -Festivals Working Group

We have developed links with Lancaster University and we believe that the research we require could be done by an events management graduate on placement from the university. This role might be extended to include event organisation.

The first quarter will involve research of potential events and checking out the legal obligations for their delivery. Preparation and organisation for the autumn event will then become the main focus during the summer. This will involve contacting market stall holders, artists and caterers etc. as well as liaising with local traders and community groups. We will also explore the potential for future sponsorship of WEM supported community events.

Following the delivery of the Autumn event we will move into planning for winter and spring events. There may be opportunities to link in with other planned community events in the West End where the WEM Partnership can add value, without having to reinvent the wheel.

The activities supported by the Festivals working group will probably be the most visible work of the West End Million after the High Impact Project. Therefore, promotion of the West End & WEM, community engagement and raising community spirit will be major considerations.

Our approach in Year One -High Impact Project Working Group

One of our initial steps will be to carry out a survey West End streets to see where it would be practical and most effective to position lights and decorations. At an early stage we will research suppliers etc. We will then talk to property owners and make enquiries with the local council about permissions and licensing.

A community group will probably be required to host this project and we will search for local people with appropriate design, construction and organisational skills etc. We will also talk to potential partners such as schools and local artists. Once we have a clearer picture of what the budget can enable we will liaise with local businesses and community event organisers. We may carry out a small pilot project to test our ideas and get some practical experience.

This project is intended to be highly visible so that West End residents can see that the West End Million is starting to make a difference. We will think very carefully about how we can maximise good publicity for the West End from this project and how we can optimise community engagement. We see potential to link this project with the four priority themes -especially the Festivals and Young People.

14. Project Delivery

With such a diverse range of projects planned for year one the Partnership Committee recognised there are likely to be areas of additional support required in the duration of this plan which, although possibly triggered by one particular Working Group, may be of interest and benefit to the broader group.

The Partnership Committee also felt that a single dedicated Project Worker would not be suitable for us – both due to the fragility of relying on a single person (if their life changes we would be left without support for the duration of the next recruitment round) and the fact that we are likely to need additional expertise on a wide range of areas, unlikely to be available in a single individual.

The budget allocated to *Project Delivery* is anticipated to support the work of the volunteers on the Partnership Committee where required. Some areas may well be covered by our LTO administration however with such a range of projects, that volume of work may require additional funding. Many of the Partnership are already heavily engaged in community work in the West End and the additional support enabled by the Project Delivery budget will help alleviate the potential for burn-out. This could include, but would not be limited to:

- **Fundraising**
 - WEM funds are anticipated to kick-start projects but sustainability dictates we must start looking for additional funding, including match funding, as soon as possible. A *West End Funding Forum* may also be developed to share funding information, knowledge and expertise and encourage collaboration between West End groups
- **Project Administration and Management**
 - Most project administration and management has been carried out by volunteers to date and where possible we anticipate this will continue. Additional support may be required, however, where a particularly intensive period of work is anticipated or when a key volunteer is unexpectedly unavailable.
- **Co-ordination between Working Groups**
 - There may be a need for a dedicated role keeping track of possible overlaps and collaboration opportunities between Working Groups.
- **Volunteer promotion and co-ordination**
 - Developing a volunteer strategy and engaging more volunteers could be instrumental in creating sustainability for both the West End Million and any legacy projects. However, within the current membership we simply do not have the capacity or expertise to run this purely with our existing volunteers
- **Contracts administration and oversight**
 - The number of different projects means there are likely to be a significant number of small tender and contract processes taking place and we want to be confident we can engage (most likely our LTO) additional capacity to ensure the smooth handling of these
- **Partnership and community capacity building**
 - The work carried out under existing budgets (in particular the training and Communications budgets) is likely to support this area but further capacity building may be required to build on existing momentum. Where expert support is brought in we anticipate part of the remit will be to train and share knowledge with Committee members and local residents, organisations and businesses, so they are less reliant on such expert support in future, as they feel empowered to undertake this work themselves.

West End Million Partnership 2016-17 Action Plan

- **Community Grant administration**

- Building on the lessons learned from our *Getting Started* Community Chest we feel it is important to get the right expertise when administering this grant pot. We hope to use the vast majority, if not all, of the allocated Community Grants budget as grants themselves – hence the importance of having additional budget available for the administration of these grants.

Where possible we will seek support for these areas from within the West End – however where the expertise is lacking we will look further afield to ensure the right skills are available to support our work. Most likely through a tender process, we may be engaging organisations or freelance consultants to carry out this work, as is deemed most appropriate on a case by case basis.

We recognise some of these areas have some budget allocated to them in individual Working Group budgets but felt some Partnership-level funding was important to ensure delivery momentum is not stalled for want of additional paid support (in whatever form).

WEM project delivery beyond Year One

In the longer term if there is not a single local organisation capable of carrying forward the recommendations from the Year One investigations & pilot work the Partnership will examine alternative organisational means of developing project ideas. This may involve engaging separate organisations for the different projects or setting up a new dedicated community organisation to enable the work to take place. Consideration of the best option will form part of the tender brief for feasibility studies.

15. Communications & community engagement plan

How we will share our vision and inspire others to get involved

Good communication, through the many and varied channels available, will be an essential part of the success of the West End Million plan. The West End suffers from a (now somewhat ill-deserved) poor reputation and part of bringing pride and vibrancy back to the area includes changing that perception both within the West End and further afield. During 2016 we will be researching how this could happen, including (but not limited to) looking at the following ideas:-

- **West End “hub”** website giving visitors a one-stop-website for businesses, events, organisations, community groups, venues and latest news
- **Business promotion** schemes such as a discount card for West End businesses or joint advertising in local commercial media (The Visitor, Lancaster Guardian, Local Choice)
- Ways to link with the West End Traders group

Key Audiences

- **Local residents & businesses:** for the Action Plan to be truly representative and beneficial for residents and businesses in the West End we want to ensure plenty of ways to connect with local residents – both in terms of giving them information, and soliciting their input
- **Morecambe Town Council & Lancaster City Council:** many of the issues emerging for the West End have areas of crossover with council responsibilities
- **Visitors to the West End:** from the Lancaster district, the region and across the country
- **West End Million Partnership:** keeping the Partnership members, volunteers and supporters well informed and up to date will facilitate effective delivery of the plan while keeping members engaged
- **Big Local / Local Trust:** sharing our experiences with other Big Local areas will hopefully be mutually beneficial and maintaining a strong relationship with our Big Local Rep will ensure we are connected to the resources available and are meeting the Big Local objectives

Key Communication Channels

Email: Alongside the weekly Partnership update email (compiling all the different whole-group communications into one email for the **Partnership members**) we will produce a regular update email for anyone who joins our distribution list. Aimed to be at least monthly, the update will primarily be focused on **local residents and businesses** although it will also be available to any other parties who wish to sign up for it, such as **visitors**, representatives from Morecambe Town Council & Lancaster City Council and Local Trust.

West End Million Partnership 2016-17 Action Plan

WEM Website: The website aims to cover both current news and updates as well as more long-standing information such as the structure of the organisation, long-term planning and resources (such as the Community Profile). It is currently administered and updated by volunteers and uses a platform (WordPress) which hopefully will make it relatively easy to continue to maintain “in house”. The audience will primarily be **local residents and businesses** although it is a public site so available to all the other audiences identified. www.westendmillion.co.uk

Social Media: As different people have preferences for different ways of engaging online we are maintaining a presence both on Facebook and Twitter. We remain open to other social media channels and, subject to time and expertise developing within the Partnership, will pursue these in due course. Initially the audience will primarily be **local residents and businesses**, although as these channels are public they are also available to all the other audiences identified. As broader marketing is pursued these channels will also be used for potential **visitors to the West End**.

Twitter: [@WestEnd_Million](https://twitter.com/WestEnd_Million) **Facebook:** <https://www.facebook.com/groups/westendmillion/>

Local community magazine: ‘*More Together*’ is an excellent community magazine, run by a local social enterprise, that is delivered to every household in the West End Million area. The Partnership will continue to support the magazine financially through purchasing space and by contributing articles. It is particularly useful in reaching out to people who do not have access to the Internet.

How we will achieve community involvement and buy-in to the plan

The WEM Partnership will welcome **volunteers** from the local community to support the working groups and to be actively involved with project delivery. It may consider appointing Committee members as Volunteering Recruiter/ Coordinators.

We are planning a series of **public meetings**, focussing on the different themes, primarily with outside facilitators so Partnership members can engage alongside other attendees. The output from these meetings will feed into the research and planning being done in the different working groups for the post 2017 West End Million Action Plan.

There will be **workshops** that are open to the public (such as the “*Reinventing your High Street*” workshop to be run by UnLtd) at which prospective volunteers might be recruited. The Partnership will continue to have a presence at **local events** in the West End, e.g. the *West End Festival*, allowing the opportunity to engage with residents, visitors and businesses.

The **High Impact project** is likely to provide opportunities to engage local people and give them a chance to get physically involved with project work and give feedback to WEM Partnership committee members.

Of all the themes the **Festivals** schedule of is the one that is most open to public participation and the Working Group is considering various ideas for community engagement, building on the core work.

Although none have been specifically planned as yet some of the Working Groups might organise mini-public **pop-up events** or social action **participation** events as means of engaging with local people and testing opinions on specific ideas. While the original community consultation was very broad in scope, future **consultation** exercises will focus on gathering local people’s thoughts on the priority themes and mini-action plans.

16. Community Grants

The Partnership Committee are keen to ensure there are multiple avenues for local residents, businesses and organisations to engage with, and benefit from, the West End Million. The Year One Community Grants budget was felt particularly important as it is likely to enable some smaller-scale delivery to happen and increase community involvement.

The exact form of the Community Grants model will be developed in the early months of the Year One plan. Initial research has already involved UnLimited and understanding their model of small, medium and larger grants (also known as *Try It*, *Do It*, and *Build It* and often used in succession to support new and growing businesses) and making contact with other Big Local groups who run similar grant schemes. We will also consider the possibilities of tying the grants to our priority areas, leaving the scope of the grants completely open, or a combination of the two. We currently anticipate there would be several application rounds during year one.

WEST END

17. Monitoring & evaluation/Plan review

How we will review our Big Local plan

We have set out in the following table *'What We Expect To Achieve'* against each theme. This includes what we propose as our **Outputs** (*our activities*), **Outcomes** (*the difference we expect the activities to make*), **Measures** (*how we will measure this difference*) and **Evidence** (*the evidence we will gather*).

Each **Working Group** will report to the **Partnership Committee** to update it on developments and its budget. A written report will be required quarterly (July 2016, October 2016, January 2017, April 2017) reporting against the Outputs & Outcomes etc. In light of progress to date the Working Groups may set themselves **Milestones** to report against for the next quarterly review. At these **quarterly review meetings**, the Committee will be taking a broader look at the work of the five working groups and the organisational teams to see how they are working overall. These quarterly reviews will gradually evolve into forward planning at the strategic level.

The **Review team** will also monitor overall progress and ensure that each theme working group is keeping adequate records. It will have responsibility for collating these reports to form a comprehensive review of the West End Million. The Review team will have responsibility for reviewing the broader picture and coordinating the five operational working groups. It will report to the Partnership Committee on general *Lessons Learned* so that these can be acted upon across the board.

It is anticipated that the project Working Group members will routinely share their experiences, good and bad, in messages in the **weekly email bulletin**. Where possible, members of the WEM Partnership will engage with the Big Local website - both looking at **lessons learned** reported and sharing West End stories.

The **Finance team** will monitor the actual spend against budget forecast of each working group. The Treasurer will report verbally and in a brief written report to the Partnership Committee every month. The Officer team will also report quarterly on Training & Employment, Volunteering, Organisational development, Fundraising, and Social Enterprise.

The 2016-17 Action Plan **Review** will begin in January 2017. This will feed into the selection of projects to be carried forward in the 2017+ Action Plan. The 2016-17 Action Plan Review document is planned to be completed in March 2017 (after 12 months of operation) and the finalised, approved document will then be submitted to the Local Trust.



West End Million Partnership 2016-17 Action Plan

WHAT WE EXPECT TO ACHIEVE	Outputs (our activities)	Outcomes (the difference we expect the activities to make)	Measures (how we will measure this difference)	Evidence (the evidence we will gather)
HOUSING	<ul style="list-style-type: none"> •Research for a Housing Renovation Scheme •Research for a Community Wardens Scheme •Research good practice in community housing projects 	<ul style="list-style-type: none"> •Feasibility report for a West End Housing Renovation Scheme •Feasibility report for a West End Community Wardens Scheme •Report on VCS community housing projects in other coastal communities 	<ul style="list-style-type: none"> •Survey of Working Group members' confidence in own abilities at start & end of 2016 •Level of public interest in the scheme proposals 	<ul style="list-style-type: none"> •Minutes of Working Group discussing the practicalities of each scheme •Business plans evaluating the pros and cons of each scheme •Survey of residents
YOUNG PEOPLE	<ul style="list-style-type: none"> •Meetings with prospective members of Young People's Organisation Network •Young People's Research Group set up & running •Research successful youth projects and examples of good practice 	<ul style="list-style-type: none"> •West End Young People's Organisations Network set up •improved understanding of young people's needs and of the models of best practice that might be most appropriate •Report on successful youth projects & examples of good practice 	<ul style="list-style-type: none"> •No. of organisations consulted & involved •No. of WEYPON consultations & meetings •No. of young people involved & consulted •No. of collaborations 	<ul style="list-style-type: none"> •Minutes of WEYPON meetings •Young People's video of what is going on in W.End •Facebook page posts •Minutes of Working Group discussing the practicalities of options

West End Million Partnership 2016-17 Action Plan

WHAT WE EXPECT TO ACHIEVE	Outputs <i>(our activities)</i>	Outcomes <i>(the difference we expect the activities to make)</i>	Measures <i>(how we will measure this difference)</i>	Evidence <i>(the evidence we will gather)</i>
FESTIVALS	<ul style="list-style-type: none"> • Feasibility study for a year round programme of community events • Autumn community event pilot project 	<ul style="list-style-type: none"> • better understand the logistics of organising a year round programme of community events • lessons learned from pilot community event 	<ul style="list-style-type: none"> • Survey of Working Group members' confidence in own abilities at start & end of 2016 • No. of participants & attendees at community events 	<ul style="list-style-type: none"> • West End community event organisation manual • Photo & videos of events • Survey of event participants & attendees
ENTERPRISE	<ul style="list-style-type: none"> • Report(s) for Enterprise projects that have been researched, investigated or piloted • Outline business plan(s) for prioritised projects • Feasibility study for capital project • Report on regeneration projects in other coastal communities 	<ul style="list-style-type: none"> • found ways to promote the West End to shoppers and visitors • found practical ways to improve the appearance of West End shopping streets • better understand the feasibility of a number of enterprise opportunities in West End 	<ul style="list-style-type: none"> • Expressions of support from prospective partners • Survey of Group members' confidence in own abilities at start & end of 2016 • Discussions with organisations, agencies and businesses 	<ul style="list-style-type: none"> • Minutes of Working Group discussing plans & studies • Business plans evaluating the pros and cons of each scheme • Survey of businesses, landlords & residents

West End Million Partnership 2016-17 Action Plan

WHAT WE EXPECT TO ACHIEVE	Outputs <i>(our activities)</i>	Outcomes <i>(the difference we expect the activities to make)</i>	Measures <i>(how we will measure this difference)</i>	Evidence <i>(the evidence we will gather)</i>
HIGH IMPACT PROJECT	<ul style="list-style-type: none"> •Set up a community arts project •Light the streets for autumn & winter •Decorate the streets for spring & summer 	<ul style="list-style-type: none"> •brightened the streets of the West End 	<ul style="list-style-type: none"> •Before and after survey of residents, businesses and visitors 	<ul style="list-style-type: none"> •Photographs & videos (before and after) •Video interviews with participants, residents & visitors
COMMS	<ul style="list-style-type: none"> •Press releases of positive news stories about the West End Million, WEM projects and the West End generally •Website, Facebook, emails •Coverage in 'More Together' community magazine 	<ul style="list-style-type: none"> •improved perception of the West End by residents •raised profile of WEM 	<ul style="list-style-type: none"> •Amount of press coverage •No. of promotional collaborations •Increase in no. of positive news coverage of West End •Social media activity •Size of mailing list etc. 	<ul style="list-style-type: none"> •Media log, press-cuttings and file of promotional material etc. •Survey of visitors & shoppers •Survey of residents
COMMUNITY GRANTS	<ul style="list-style-type: none"> •Robust community grants scheme 	<ul style="list-style-type: none"> •Increased community engagement •Additional projects delivered 	<ul style="list-style-type: none"> •Record of grants awarded and feedback received •Coverage of the grants within broader community 	<ul style="list-style-type: none"> •Grant application and feedback reports

West End Million Partnership 2016-17 Action Plan

WHAT WE EXPECT TO ACHIEVE	Outputs <i>(our activities)</i>	Outcomes <i>(the difference we expect the activities to make)</i>	Measures <i>(how we will measure this difference)</i>	Evidence <i>(the evidence we will gather)</i>
COMMUNITY ENGAGEMENT	<ul style="list-style-type: none"> •Workshops •Public meetings •WEM presence at public events •Network meetings attended •Consultation exercises 	<ul style="list-style-type: none"> •Volunteers recruited •Local people engaged in some way with WEM •Feedback from West End residents & community groups 	<ul style="list-style-type: none"> •No. of volunteers •No. of volunteer hours •No. of contacts at workshops, meetings & events •No. of feedback reports 	<ul style="list-style-type: none"> •Records of project work & research carried out by volunteers •Feedback reviews
ORG CAPACITY	<ul style="list-style-type: none"> •Fundraising training organised •Training for committee members & volunteers •Liaison with representatives, decision & policy makers, professionals & specialists 	<ul style="list-style-type: none"> •Increased capacity •Enhanced capability 	<ul style="list-style-type: none"> •No. of funding bids prepared •No. of training sessions •No. of partnerships cultivated •In-kind support 	<ul style="list-style-type: none"> •Project funding bids etc. •Records of project and social enterprise assessments

West End Million Partnership 2016-17 Action Plan

How we will know if our plan is working or if we need to change it

It is envisaged that each Working Group will have a **Working Plan** for its projects that it routinely updates as plans evolve. Each Working Plan is likely to develop differently but the Working Groups may also use this operational document as a means of recording progress (tasks completed), lessons learned and changes.

It is envisaged that in Year One, while the Partnership is exploring the feasibility of a lot of ideas, progress is likely to be quite fluid and there may be several **changes** required as some ideas are discarded as unworkable or unaffordable etc. and some ideas are altered radically or developed in more detail as forthcoming information, advice, feedback and lessons learned dictates.

The **Review team** will monitor the impact that WEM is having generally, as well as seeing how the WEM Action Plan fits into the wider context of local developments affecting the West End, e.g. the development of the Frontierland site. It will take soundings from local contacts e.g. councillors and other key people. It will advise the Partnership Committee if **strategic changes** need to be considered. The **Communications team** with responsibility for Community Engagement will report on **feedback from the general public**.

How we will achieve Big Local's four outcomes

Big Local Outcome 1: Communities will be better able to identify local needs and take action in response to them

The Community Profile for the West End has collated information that identifies local needs. It is intended that this profile will be updated and expanded so it can be used by other community groups in the West End as a reference, notably when sourcing charitable funds for projects to respond to these needs.

Big Local Outcome 2: People will have increased skills and confidence, so that they continue to identify and respond to needs in the future

Most of the WEM projects will include volunteering opportunities in planning and delivery. It is hoped that volunteers will gain confidence from seeing that positive changes can be achieved at a grassroots level and gain skills with WEM from training, fundraising and experience, which they can use and share in other community projects.

Big Local Outcome 3: The community will make a difference to the needs it prioritises

The strategy adopted by the Partnership is to invest the WEM funds only once it has researched and then prioritised the needs where it believes it can realistically achieve the most marked difference at a grassroots level.

Big Local Outcome 4: People will feel that their area is an even better place to live

The Partnership aims to communicate positive changes to the residents of the West End to engender a feel good factor. It also plans to improve the image of the West End locally and further afield so locals can feel pride in their community. There will also be opportunities for local people to get involved and feel part of making the West End a better place to live.

West End Million Partnership 2016-17 Action Plan

18. Budget & spend schedule

Our budget

	April 2016 – August 2016	September 2016 – January 2017	February 2016 – June 2017	2016-2017 Total
Housing theme	£ 5,000	£ 5,000	£ 5,000	£ 15,000
Young People theme	£ 8,000	£ 3,500	£ 3,500	£ 15,000
Festivals theme	£ 8,000	£ 3,500	£ 3,500	£ 15,000
Enterprise theme	£ 5,000	£ 5,000	£ 5,000	£ 15,000
High Impact project	£10,000	£ 2,500	£ 2,500	£ 15,000
Communications	£ 2,000	£ 4,000	£ 4,000	£ 10,000
Community engagement	£ 1,000	£ 2,000	£ 2,000	£ 5,000
Training	£ 1,000	£ 2,000	£ 2,000	£ 5,000
Project Delivery	£ 5,000	£ 7,500	£ 7,500	£ 20,000
Community Grants	£ 5,000	£ 7,500	£ 7,500	£ 20,000
Action Plan 2017-25		£ 2,500	£ 2,500	£ 5,000
Total	£50,000	£45,000	£45,000	£140,000

West End Million Partnership 2016-17 Action Plan

19. Timeline

How many years the plan covers: 15 months -1st April 2016 -30th June 2017

Working groups -detailed planning	<i>Ongoing</i>
Volunteer recruitment for working groups	<i>ongoing</i>
START of the plan (and the grant agreement)	1st April 2016
High Impact project preparation	
Housing & Enterprise scoping exercises, consultation & preparation	
Young People consultation and networking	
Formation of Young People's Research group	
Festivals: graduate placement for research	
1st Quarter review by Partnership Committee	July 2016
Housing & Enterprise research and visits	
Preparation for autumn community event	
Formation of Young People's Organisations Network	
WEM presence at the West End Festival	
2nd Quarter review by Partnership Committee	October 2016
Housing & Enterprise evaluation of project ideas and proposals	
Young people's engagement event	
Autumn community event	
High Impact project -Lights installation	
WEM presence at the Lantern Festival	
Annual General Meeting	
3rd Quarter review by Partnership Committee	January 2017
Review of 2016-17 Action Plan	January 2017
Preparation of proposals for projects 2017-20	January 2017
Selection of projects for 2017-20	February 2017
Action Planning for 2017-20 begins	February 2017
Preparation of 2016-17 Action Plan Review document	March 2017
Submission of 2016-17 Action Plan Review to Local Trust	April 2017
Submission of follow-on 2017-20 Action Plan to Local Trust	May 2017
END date of the 2016-17 Action Plan (and the grant agreement)	30th June 2017