



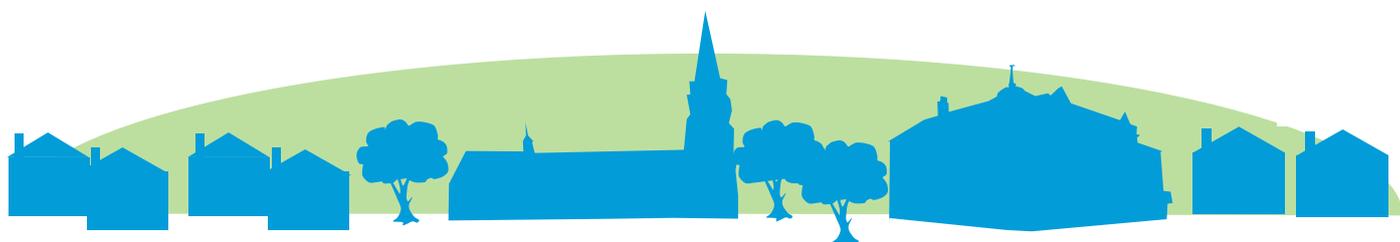
Little Hulton Big Local Community Plan

August 2017



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Foreword

Little Hulton Big Local Chair

I want to thank everyone involved in developing this plan: residents, board members (past and present), trusted advisers, partner organisations, community researchers and our workers and volunteers. The important thing is that these people and organisations working together and getting things done, have helped to create a body of knowledge, and a sense of confidence and momentum which is captured by this plan and which, is an important step in realizing our vision for Little Hulton

We now have a better collective awareness of the positive sense of community in Little Hulton and how we can build on that. We also have a better understanding of factors which have led to the people of Little Hulton feeling neglected compared with other parts of the City/Country and a determination to increase the much-needed investment into the people, facilities and institutions in Little Hulton.

We have created a strong foundation and in the next three years we aim to strengthen this, however, we are aware that this is just the start of a much longer and more ambitious journey to improve the lives and prospects of current and future residents and the growing numbers of young people in Little Hulton.

In the medium to long term, we expect that Youth Unity and the Big Local Board will develop into independent and sustainable organisations with the experience, knowledge and confidence to grow and continue to attract investment into Little Hulton. We also expect to see our wider voluntary sector develop, become more integrated and continue to harness the skills talent and ambitions of local people to make Little Hulton a better place.

Equally we need to be aware that, while community efforts are vital, we also need the political support, technical knowhow and financial investment, of local Government, and other social, public and commercial agencies. We need to both work with these partners now and lobby them to influence and shape their plans in ways which will improve the prospects and help make real the aspirations of this and the next generation. We can make a real start with a million quid but to make sustainable progress we need to both influence how many more millions are spent in Little Hulton and, help to lever in more.

The consultation and research undertaken identified some complex problems such as the high numbers of children who lack basic social and language abilities when entering school, low educational attainment, higher prevalence of mental health problems, high unemployment etc.



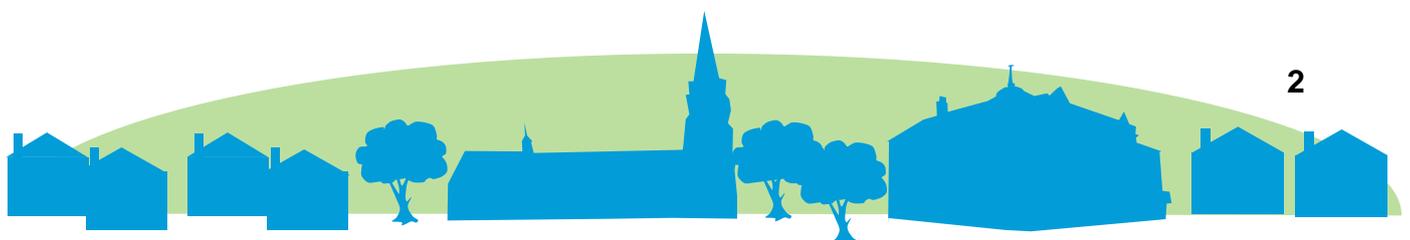
A lot of research indicates that tackling these complex or “wicked problems”, is not just about investment but also about changing an “us and them culture”, in public services.

This means public sector agencies developing a different approach where they understand and relate to pupils, parents, service users, tenants or jobseekers not as something other, but as partners in creating better educational, health, housing or employment outcomes. In this way, the public sector can make different and better investment decisions and get better outcomes for residents. This is already beginning to happen in Little Hulton due to the pilot programme by Salford Children’s Services, which integrates local services including the voluntary sector as well as the local community. This Pilot is being evaluated and many positive aspects of the Pilot will be implemented across the City. Little Hulton and its community are influencing the change across the City.

But to keep this going we need more residents to get involved. We need your strength, your energy and your vision. So, get involved and make your voice count and, as a wise woman once said, *“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.”*

John Butler

Resident and Chairperson Little Hulton Big local



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Introduction

Little Hulton Big Local's (LHBL) aim is “to Unite Little Hulton as a Community and to Enhance Local People’s Wellbeing”.

Little Hulton has great people!

This plan describes how over the next three years the Big Local Partnership will continue to work to deliver our vision. Big Local is a Lottery funded programme where residents take the lead in deciding how to make use of the £1 million award.

We believe we have made a good start in delivering our vision and priorities and that we are now on a launch pad to achieve even more in Little Hulton.

“.....but well done on such a fantastic project! LH needs to play to its strengths and have its own identity, we have lower house prices than Walkden and great local history. There are job opportunities down Lester Road (PH Group) and just across the border at Logistics North and there are good shopping facilities. Transport links are good with the M60 close by and regular buses. All your priorities are equally as valid I can't choose any to be less than the others”

(Local resident in response to our priorities survey)

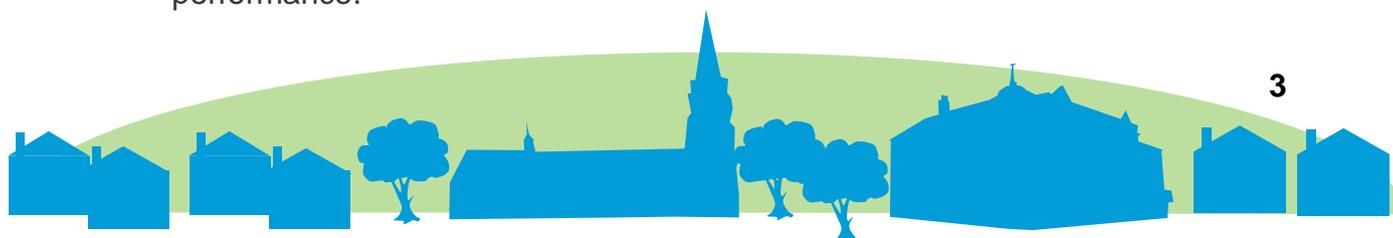
History

In July 2010 the Big Lottery launched its Big Local programme and awarded £1million to 150 local areas across the country. The Neighbourhood Manager from Salford City Council liaised with Lottery Commissioners on behalf of Little Hulton to apply for the investment.

In November 2012 the Big Local Partnership Board was formed. Local residents were invited to apply to become Partnership Board members by advertisements in local newspapers, Facebook and by email. The Neighbourhood Management Team and Little Hulton’s Big Local representative, Steve Skinner, facilitated interviews and the recruitment of applicants. The first Board meeting was held in December 2012. A Big Local Plan was endorsed in July 2014.

The Big Plan was written for a number of different reasons:

- To spend £1million over a 10 year period. We needed a clear understanding of what we were going to do and why we were doing it.
- Local people needed to see what was going to happen and how it reflected their aspirations and vision for their community in 10 years’ time.
- To provide a timeframe and timescale for our activities and plans.
- To provide a road map to help us stay on track and to help us monitor our performance.



- The organisation managing the lottery funds, The Local Trust, asked us to write a plan, which showed clear priorities for the Big Local investment. The Big Plan was developed through activity by consulting with the local community. 466 local residents and stakeholders took part including children, local businesses and local partners including the Police, Salford City Council, local community groups and housing providers.

Then through the original consultation, three priorities were identified:

- Young People
- Employment and Wellbeing
- Community Centre/Hub

2015 - April 2016: during this time the Big Plan was refreshed and a two year action plan produced. Alongside this, the partnership Board made three key decisions; to engage a new Local Trusted Organisation, to recruit two 30 hrs workers and to ensure the work of Little Hulton Big Local was underpinned by an asset based approach building on the strengths of the community.

In May 2016, Salford CVS took on the role of Local Trusted Organisation (LTO) and in the autumn of 2016 the Community Organiser and Development Manager came into post. To sum up the difference having paid staff has made to Little Hulton Big Local, it has given Little Hulton Big Local the capacity and person power to deliver the plan and turn aspirations into actions. This has enabled the Board to accelerate the pace of delivery.

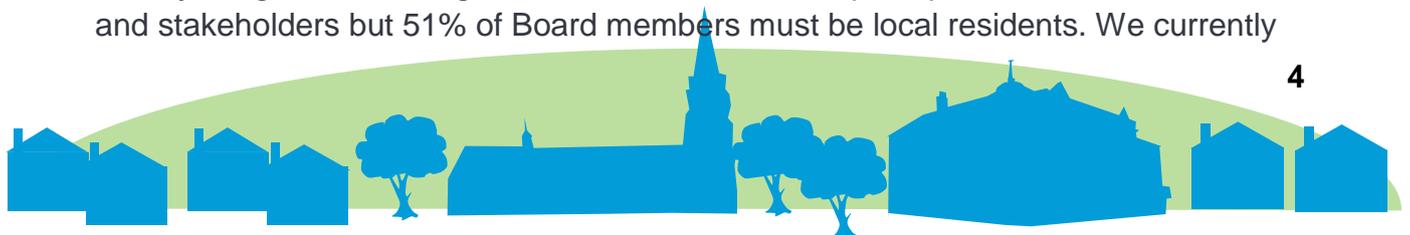
To date our key achievements have been:

- Developing a representative functioning partnership board
- Bringing reindeer to Little Hulton Precinct to the delight of children and adults
- Developing a Community Hub at the heart of Little Hulton
- Developing a successful small and enterprise grants process
- Our Youth Unity task group working with partners to develop a Youth Hub at Little Hulton Library

In March 2017, we held a Board away day where we reflected on our progress and revisited our priorities. Following on from the away day, in April, we started to consult on the next stage of our development and to draw up our next three-year plan. We started by asking local residents and other stakeholders to complete a survey looking at our priorities to ensure we were still on the right path.

Little Hulton Big Local Board

The Little Hulton Big Local Partnership Board is a group of local residents and partners who work in Little Hulton. We have come together to lead and manage the delivery of a range of projects and programmes funded by £1million from the Lottery's Big Local funding stream. Board membership is open to all local residents and stakeholders but 51% of Board members must be local residents. We currently



have 13 active board members, 8 of whom are local residents the remaining 5 work in Little Hulton.

Current Board Members

John Butler - Chair - Resident

Rev Ross Garner - Vice Chair - Local Vicar

Sharon Maddocks - Board Member - Resident

Karen Booth - Board Member - Resident

Claire Darlington - Board Member - Resident

Mary Weldon - Board Member - Resident

Sylvia Phillips - Board Member - Resident

Bea Mbueu Macharia - Board Member - Resident

Jasmin Hassan - Board member - Resident

Nathaniel Lynch - Board member- Grew up in Little Hulton and now works in Little Hulton

Angela Vallely - Board Member - works in Little Hulton

Cllr Kate Lewis – Board Member – Local Councillor

Fay Flatt – Board Member - Neighbourhood Development Officer Salford City Council

The Board reports annually to the community through our AGM at which partnership board members are elected. We also co-opt board members during the year and these appointments are confirmed at the AGM. Minutes of Board meetings are on our [webpage](#), which is hosted by our LTO/accountable body Salford CVS, and are available at our Community Hub.

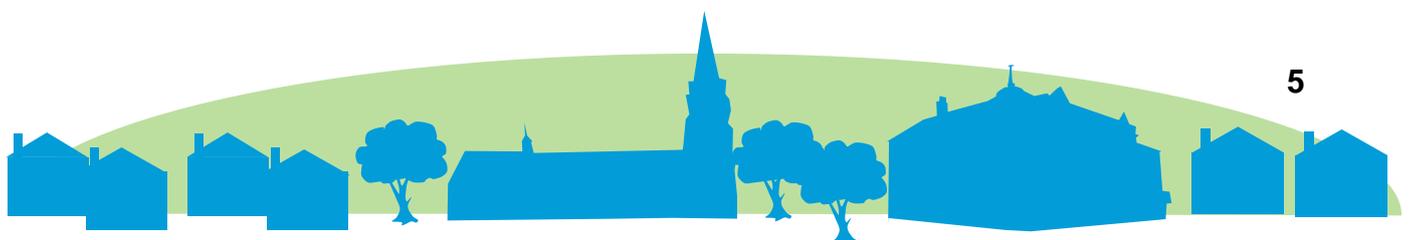
We have a Community Hub on Little Hulton precinct, which is at the heart of Little Hulton. Updates on our activities and progress are displayed in the window at the hub. The Hub is also open Monday -Thursday for residents to drop in. We also update local residents through our Facebook page where we have 451 followers. 7,745 people viewed a recent post, which updated the community on our progress and asked people to complete a short survey on current and future priorities.

We have also set up task groups to help achieve our priorities. Our current task groups are.

- Children and Young People Youth Unity
- Employment and Enterprise
- The Hub, HR and Finance

Little Hulton Big Local Community Profile

Little Hulton is full of good people, but sometimes it can feel like we live on the edge of nowhere. It is part of a major city in Salford but can often be seen as not the place to be.



Before 1949, Little Hulton was a village of around 8,000 people with a coal mining history. From the 1950's land was developed into council housing and by the end of 1956 over a thousand families had moved into Little Hulton and by 1962 a total of 3,060 houses had been built. This redevelopment created five estates around the existing village, Kenyon, Peel, Amblecote, Mountskip and Armitage.

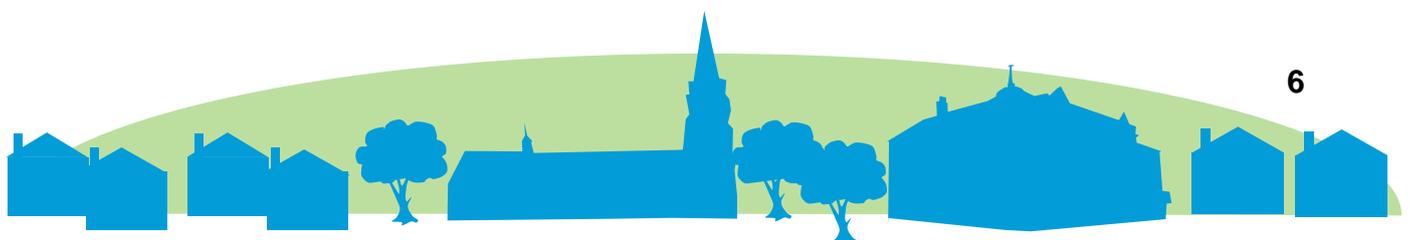
The 2011 census identified that the population of the Little Hulton Big local area as 17,775. One of our community researchers sought to check if this figure was still correct and he identified that '2015 Mid-Year Estimates put the total population of these same areas as 19,114, which indicates an increase since the last census of 1,216'. The census information also identified that we have a young population with high numbers of children and younger people currently growing up in Little Hulton:

0-5	1832
6-11	1450
12-17	1530
18-23	1458

The Big Local area covers the Little Hulton Ward and part of the North Walkden Ward, but it actually covers the natural community of Little Hulton. Little Hultoners know and are proud of being Little Hultoners. Little Hulton's greatest strength is its people and the fact that the majority like, feel rooted in and are proud of Little Hulton.

When asked what they like about Little Hulton residents say:

“Everything, peaceful/small, quiet and friendly community/everyone helps each other/community spirit”





Consultation

In March 2017, we held a Board away day where we reflected on our progress and revisited our priorities. As a result of the away day, we confirmed our commitment to our three original key priorities and identified three potential new priorities.

In April, we started to consult on the next stage of our development and to draw up our next three-year plan. We used a number of different methods to consult the local community to help us develop our new plan.

We collated information from our **community contact sheets**; these provide local residents an opportunity to comment on the positives and negatives of Little Hulton.

We asked local residents and other stakeholders to complete a **survey** looking at our current priorities and three suggested new priorities. From April – June 2017 we promoted our priorities survey for local residents and stakeholders and we received 525 responses. The survey was available online on the webpage hosted by our LTO, Salford CVS, and this was promoted via our Facebook page. The surveys were also completed at community events over Easter, which included a Fun Day on the precinct, and Little Hulton's Got Talent. We distributed surveys by working with key partners for example our Community Researchers, Mice to Meet You Playgroup, The Community Shop, Big Dance, Mustard Tree, and Women with Wings, Peel Thai Boxing Club, Keyon Residents, Old Lane Hub, Cleggs Lane Community Café and St Paul's Peel Community Café

On the general election day, we asked **young people** at Harrop Fold School and at the Youth Unity Youth session, a set of questions designed as voting cards.

We also recruited a team of 8 **community researchers** to investigate some of the deep issues affecting our area. 7 of these researchers were Little Hulton residents. Between 8 May and 21 July 2017, Big Local funded a community research project employing 8 local people for ten hours per week to inform the next version of the Little Hulton Plan. We contracted the exercise to The Broughton Trust who recruited and employed the researchers.

Aims of the research project:

- To engage local people as community researchers in identifying issues that matter to the community and increase local people's awareness and interest in these issues
- Reach residents who are not normally involved in discussions and decisions about issues that affect them
- Audit and evaluate community assets, policies and plans that impact on community cohesion, resilience and personal well-being



- Develop skills and confidence and open up progression routes for researchers to allow further involvement in Little Hulton Big Local
- Inform and influence the allocation of Big Local resources and public sector investment decisions in the area which will support community-led activities that meet the real needs of local people

The Research Team

Recruitment was undertaken recognising the following principles:

- Open to all: no barriers set regarding qualification or experience. Believing that local people are or can be real experts on local issues, regardless of formal qualification or economic status
- Flexibility: recognising the barriers that prevent involvement and participation, particularly in caring for young, disabled or elderly, or commitment to other aspects of community engagement
- Learning from Experience: recognising that most learning follows practice and sharing of experience and findings, rather than formal teaching

The Programme

The research programme took place in 2 stages over 10 weeks

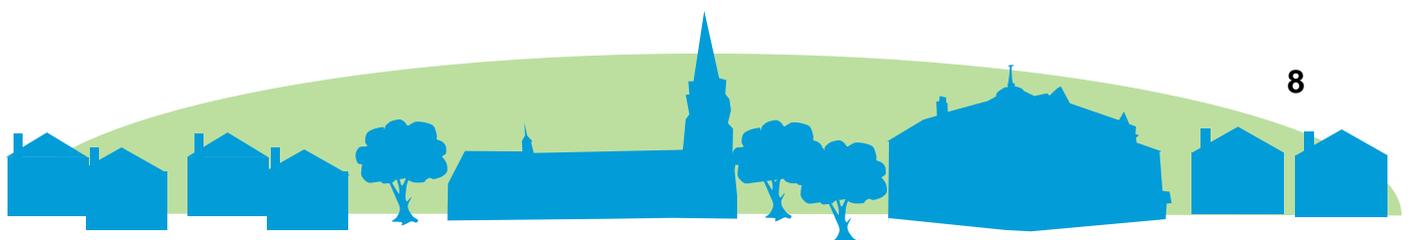
Weeks 1-3: Testing out and practising 3 techniques:

- direct observation through walking a planned transect of each of the four geographical districts of the Little Hulton Big Local area
- discussions with over 100 residents around an existing questionnaire
- basic desk research and community conversations on a topic of choice which included: facilities for the elderly; education facilities and standards; unemployment and support into work; green space availability and use; local government and democratic processes; health facilities; scope of the voluntary sector; demography and population change

Weeks 4-9 included scoping, planning and delivering four focused pieces of work in teams of two. These were:

- Unemployment and responses to it
- Voluntary organisations and volunteering opportunities
- Community assets and demand for a resource centre or hub
- Community provision for under 11s

Finally, Little Hulton Big Local Board held a **stakeholder event** at Harrop Fold School on 18th July 2017. This was attended by 33 local residents and representatives from local agencies. We used the feedback from the stakeholder event to fine-tune our proposals.



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Findings from the Consultation

Community Contact Sheets

We collated information from our community contact sheets; these provide local residents with an opportunity to comment on the positives and negatives of Little Hulton, which they have identified as:

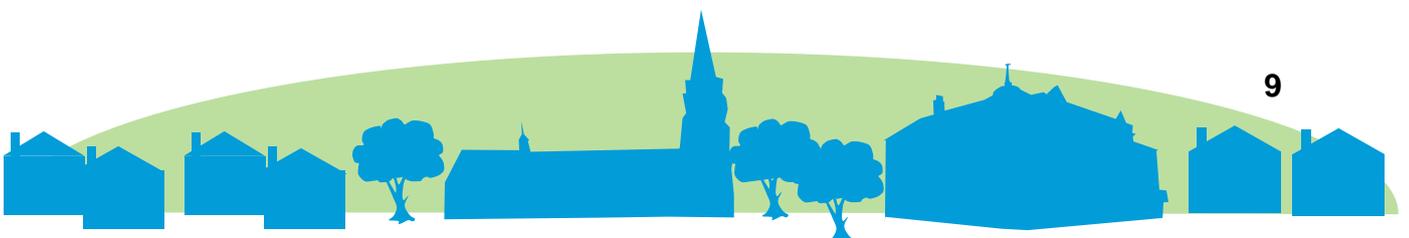
- A huge strength of our community is the level of community activity led by numerous committed volunteers. Other evidence from our Community Researchers showed that local people are very community minded with local people investing hundreds of hours per week in making the local community a better stronger place.
- The three major weaknesses of our area are: higher than average unemployment particular amongst 18 – 24 year olds; in the past in terms of school attainment young people have been let down; a lack of amenities. Unless you live or work in Little Hulton there is no reason to visit Little Hulton:

“There is nothing for the kids to do here. Every weekend we're off work we travel out to find something to do, every holiday we're away we never stay in the area, there's nothing for the kids or the whole family to do here.”

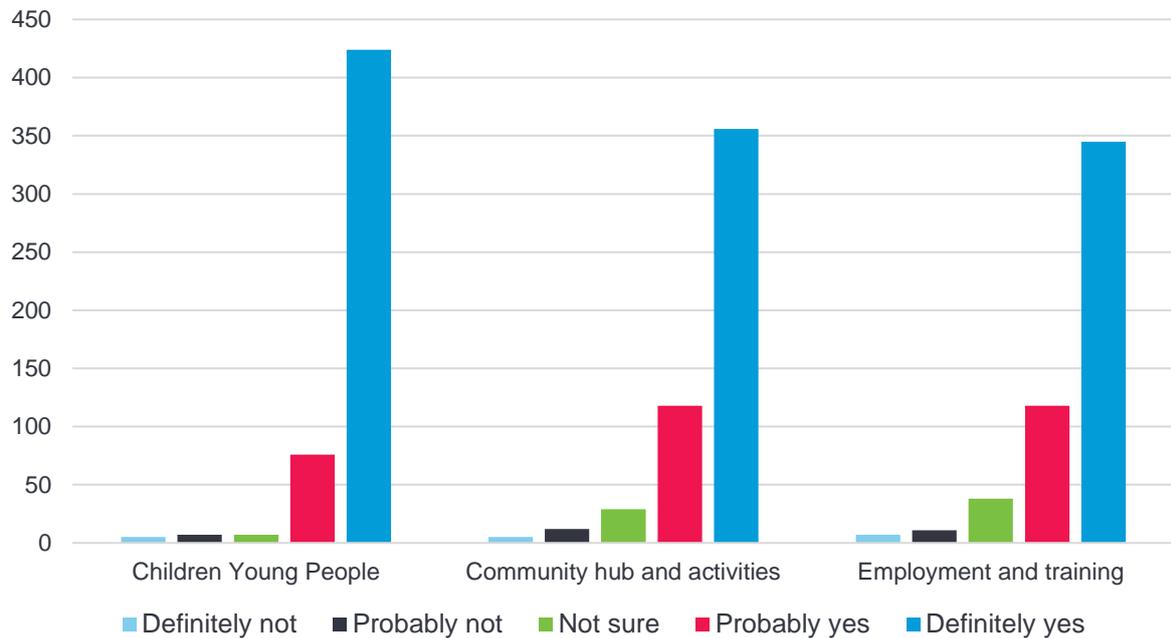
Local resident's response to our priorities survey

Resident and Stakeholder Survey

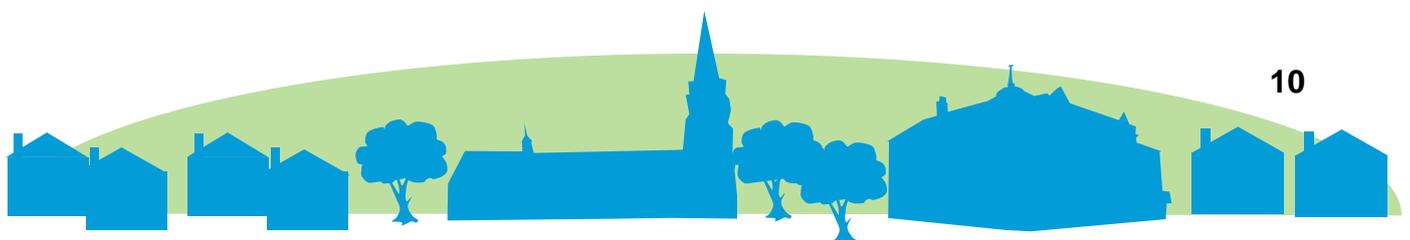
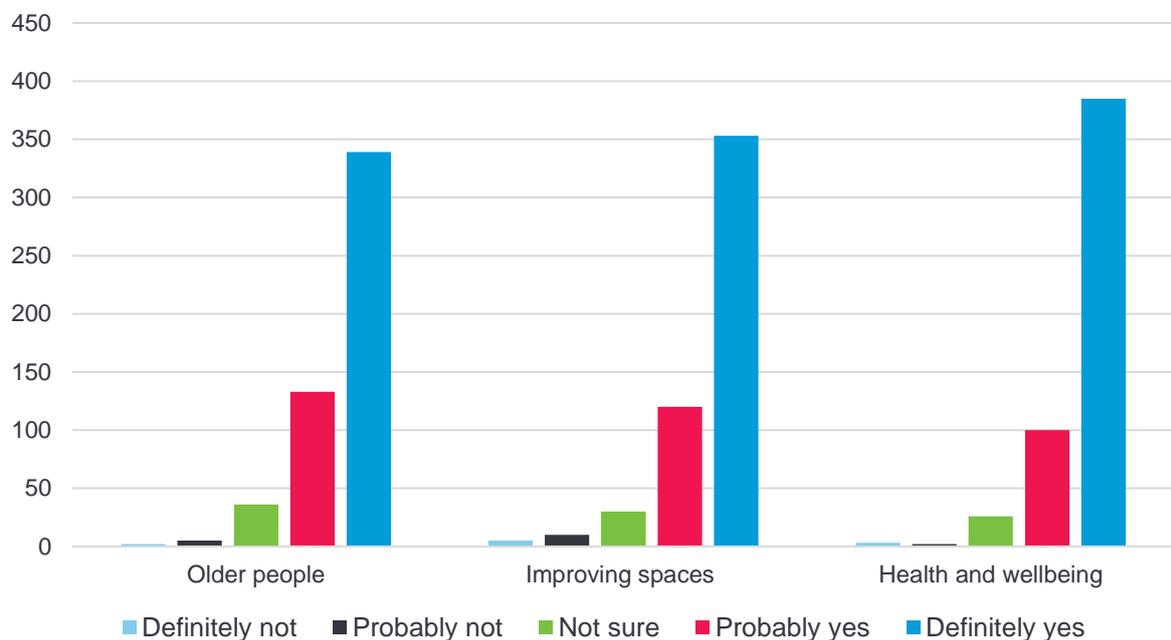
We received 525 responses to our priorities questionnaire. They showed clear support for our existing priorities and three suggested new priorities.



Do you think that this is still important and an area Little Hulton Big Local should continue to invest in?



Do you think that this is an important area that Little Hulton Big Local should be investing in?



Community Researchers

Phase One Research Findings:

These gave an early indication of some underlying issues of importance to residents including:

- Uneven distribution of open space and recreational facilities for children
- Unequal distribution of local community resource centres and services offered
- Limited local provision of specialist services related to mental health and addiction
- Limited local provision for tailored support for unemployed
- Inadequate provision of activities for elderly and isolated
- Unequal distribution of voluntary organisations
- Demographic bias towards the under 11s and over 60s with implications for the future
- School performance below Salford/NW average, particularly at secondary level

Qualitative Feedback Analysis

Before focusing on four of these issues, the team had the task of analysing the qualitative contributions from over 500 completed questionnaires. The total number of 'other comments' from 500 plus returned questionnaires was over 170.

These were grouped into 7 areas with some arbitrary allocation where a comment may have covered two topics. Again the analysis confirms or reinforces issues of concern.

Access and Inclusion (40 comments)

Job/training/apprenticeship related interventions and support **12**

Support/provision for those with health, mental health, and disability or addiction issues **10**

Social Support/provision for older people **9**

Support for those socially isolated not in above categories, including young parents/migrants **5**

Access to public toilets **2**

Support and Guidance for Young People **1**

Improved bus links to Quays/Trafford Park **1**

Activities (40 comments)

Park specific activities for children and families **10**

Other interventions for children, young people and families **10**

Sports specific interventions for children and young people **8**

Other interventions for adults (e.g. baking classes) **7**

Community activities, festivals and events **5**



Environment (36 comments)

- Litter/fly tipping/bins/dog fouling 17
- Improved/enhanced green open space 13
- Improved urban design (shops/paths/ alley gating/Christmas lights) 5
- Parking 1

Buildings (18 comments)

- Community/activity centre(s) 9
- Dance Centre 4
- New/Enhanced Sports facilities 3
- Indoor Play Centre 1
- Drug/alcohol advice centre 1

Safety and Security (17 comments)

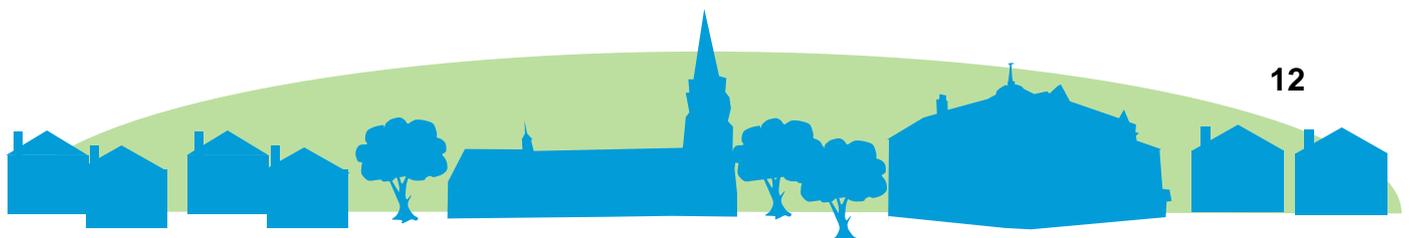
- Policing (CCTV/traffic cameras/community police/PCSOs) 9
- Better lighting 3
- Making paths safe 1
- Alley gating 1
- Interventions with younger people 1
- Disrupting pathways to crime 1
- School/nursery security (fencing etc.) 1

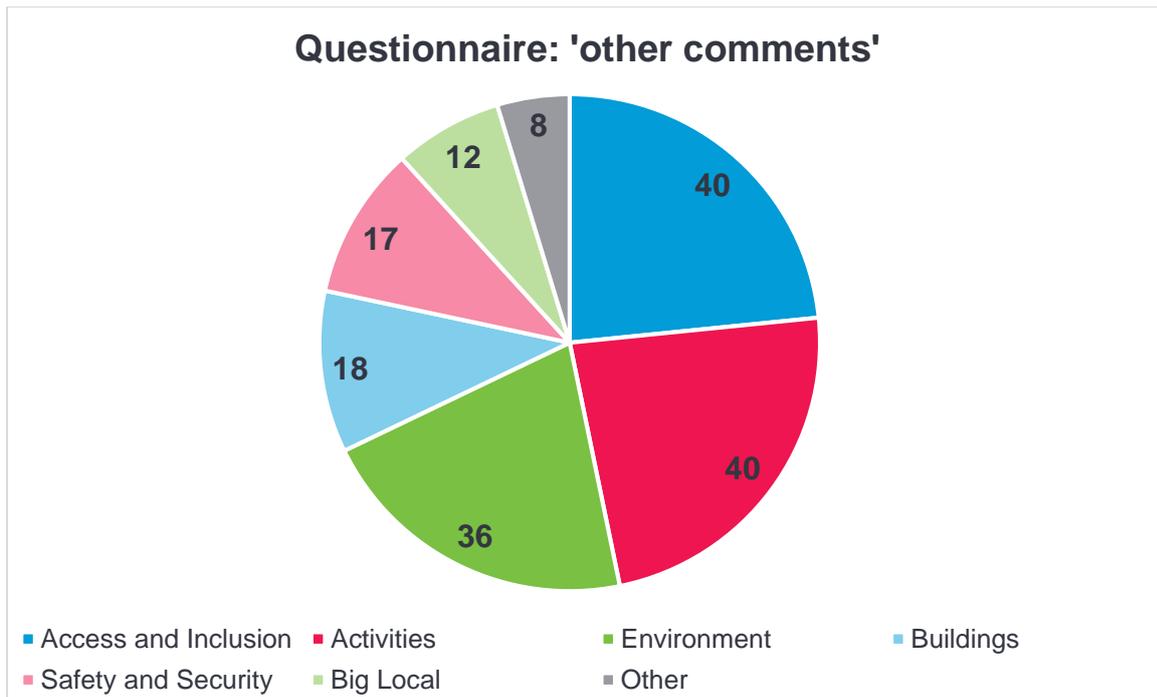
Big Local (12 comments)

- Ideal mix/a great job/all equally valid/keep up the good work/comprehensive list 6
- Better advertising/publicity 2
- More funds 1
- More money to local schools 1
- Need for one big impact not lots of little ones 1
- Support new businesses 1
- Community hub 1

Other (8)

- Most of the ideas are the role of the Local Authority 2
- Invest the money in Walkden 1
- Drugs are a massive issue 1
- Wasted putting into employment and training 1
- More funds into housing 1
- Boothstown Mum and Toddler group 1
- Things may arise, need to be open and aware 1





Phase Two Research Findings

By week 5, when much information, fact and opinion had been shared, the team was more aware of itself, more confident in its intent and more focused. It was also more aware of Little Hulton's strengths and weaknesses compared to other parts of Salford.

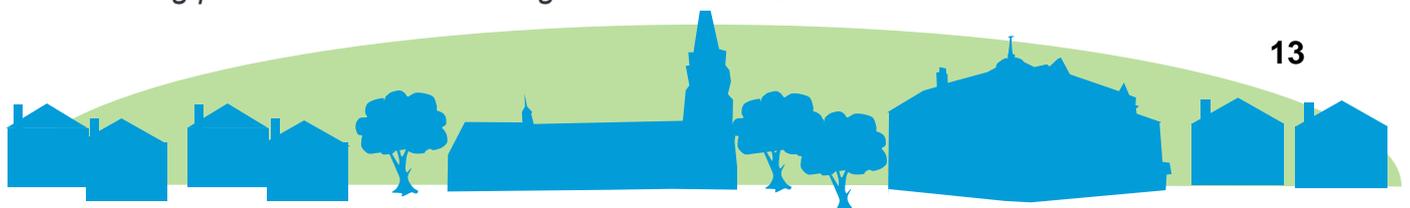
Four focused research topics were agreed with researchers working in teams of two to address key questions around:

- Facilities for Children and Young people
- Volunteering opportunity and its link to employment
- Demand for a community resource centre or activity hub
- Services for the unemployed and pathways to work

Children and Young People

The issue: Little Hulton has a higher proportion of young and old residents than other parts of Salford. Both are growing in absolute numbers. In ten years' time there will be a bulge of teenagers now in pre-school or primary school. They will be more culturally/ethnically diverse than the current cohort of teenagers. The 25-60 group which is squeezed at the moment contains the majority of wealth earners. One characteristic of this group is out-migration but in-migration and a high birth rate are contributing to an overall population growth. Little Hulton primary schools are rated 'good' by OFSTED but have a higher percentage of children with special needs or who are eligible for free school meals than the Salford average.

"Speech and language is a big concern in Salford, with around 50% of children having problems communicating.....For those Salford children who receive free



school meals - i.e. from a poorer background – **44%** of both genders don't have a Good Level of Development, compared to **70%** of those who don't have free school meals. Some of the problems that parents have to put up with while bringing up children are shown in stark detail around nurseries run by Salford Council itself. These support children and families, and the report's analysis of **Little Hulton Day Nursery**, as an example, "highlight 48% of mental health issues for mum and dad, 46% debt issues and 48% domestic abuse".' (Salford Star Oct 2016 quoting from Salford City Council's Children and Young People Scrutiny Committee Oct 16)

The High School is improving but performs below the Salford average.

So what? In ten years' time there will be a bulge of teenagers. The key to their positive progression to higher education, work or training is a high level of achievement, personal motivation, and aspiration. At present achievement at GCSE is below the Salford average but the report referenced demonstrates the built-in disadvantages that pupils struggle with.

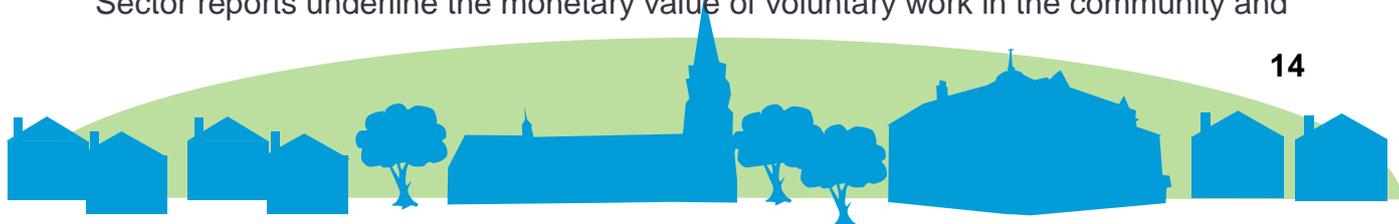
Two researchers took a brief to look at provision for children mainly aged 0-12. They interviewed 37 parents with at least one child at Sure Start, Nursery or Play Scheme. They engaged 90 schoolchildren aged 6-10 in activities about their aspirations. They added 81 comments through Social Media.

Findings:

- organised activities, whether commercial or public, that take place outside the area are expensive for a family to take part in
- there is a need for more opportunity to share positive family time
- need more locally organised activities for 5-11 year olds
- need to improve local park facilities and activities
- need for a permanent, reliable, consistent provision rather than pop-up and temporary events which are turned on and off
- the children involved demonstrated a high level of expectation in terms of future jobs
- among the things they would spend money on are holidays and digital equipment/software

Voluntary Groups, Volunteering, and Progression to work

The Issue: the Little Hulton and Walkden Community Directory lists a range of voluntary organisations active in the area. Some are neighbourhood specific, some support communities of interest which extend beyond Little Hulton. A strong voluntary sector is often associated with strong social capital and residents who are socially well connected, positive, engaged and active. Salford CVS State of the Sector reports underline the monetary value of voluntary work in the community and

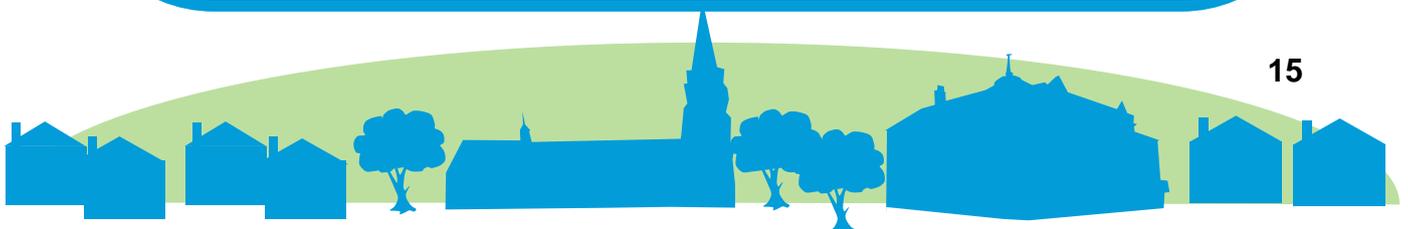


the extensive services the voluntary sector offers to the most isolated and vulnerable. However, it is always the 'poor relation' when it comes to funding.

So What? Two researchers, both actively involved in voluntary work with two prominent organisations (one purely voluntary sector, one public sector), set out to gauge the contribution of voluntary work in Little Hulton as a pathway to employment. 25 volunteers were interviewed and 13 organisations consulted, ranging from the relatively informal to the highly structured.

Findings:

- many 'volunteers' don't want to be identified as such
- they see themselves as active 'members' of whatever organisation they're associated with
- in some cases this is due to a concern with potential impact on benefits
- with others there is a desire to be able to pick and choose what they do and when, rather than being depended on as if they were in a job
- there is a lot more going on in Little Hulton than first appears
- hundreds of hours per week committed to supporting the community is unrecognised and unrewarded
- many volunteers are retired or have time on their hands, or they may 'volunteer' for health or social reasons
- the majority of individuals and organisations are not interested in seeing 'volunteering', as a pathway to employment
- few organisations have aspirations to making change happen in Little Hulton
- structured volunteering, offered with training and systematic managed activity, is offered by a small number of organisations
- in some voluntary organisations set up to impact on specific social issues, volunteers are regulated as tightly as any employee
- a few organisations have paid organisers which may allow for more structured, targeted or better managed 'volunteering' experiences
- it is difficult to map all the organisations that operate in Little Hulton or estimate what value they add to individual lives or 'social capital' and what their overall impact is
- many organisations work in relative isolation
- there is an argument for strengthening what Little Hulton already has
- there could be a forum for the local voluntary sector
- there could be an annual awards ceremony at a prestigious venue comparable to the Heart of Salford event
- strategic framework for volunteering could be developed so that organisations who want a more structured approach can be supported



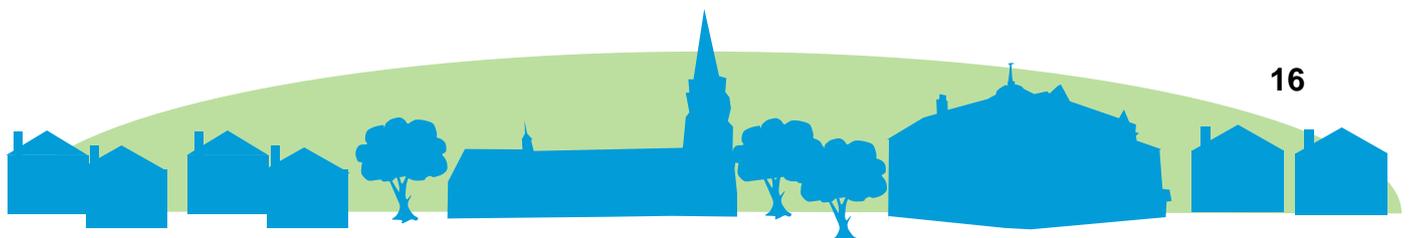
Community Hub and Community Buildings

The Issue: There is no permanent base for the support of individuals, groups and organisations in the Little Hulton area. Before the Big Local Community office there was no open-door agency where people could meet, seek information, or get advice and guidance on a range of issues. There are a number of dedicated building-centred community organisations in Little Hulton such as Clegg's Lane Methodist Church Café. There are community centres linked to City West resident associations such as Old Lane. A number of 'floating' venues exist for activities including courses, such as the One Stop Shop, Salford College Skill Centre, Sure Start Centre and community centres.

So What? Two researchers attempted to audit existing assets and also potential assets. They communicated with existing service providers and key holders. They researched vacant sites and buildings, contacting landlords and agents. They visited a number of asset-based projects outside the area, which offer a range of services and opportunities for personal improvement and change.

Findings:

- there is an impression of an un co-ordinated and inconsistent range of services provided for the community
- there is no sense of permanence, continuity or progression for individuals which reduces motivation and trust
- some effective centre-based provision is limited by location and lack of scope for expansion
- there is very poor communication about physical assets from the people who should know; anything to do with buildings appears 'top secret' and dealt with in a 'cloak and dagger' way
- there is a growing demand for buildings in Little Hulton and the supply of rented buildings, suitable as a community hub offering a range of co-ordinated services, seems very limited
- fewer front line services appear to be offered locally e.g. drug and alcohol services are offered elsewhere necessitating travel
- many potential community activities would struggle to find suitable accommodation or land e.g. pop-up cinema, summer school, skate park
- Little Hulton is denied asset-based services that have impacted effectively in other areas such as Langworthy (Cornerstone) or Kersal (Garden Needs)



Employment and Training

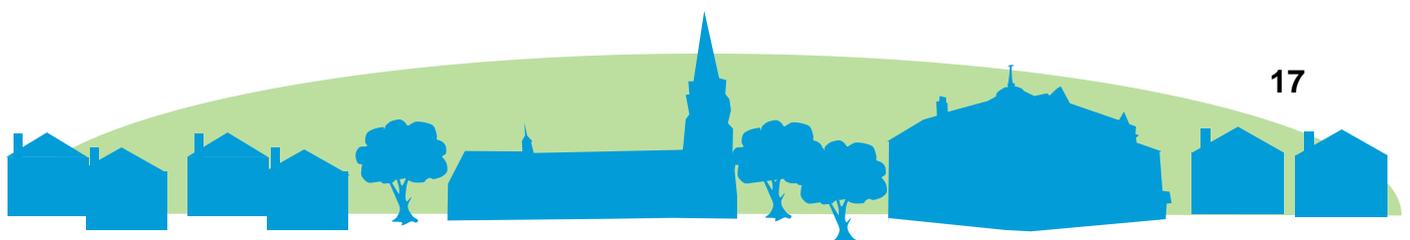
The issue: Overall unemployment, benefit dependency and poverty (including child poverty and fuel poverty) are among the highest in the city. The number of 18-24 year olds claiming work-related benefits (JSA or UC) accounts for 22.5% of the total number of Little Hulton claimants, ie 22.5% of claimants are from a six year cohort while 77.5% are from a forty year cohort. One estate, Mountskip, has the highest proportion of 18-24 claimants with almost 30% of 18-24s claiming. The lowest, Kenyon Way, has just over 19%. There is no great gender differentiation. There is no information of numbers in this age group not visible i.e. not engaged and not registering. There is an assumption that a contributing factor is the under average performance of Little Hulton 16 year olds at GCSE.

Historically there have been high numbers of NEET (16-18s Not in Employment, Education or Training) in the wards of Little Hulton and Walkden North, compared to low NEET within Walkden South. There is a lack of training provision for 16-19 year olds in Little Hulton (entry level to level 2). Courses such as multi trades, bricklaying and joinery are not readily available locally. This could mean that a young person who wants to pursue a multi trades course has to travel to city campus in Central Salford which presents barriers around travel and finance. (Salford City Partnership)

There is a further assumption that there are links between 18-24 year old unemployment and anti-social behaviour, risk-taking behaviour and mental ill health, which compound the difficulties of entering the labour market. Demographically there is every chance that this group will grow in size.

Other issues attached to unemployment are ill-health and caring responsibilities both of which are high compared to the Salford average.

So what? Two researchers have tried to address the question of what additional resources are needed to impact on Little Hulton's unemployment rate in general, and 18-24 year olds in particular. One has conducted 40 interviews with active job seekers at Walkden Job Centre and Walkden Gateway. The other has conducted a small number of interviews in the community but concentrated on digging deeper behind the statistics to see if more can be found out about young unemployed and about those previously classified as NEET i.e. the disengaged 16-18 year olds, and those not registered. There is now no local service for these age groups (provided by the Connexions Service) which has made it difficult for the researcher to access accurate up to date information. The researchers are aware that many incentives exist for those genuinely seeking work, but they cannot see where the time is made available or is taken, to work through some of the motivational and practical issues that inhibit people from going through the treadmill of job applications.



Findings:

A range of obstacles to seeking work were offered frankly by interviewees.

Including:

- poor health
- complicated recruitment processes and on-line application which may reflect ICT issues
- inexperience/inability in form filling which may reflect literacy issues
- unwillingness to travel far and lack of personal transport
- caring responsibilities for the disabled, the elderly, children
- lack of part-time or flexible jobs
- no Little Hulton-based information, advice, guidance or support agency
- no pathways to employment which help individuals work through their needs for qualification, skill or experience locally
- no local projects which link directly with employers
- no apparent network of local employers willing to create a pathway to work for local people
- no outreach work conducted with the young unemployed (who may not be registered for employment)

Young People's Consultation

Children and Young People has always been a priority area for Little Hulton Big Local and we felt it was essential that the views of young people shaped our new plan. On the General Election day, 8th June, we asked young people at Harrop Fold School and at the Youth Unity session a set of questions designed as voting cards.

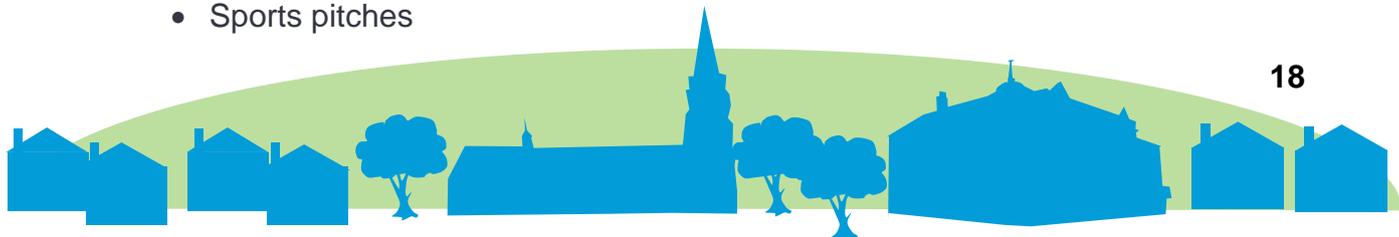
99 young people answered the question “If there was a perfect place for young people to hang out in Little Hulton what would it look like?”

For some young people this would be a free or inexpensive Youth Club. It would be spacious, clean, safe, eye-catching and friendly with loads of activities on offer:

- Football, cricket and other sports
- Music and dance
- Arts and crafts
- Gaming/PC and internet access
- Picnic area/ice cream seller/café or snack bar

For some young people this would be a fabulous park (or an improvement of an existing park). A big field or park with a shelter and benches, somewhere for the girls to sit and talk, with loads of activities.

- Sports pitches



- Bike/BMX/skate park
- Water park
- Rides/zip wire/trampoline

For some young people this would be a fabulous Sports and Leisure facility:

- Children having fun
- Swimming and Sauna
- Basketball
- Pool tables
- Table tennis

For some young people this would be a range of commercial outlets catering for young people:

- Food and Drink outlets
- Phone shop
- Gaming shop
- Clothes shop
- Cinema

91 young people answered the question “Little Hulton Big Local has approximately £900,000 to invest in our area. Adults tell us that we should invest in activities for children and young people. What are your ideas?”

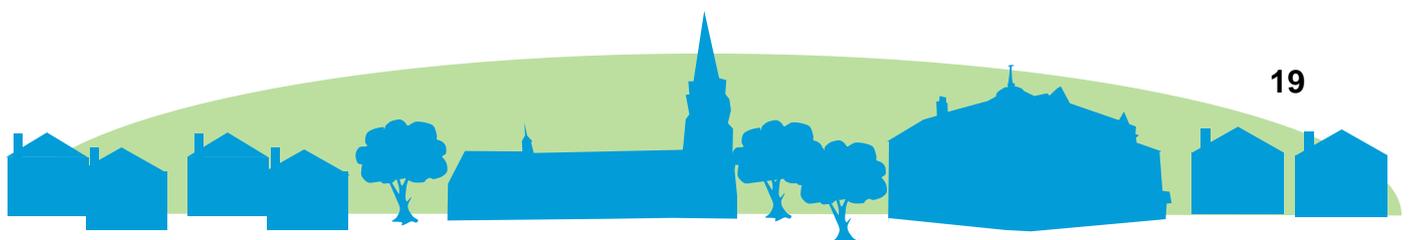
The responses to this question closely reflected the ideas of those who described the perfect place for young people to hang out – youth club, park, leisure centre and retail outlets and also suggested supporting after school clubs (that were not about school subjects) as well as support for those in school and college.

50 young people answered the question “If you had one question you could ask your local MP what it would be?”

Responses to this question were grouped as follows:

- Are we safe?
- Why did you get into politics?
- How can you make politics more relevant to schools?
- What would you change if you were PM? How could you improve Little Hulton/the UK
- What are you going to do for Little Hulton/the local environment?
- Why can't we have more things in little Hulton?

In the evening at our Youth Club session, we asked further questions around how to encourage more children and young people to use parks and why they attend Youth Clubs.



**Adults tell us that we should invest in activities for children and young people.
What are your ideas?**

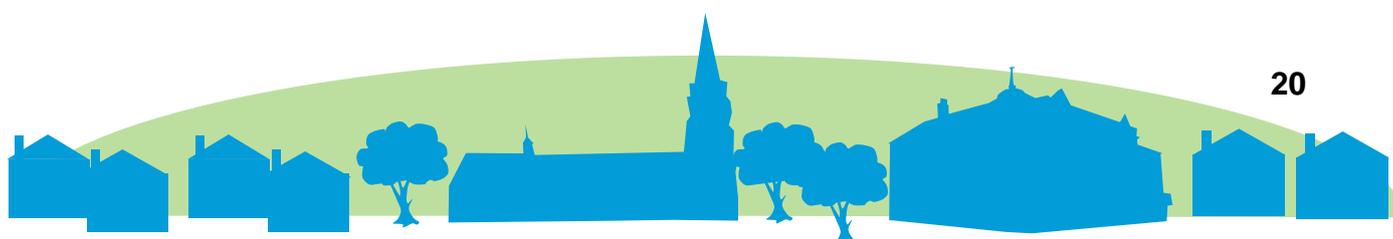
- Waterpark, Starbucks, arcade, Lush shop, trampoline place... Apple I phone shop, Pandora shop, a singing place to learn, New Look, River Island, Primark, Next, bowling alley, cinema, Mac makeup shop, Nandos, Claire's, Victoria's secret and slush/smoothie shop
- Big food court/shopping centre
- Massive McDonalds with upstairs playing area. Massive food court in big building

If you are a young person in Little Hulton there is no quality place to hang out and if you are a family in Little Hulton there is nowhere to go. We do not even have a McDonalds, a family pub or major supermarket.

The results of the young people's consultation will shape the development of our youth provision and has strengthened the resolve of our Youth Unity Task Group to seek funding to develop a youth facility in the area that meets the needs of 21st Century young people.

Stakeholder Event

Little Hulton Big Local Board held a stakeholder event at Harrop Fold School on 18th July 2017. This world café style event was attended by 33 people who are local residents and representatives from local agencies. Community Researchers presented their findings and everyone had an opportunity to comment on the draft proposals on employment and enterprise, children and young people, community activities and the new priority area of activities to support mental health, wellbeing and happiness. People were also invited to describe what they could offer to Big Local. We used the feedback from the stakeholder event to fine-tune our proposals.





Our Priorities 2017- 2020

The results from our consultation give us a mandate to continue to invest in our original priorities;

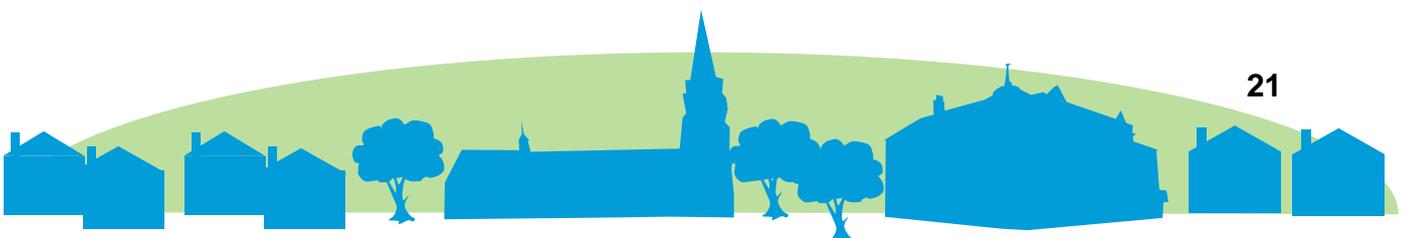
- **Children and Young People**
- **Employment and Enterprise**
- **Community Hub and Support for Community Activities**

We know that there is support for our suggested new priorities;

- **Activities for older people/inter-generational activities**
- **Environmental issues**
- **Activities to Support Mental Health, Wellbeing and Happiness**

We think we can impact on environmental issues and older people/intergenerational activities through our small grants programme and through our staff supporting local community groups to apply for additional funding for example Awards for All, Salford CVS's Little Pot of Health Funding, Tesco's Bags of Help fund.

There was also strong support for investment in activities that support people's mental health, wellbeing and happiness. We want to explore this further so we fully understand the needs of our community and how we can influence this area as a Big Local.



5.1 Children and Young People

Background

Engaging with and investing in children and young people is a priority for Little Hulton Big Local. Our work in this area is led by our children and young people's task group which we have branded as Youth Unity. Youth Unity was established in 2015 by a group of dedicated local people working together, supported by and reporting to Little Hulton Big Local Partnership Board.

Visions and dreams are something every young person should be able to access, wherever they come from. Little Hulton is full of good people, but sometimes can feel like the edge of nowhere. It is part of a major city in Salford but can be often be seen as not the place to be. We can change this and it starts with our young. They need facilities, they need help, they need advice, and they need jobs. We have great young people but they have been let down and at present too many of our young people are not being supported to achieve their full potential.

Figures for Little Hulton Ward show:

- In 2016, 49.1% of pupils (79 out of 161) achieved 5+ GCSE's at grade A*-C, compared with 59.6% across Salford and 65.6% at National level.
- In 2016, 34.1% of pupils (55 out of 161) achieved 5+ GCSE's at grade A*-C including English and Maths. This compares to 48.2% across Salford and 53.7% at National level.

There are few local amenities; unless you live or work in Little Hulton there is no reason to visit Little Hulton, our young people very keenly feel this.

When asked *Adults tell us that we should invest in activities for children and young people. What are your ideas?* **Young people replied:**

- *Waterpark, Starbucks, arcade, Lush shop, trampoline place... Apple / phone shop, Pandora shop, a singing place to learn, New Look, River Island, Primark, Next, bowling alley, cinema, Mac makeup shop, Nandos, Claire's, Victoria's secret and slush/smoothie shop*
- *Big food court/shopping centre*
- *Massive McDonalds with upstairs playing area. Massive food court in big building*

If you are a young person in Little Hulton there is no quality place to hang out and if you are a family in Little Hulton there is nowhere to go. We do not even have a McDonalds, a family pub or major supermarket

What We Have Done

Youth Unity have developed a Youth Hub at Little Hulton Library which was launched to the young people of Little Hulton in March 2017 to offer a warm, safe place to go



where they can choose to take part in activities and gaming, have someone to talk to or just chill out in their own space.

We have only been open three months and now have between 40-50 young people regularly attending our Youth Hub. We have very quickly needed to enhance our offer to young people and we recently got agreement and mobilised our plans to bring a disused sports court back in use, to be used alongside the Youth Hub. Little Hulton Big Local has agreed to support the initial development of two nights youth provision at Little Hulton Library.



Volunteers clearing the disused sports court in August 2017

We are also working with Salford Integrated Youth Support Service to develop a Youth Allowance Scheme; a small grant scheme developed by the young people from Little Hulton to give grants to other young people.

In addition, we have connected to smaller local children and youth providers for example local dance and boxing groups by providing funding through our small grants fund.

We are also part funding a Playstreets Project to be delivered over the 2017 summer holidays by City West housing and Salford Community Leisure.

But we need a long term plan to develop, grow and sustain the provision.

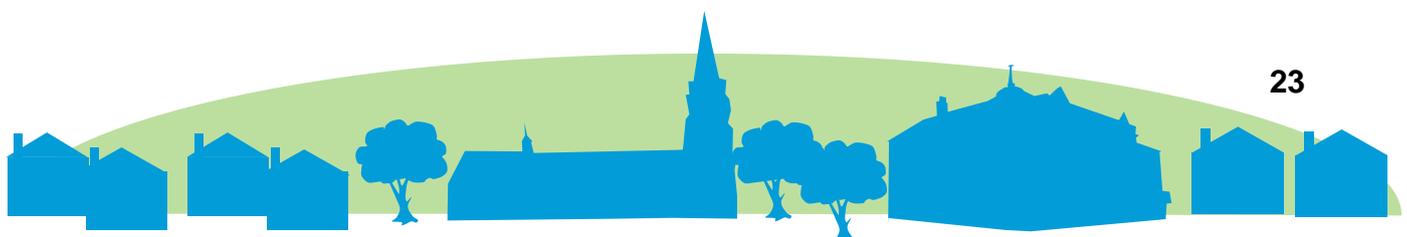
What We Will Do: Oct 2017 – Sept 2020

Support two nights of Youth Provision initially at Little Hulton Library for a minimum of two years to enable a sustainability strategy to be developed. The second night is specifically for 7-11 year olds, alongside the existing provision for 11 – 17 year olds.

Continue to develop a youth social action project including youth volunteering and building the work of Youth Allowance.

Complete a feasibility study into capital investment in a youth and community facility in the Little Hulton Area.

Ring-fence £200,000 for capital investment in a new youth and community facility in Little Hulton.

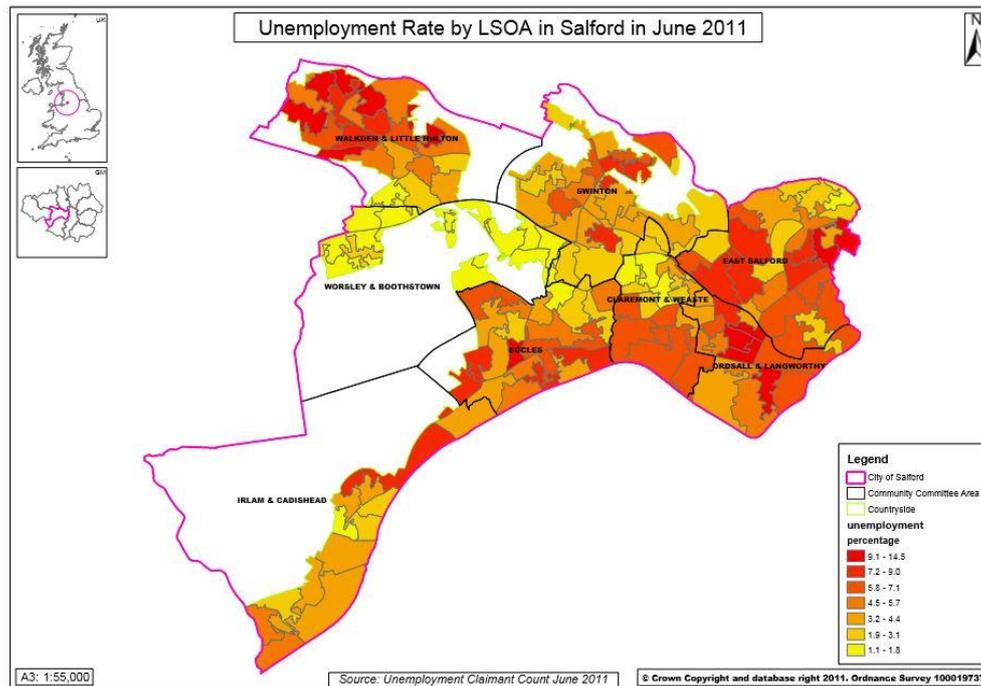


5.2 Employment and Enterprise

Background

In the consultation leading to our original plan, local residents identified the need for Big Local to address issues of employment. The Salford City Council Joint Strategic Needs Assessment showed LSOA that unemployment in Little Hulton is higher than the city average and considerably higher than the national average.

http://www.partnersinsalford.org/documents/Unemployment_Map_-_Unemployment_rate_by_Salford_2011.pdf

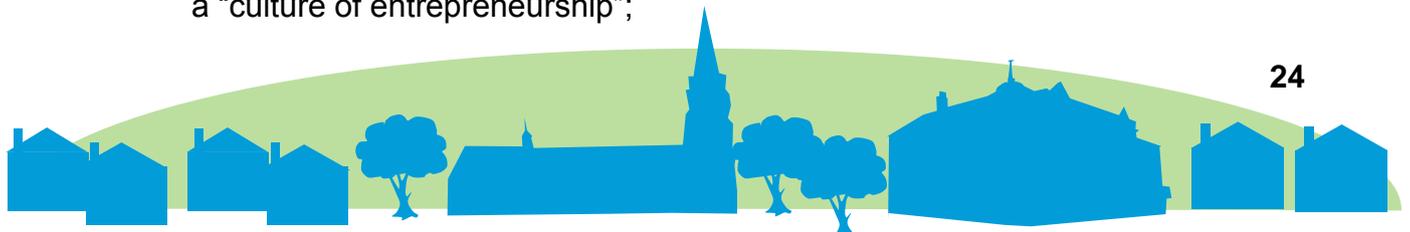


In addition to this there are many people in Little Hulton who live on very low incomes. Some of these are on benefits due to disability or on low incomes as a result of austerity measures, zero hours contracts, part time working and other factors.

What We Have Done

We brought together organisations and residents in a task group to identify how we might spend some of the Big Local money to help more, Little Hulton residents into employment. So far, we have:

- Commissioned research into the needs and expectations of local businesses;
- Created a discretionary fund to help people by issuing small grants to help them when seeking or starting work;
- Worked in partnership with UnLtd (a specialist organisation that supports people to turn their ideas into businesses or social enterprises) to encourage a “culture of entrepreneurship”;

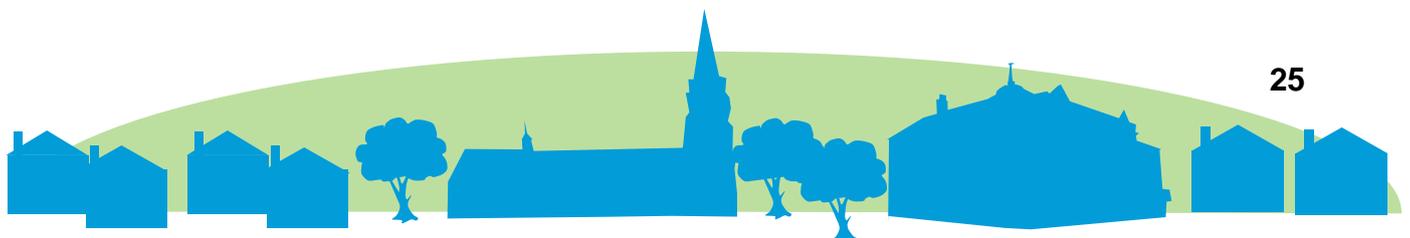


- Created a start-up grant programme and a step-up grant programme to help residents to start or grow their own businesses. Initially we had considered the possibility of issuing loans but this proved too complicated and expensive to administer.
- Commissioned some Community Research which employed and paid residents to train as community researchers. This kind of course is known as “earn as you learn”;
- Used findings from the community research to help target future spending on overcoming barriers to employment;
- Investigated the feasibility of a community building scheme which would provide employment opportunities for residents and some apprenticeships in building skills. In the light of our community research this will not be included as a priority in this new plan;
- Created a “mini job club” at the community space. This was in part a response to the fact that most of the agencies offering help for people seeking employment and training are not based in Little Hulton. Residents need to be willing to travel, but this is expensive;
- Explored a need to join up and further develop mentoring services to support people who are less confident in becoming employment ready;
- Paid for child care at some local training courses as some people, especially single parents, do not access the help offered due to issues over short-term child care and;
- Realised that people become overwhelmed by the number of different employment support agencies and schemes and that there is a need to produce a guide to help people find their way around these. This finding was supported by the community researchers.

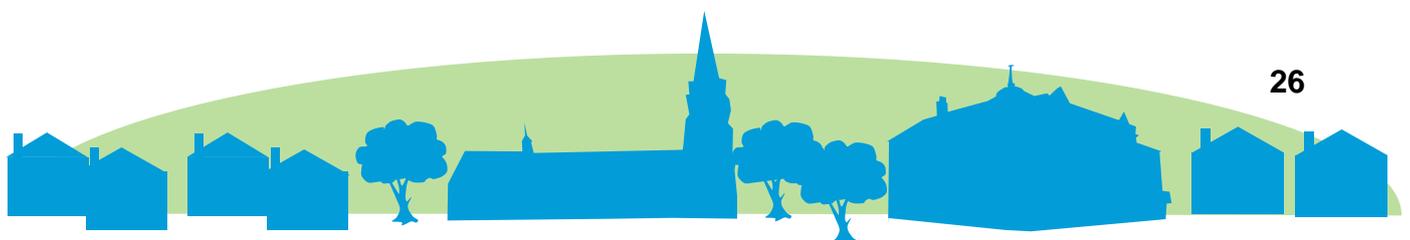
What We Will Do: Oct 2017 – Sept 2020

In the next few years building on the work done so far we will:

- Continue with discretionary grants;
- Facilitate better access to more appropriate support, mentoring and training for people seeking employment;
- Support plans to revive the job club in the library;
- Continue to offer opportunities to “earn as you learn”, such as the community researcher project courses;
- Explore if mentoring could be delivered through a new locally based social enterprise;



- Support local businesses and entrepreneurs to network and develop partnerships, including exploring the potential of a shared start up incubation space ;
- Become one of the Big Local Areas that receives intensive support from UnLtd for three years commencing March 2018. This will help to continue developing the “culture of entrepreneurship” and see some social enterprises established in Little Hulton. This will cost £17,000 per year, but it will attract additional grant funding of a similar amount from the Local Trust;
- With partners, we will develop a proposal to promote existing apprenticeships to young people and we will work with local employers to create new apprenticeship opportunities. There are for instance real opportunities for young people to get highly paid work in the building trades once they successfully complete an apprenticeship. We also acknowledge here the need to address the financial/travel barriers to accessing courses at The city campus
- Develop contacts with local employers and support work in local secondary schools to help teenagers be better prepared for finding work when they leave school.
- Maintain contact with residents and partners to evaluate and amend these activities and generate new ideas as appropriate.
- Work with partners to identify the kind of support needed to overcome barriers to employment for people with mental health issues.
- Work with partners to identify matched funding for training, mentoring and support in years 2 and 3 with a view to tapering our contribution in year 2 and 3 and retargeting funds to support people experiencing barriers due to poor mental health.



5.3 Community Hub and Support for Community Activities

Background

Salford CVS our Current LTO (Local Trusted Organisation) currently employ a Community Organiser and a Development Manager on behalf of Little Hulton Big Local, both working 30hrs a week. The difference employing paid staff at the Hub has given Little Hulton Big Local is the capacity and person power to deliver the plan and turn aspirations into actions. It has enabled us to accelerate the pace of delivery. There is a cost to investing in staff - the two posts cost approximately £60,000 a year.

What We Have Done

During the period December 2016 to June 2017 Big Local worked with partners and community groups to put on two big community events on the precinct. Whilst partners contributed in kind, Big Local was the primary funder for both events, Big Christmas and Easter Fun, which were designed to build community spirit, were very successful.

The funding from the Big Local Events pot meant that the vast majority of activities at the events were free of charge – which parents told us was very welcome and enabled everyone to attend and join in.

We met our objectives for the events which were to promote Little Hulton Big Local and to provide an opportunity for a number of community groups and organisations to come together to deliver an enjoyable and memorable event for local residents. The events got local people talking about Big Local in a positive way.

We have provided a low cost space for others to deliver their activities e.g. Spanish language lessons, one to one advice, craft workshop and Salford Health Works.

Also during 2017 Big Local will be:

- supporting the “Little Hulton Goes Large” Festival

The Events pot is important as it funds activities that all Little Hulton Residents can attend – regardless of financial circumstances.

We have supported existing Little Hulton Volunteers e.g. First Aid training and delivered a course for volunteer youth workers as well as run a bespoke volunteers course which resulted in volunteers delivering two Big Lunch activities.

A well-funded volunteering programme is important for:

- Building residents’ skills, confidence and networks
- Increasing levels of volunteering in the area
- Contributing to helping local people get into/back into employment



- Capacity building

During the 9 month period from December 2016 to August 2017 the cost on grants will be approximately £20,000. The Grants programme, funds community led initiatives, which engage local people. The grants are important to community groups who have told us the Small Grants have allowed them to:

- Offer new opportunities to people and broaden their experience
- Put on activities and events for people who otherwise would be isolated
- Increased volunteers' pride and motivation
- Continue to operate, grow and develop
- Create more independent young people

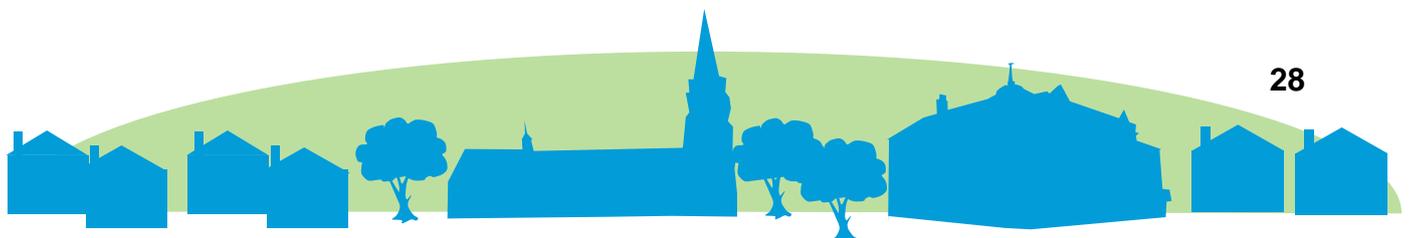
What We Will Do: Oct 2017 – Sept 2020

We plan to continue with the two paid posts of Community Organiser and Development Manager and with Salford CVS as our LTO for at least another year.

The paid staff, in addition to supporting the work of the Board and task groups will also lead on developing our community hub, events, calendar, grant programs and volunteering. This includes:

- 3 volunteering courses per year for up to 10 participants per course (with childcare if required)
- Involving a range of volunteers to support the running of the Hub
- A celebration of volunteering in the area
- Community group volunteer training such as:
 - First Aid
 - Food Hygiene
 - Health & Safety

We will work with the Youth Unity to undertake a feasibility study for the young and community capital build. We will explore alternative more accessible premises for use in the medium term.

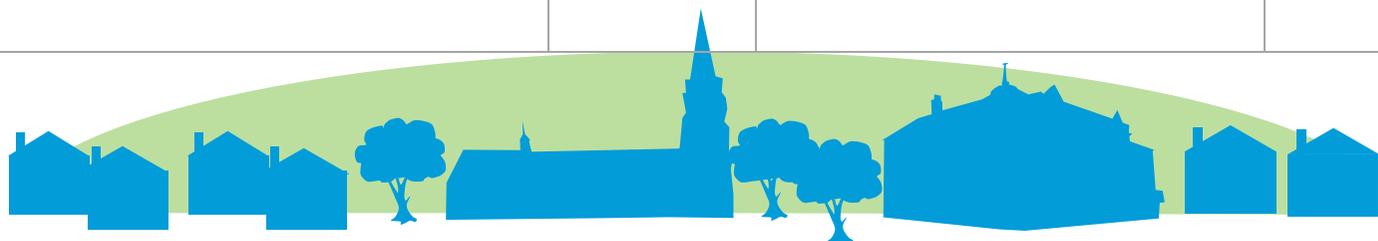




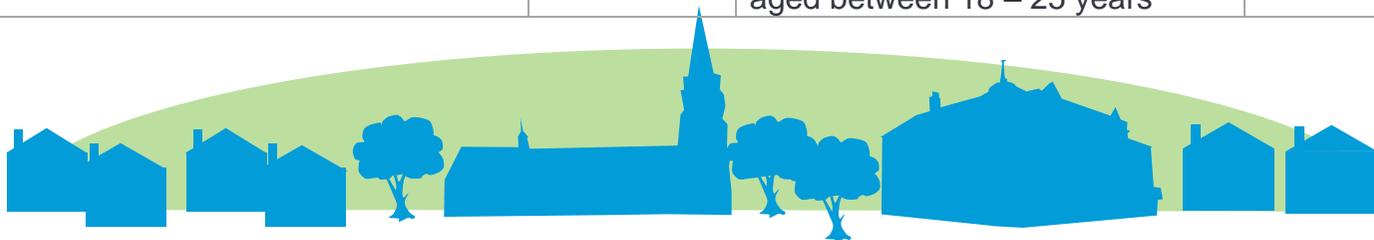
Spend Profile 2017 – 2018

Little Hulton Big Local Spend Profile Oct 2017 – Sept 2018

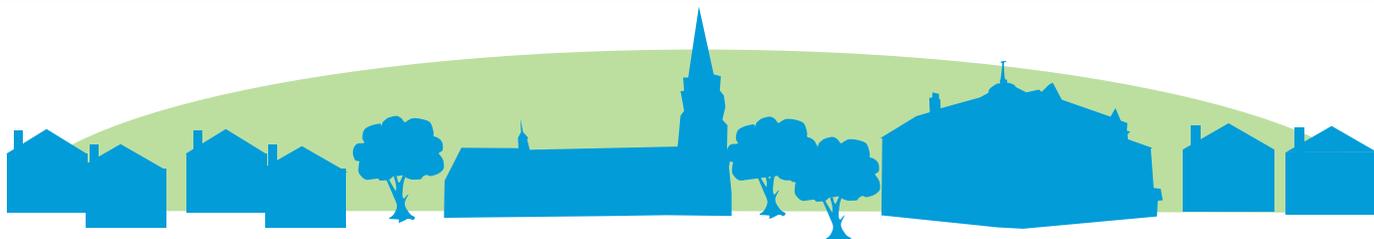
Priority	Activity	Cost	Outputs	Outcomes
1. Children and Young People				
1.1	<p>Provision for children and young people to run from Little Hulton library two nights per week</p> <p>Young people will have somewhere they can choose to take part in activities and gaming, have someone to talk to or just chill out</p> <p>Delivered through SLA with partners, Youth Unity volunteers and supported by Big Local Staff</p>	£30,000	An average of 50 children and young people to attend each week	<p>Young people can access a safe place</p> <p>Young people will make new friends and develop social and practical skills</p>
1.2	<p>Youth Social Action Project</p> <p>To further develop a youth social action project building on the learning from our Youth Allowance Project</p> <p>Delivered through SLA with partners</p>	£15,000	A minimum of 15 Young people from Little Hulton to be actively involved in youth volunteering, including intergenerational activities	<p>Increased opportunities for Young people to volunteer in Little Hulton</p> <p>Increased recognition of Young people's positive contribution to the Little Hulton community</p>



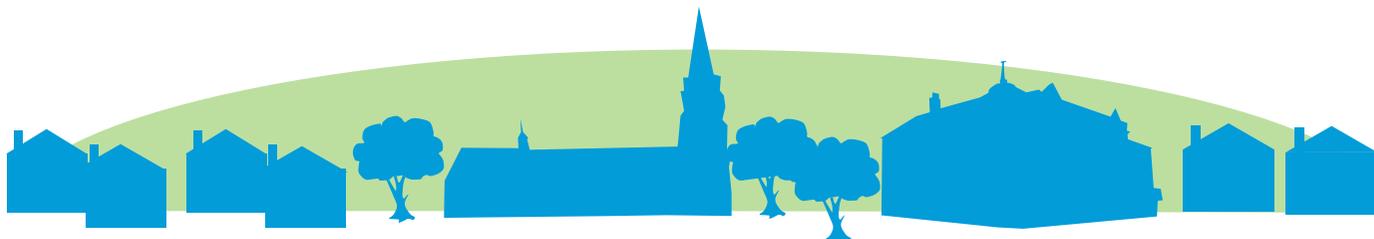
Priority	Activity	Cost	Outputs	Outcomes
2. Employment and Enterprise				
2.1	Discretionary Grants available to Little Hulton residents	£5000	A minimum of 25 residents offered financial support to aid their transition into work or training	Financial barriers reduced to enable more residents to access employment or training
2.2	Enterprise Grants available to Little Hulton Residents Start Up Grants Step Up Grants	£20,000	A minimum of 12 small business supported by the Enterprise Grants scheme	More Little Hulton residents are enabled to test market business ideas or grow their existing businesses
2.3	UNLTD Partnership.	£17,000	To secure an equivalent of £10,000+ in grants from UnLtd for investment in new and existing social enterprises in Little Hulton	More Little Hulton residents are enabled to test market ideas or grow their existing social enterprises Increased support for social enterprises in Little Hulton
2.4	Employability training, mentoring and crèche support Delivered through SLA's with partners	£35,000	50 residents supported to participate in training and mentoring to improve their opportunities to access employment Crèche support will be available to meet parents needs 30% of residents benefitting are aged between 18 – 25 years	Little Hulton residents are able to access an increased range of employment opportunities Child care barriers for employment and training are removed.



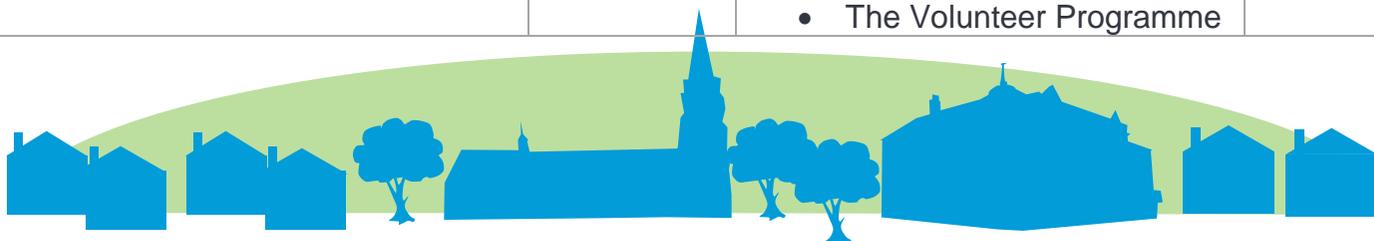
Priority	Activity	Cost	Outputs	Outcomes
2.5	Employer/Enterprise Networks delivered by Little Hulton Big Local Staff working with local partners	£500	3 Events per calendar year	Increased opportunities of local business/entrepreneurs to network and develop partnerships
3. Community Hub and support for Community Activities. Plus: <ul style="list-style-type: none"> • Children and Young People • Older people and intergenerational activities • The environment • Activities that support people's mental health, wellbeing and happiness 				
3.1	Small Grants	£25,000	<p>Little Hulton Big Local runs a minimum of two grants rounds per year</p> <p>Grants rounds are used to impact on our priority areas</p> <ul style="list-style-type: none"> • Children and Young People • Older people and intergenerational activities • The environment • Activities that support people's mental health, wellbeing and happiness. <p>25% of grants to be awarded to organisations new to Little Hulton Big Local or new initiatives</p>	<p>Increased funding for local community groups to support them to deliver activities that impact on our priority areas</p> <p>Increased skills, confidence and knowledge in fundraising within the community sector in Little Hulton</p>



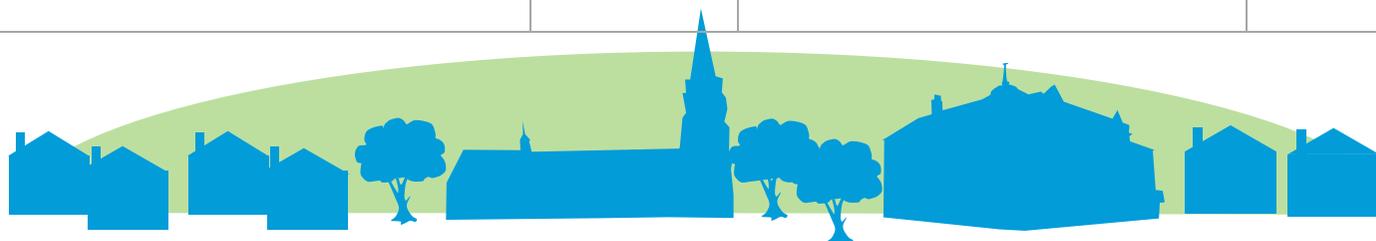
Priority	Activity	Cost	Outputs	Outcomes
			Community sector groups in Little Hulton are supported by Little Hulton Big Local Staff to secure a minimum of £20,000 external funding	
3.2	<p>Volunteering</p> <p>Volunteer courses</p> <p>Training for existing volunteers</p> <p>A volunteer celebration activity</p> <p>Delivered by Little Hulton Big Local Staff and Volunteers</p>	£6000	<p>3 volunteering courses per year attended by a minimum of 25 residents</p> <p>Training for 30 existing volunteers</p> <p>1 volunteer celebration activity</p>	Increased support and recognition for volunteers in Little Hulton
3.3	<p>Community Events that promote Little Hulton Big Local and provide an opportunity for the community to come together</p> <p>Delivered by Little Hulton Big Local Staff working with local partners and volunteers</p>	£4000	A minimum of four events each year	<p>Greater awareness of Little Hulton Big Local within the Local community</p> <p>Increased opportunities for partnership working</p> <p>Greater integration between community projects</p>
3.4	<p>Capital Investment in Cleggs Lane Church.</p> <p>This is a contribution to a major capital project to rebuild a local church and</p>	£20,000	1 large grant of £20,000	Little Hulton residents will access a new facility/cafe



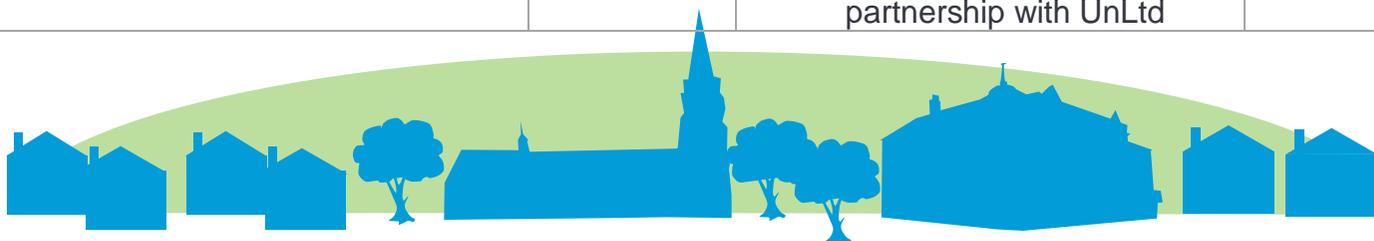
Priority	Activity	Cost	Outputs	Outcomes
	community centre. Our contribution will fund the kitchen and community café area Grant			
3.5	<p>Small Community Hub</p> <p>We will continue to support a small community Hub in Little Hulton The Hub will provide:</p> <ul style="list-style-type: none"> • A space for the Little Hulton Big Local Board and task groups to meet • Office Space for Little Hulton Big Local staff • A venue for one to one advice sessions for Little Hulton residents • A venue for training and other group activities • Incubator space for new small businesses, including retail business • Resource for community groups <p>Delivered by Little Hulton Big Local staff working with local partners and volunteers</p>	£14,400	<p>The Community Hub is open a minimum of four days a week.</p> <p>A regular programme of activities is delivered for Little Hulton residents</p>	Little Hulton residents are able to access an increased range of services and activities within the Little Hulton area
3.6	Continue to employ a Community Organiser	£26,639	<p>One Community Organiser working 30hrs week The Community Organiser will lead on:</p> <ul style="list-style-type: none"> • The Volunteer Programme 	Increased support for community groups and volunteers in Little Hulton.



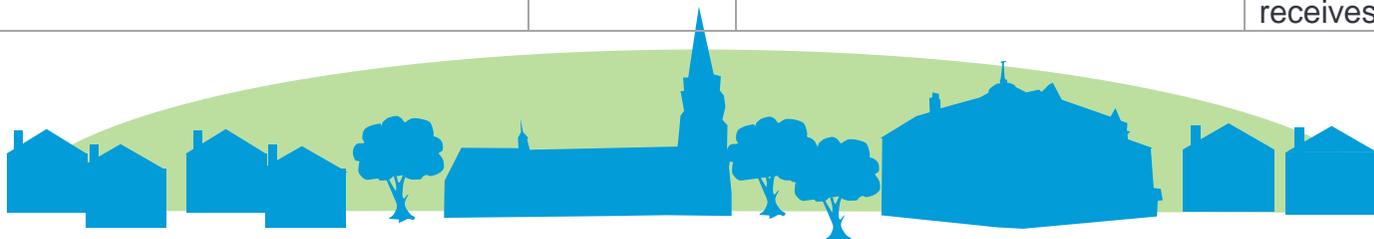
Priority	Activity	Cost	Outputs	Outcomes
			<ul style="list-style-type: none"> • Working with partners to develop a Job Club in Little Hulton • Events • Developing and maintaining a network of community groups and providing a consistent point of contact <p>The Community Organiser will work with the Development Manager to:</p> <ul style="list-style-type: none"> • Develop and maintain the Community Hub • Develop and work with partners to provide a range of employment and mentoring support for local residents • Deliver the small grants scheme and supporting community groups access external income 	<p>Increased numbers of Volunteers directly involved in Little Hulton Big Local</p> <p>Increased awareness of Little Hulton Big Local amongst community groups</p>
3.7	Feasibility Study into the development of a community building in Little Hulton which would include a youth hub.	£5000	A robust initial report that aids the decision making process of the Big Local Board is produced by December 2017	The Board is able to make a clear and transparent decision in regards to capital investment.



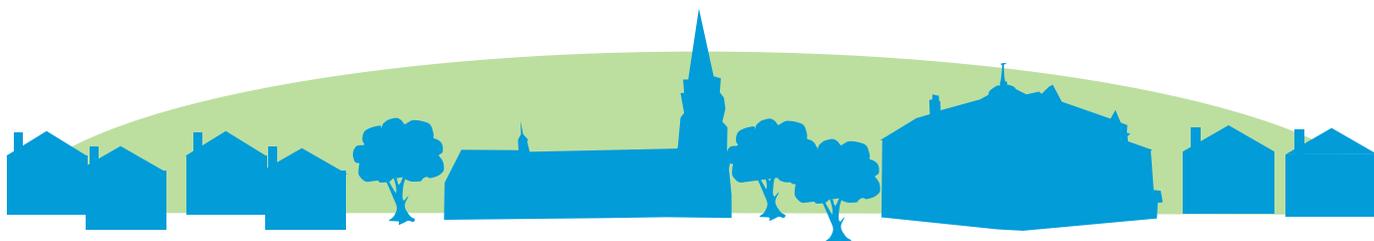
Priority	Activity	Cost	Outputs	Outcomes
	<p>Big Local staff, local partner and external consultant</p> <p>This will be the first step in ensuring the community has a large, accessible, welcoming, sustainable venue as a legacy of Little Hulton Big Local.</p>		A further £200,000 Big Local Monies to be invested in the Community Hub by 2020	
4. Support for the Board				
4.1	Continue to employ a Development Manager	£31,480	<p>The Development Manager will lead on:</p> <ul style="list-style-type: none"> • Supporting the board and task groups • Managing SLA's on behalf of the Board • Supporting the Board research areas flagged through our consultation activities e.g. Mental Health, Happiness and Wellbeing • Co-ordinating a feasibility study into capital investment. • Delivering the enterprise and employment grants including working in partnership with UnLtd 	<p>The Board has increased capacity to turn aspirations into action and achieve against its priorities.</p> <p>Increased number of local residents involved in the governance of Little Hulton through the Board and Task Groups</p>



Priority	Activity	Cost	Outputs	Outcomes
			<ul style="list-style-type: none"> • Explore options around developing a business incubator space • Developing small grants schemes to meet the Board's priorities and providing a consistent point of contact • Line managing the Community Organiser <p>The Development Manager will work with the Community Organiser to:</p> <ul style="list-style-type: none"> • Develop and maintain the Community Hub • Develop and work with partners to provide a range of employment and mentoring support for local residents • Deliver the small grants scheme and supporting community groups access external income 	
4. Support for the Board – LTO Costs				
4.2	Senior Management	£5087	Employment of the Development Manager and the Community Organiser. Strategic and financial	The Board has the capacity to manage all its business effectively with the support it receives.

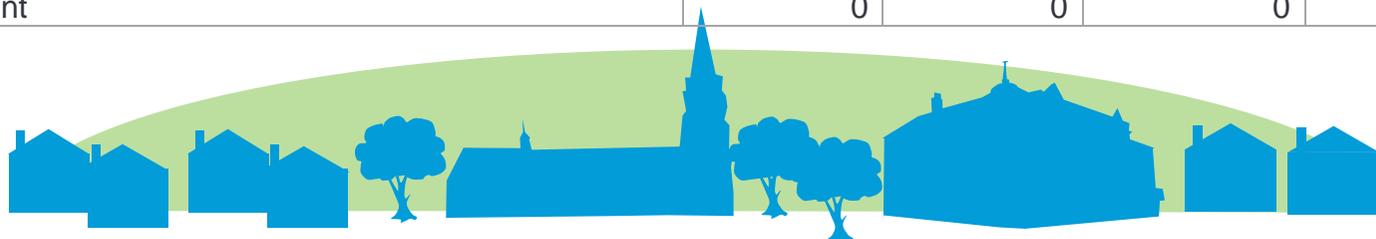


Priority	Activity	Cost	Outputs	Outcomes
4.3	Admin support	£3,600	<p>management support for Little Hulton Big Local Board</p> <p>General admin support including:</p> <ul style="list-style-type: none"> • Minutes of all Board meetings • Minutes of Task Group meeting when requested • Publicity for Big Local activities and events 	The Board operates with greater efficiency and transparency and is more easily accountable to local residents.
4.4	Contingency Fund	£5000		



Budget 2017 - 2020

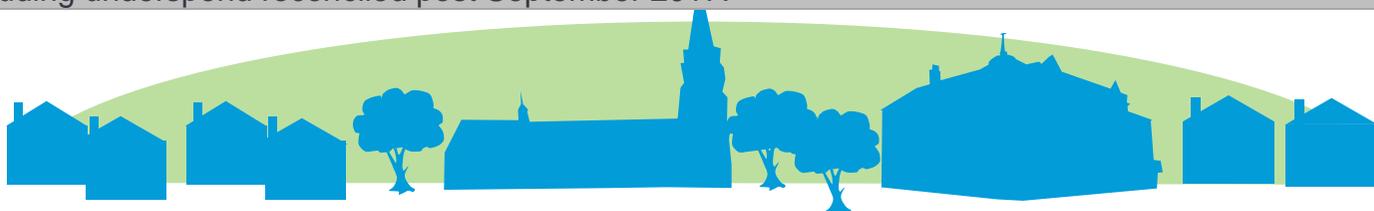
Income	Year 1	Year 2	Year 3	Total
Grants and agreements (Big Local Funding)	268,706	203,642	95,689	568,037
Match Funding	0	25,000	86,657	111,657
Total income	268,706	228,642	182,346	679,694
Expenditure	Year 1	Year 2	Year 3	Total
Activities				
Volunteer training / Expenses / Activities	6,000	6,000	6,000	18,000
Small Grants	25,000	25,000	0	50,000
Cleggs Lane	20,000	0	0	20,000
Events	4,000	4,000	3,000	11,000
Youth Social Action Project	15,000	0	0	15,000
Youth Direct Delivery	30,000	30,000	15,000	75,000
Employment Networks / Job Fairs	500	500	500	1,500
Children & YP Research Hub feasibility report	5,000	0	0	5,000
Employment Training, and Wellbeing Activities	35,000	35,000	35,000	105,000
Employment Discretionary Fund	5000	2,500	0	7,500
Employment Enterprise Grants	20,000	20,000	20,000	60,000
Employment Partnership Work	17,000	17,000	17,000	51,000
Unallocated contingency	5,000	5,000	5,000	15,000
Total activities	187,500	145,000	101,500	434,000
Employees				
Development Manager	30,905	31,832	32,787	95,524
Community Organiser	26,064	26,846	27,651	80,561
Recruitment	0	0	0	0



Training	650	670	690	2010
Travel	500	515	530	1545
Total Employees	58,119	59,863	61,658	179,640
Office / Premises Overheads				
Business Rates	1,000	1,030	1,061	3,091
Electricity	1,800	1,854	1,910	5,564
IT Maintenance	600	618	637	1,855
Photocopier Rental	1,000	1,030	1,061	3,091
Postage	500	515	530	1,545
Rent	5,000	5,150	0	10,150
Repairs and Renewals	1,500	1,545	1,591	4,636
Stationery	700	721	743	2,164
Telecoms & Internet	1,000	1,030	1,061	3,091
Water	1,300	1,339	1,379	4,018
Total Premises Overheads	14,400	14,832	9,973	39,205
LTO Costs				
LTO Senior Management	5,087	5,239	5,396	15,722
Admin Support	3,600	3,708	3,819	11,127
Total LTO Costs	8,687	8,947	9,216	26,849

Total Expenditure : **£679,694 = £568,037** Big Local Funding + **£111,657** match funding

We recognise that to achieve against all our priorities and to achieve this level of spend we will need to secure additional funding. The budget particular in years two and three may need to change as we develop a greater understanding of the impact of our work. We will review at the 18 month point. In addition we plan to invest £200,000 into a Capital Build for a youth/community hub. The £200,000 will be made up of remaining Big Local money including underspend reconciled post September 2017.



7

Communication of this Plan

Once our new plan has been approved by the Big Local Trust. We will post it on our website and create a link to it on our Facebook page. We will also send an electronic copy to our key stakeholders. Copies will also be available in our Hub office. We are also creating a one page summary document, which will be available at the Little Hulton Goes Large Festival in September 2017. We will display a copy of the summary document in the window of our community hub. Finally, prior to our AGM we will deliver the one page summary document and invitation to the AGM to each household in the Big Local Area.



8

Evaluation and Monitoring of the Plan

Just as an organisation can produce financial accounts, it is also possible for an organisation to keep social accounts. These demonstrate an organisation's social worth and the difference it makes to the community it serves. Little Hulton Big Local will develop a set of social accounts to demonstrate the difference we make to the people of Little Hulton. We will work with our Local Trusted Organisation Salford CVS to develop our accounts and they will be audited. Our first set of social accounts will be available at our 2018 AGM.



9

Next Steps

We recognise that we are looking to make considerable investment during the next three years. In addition, there are areas identified through our consultation that need further exploration for example mental health and wellbeing and the needs of children with disabilities and their families.

So it's vital that we begin to explore some key questions and address a number of challenges. The Little Hulton Big Local Board will therefore look at these key questions:

- **What happens once we have spent the million?**
- **When will we be ready to become an independent organisation?**
- **How can we raise additional income?**
- **What will our legacy be?**

Whatever the challenges over the next three years will be, the Board of Little Hulton Big Local are 100% committed to using the Big Local Investment to make a difference to the amazing community that is Little Hulton.

