



Our Sale West Plan 2015 - 2017



**Our Sale West
Plan 2015 –**

2017

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Summary

Our Sale West is one of 150 Big Local initiatives across England, each of which has benefitted from an award of £1,000,000 to be invested over a period of ten years. This will enable the Sale West community to become an even better place to live. Big Local will be looking for achievement of the following outcomes by the end of the ten year period:

- Communities are able to identify local needs and take action in response to them
- People will have increased skills and confidence so that they can continue to identify and respond to need 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

The announcement in December 2012 that Sale West would benefit from Big Local set in motion the work in the community which has led to the development of this plan for the first three and a half of the ten years. However, our aim is to develop our community by creating permanent change for the better and we intend to continue the development of Sale West beyond 10 years, so the people who live here continue to benefit. Thus our £1,000,000 will provide the foundation for a network of support, learning, resources and initiatives which we will use to transform Sale West.

We started work to engage residents in developing our vision and ideas in July 2013, formally launched Our Sale West in October 2013, started work on our Profile in April 2013, established our Partnership, the Our Sale West Board in August 2014 and began practical work on the Plan in January 2015. Our Sale West Community Profile, *Past....Present....Future*, was developed, written and produced by a group of Board members, using information from the engagement work, earlier work on the history, data and aspirations of the residents and illustrations from past and recent activities on the estate. The Profile has been used to inform our Plan and should be read in together with this Plan.

This Plan has been developed by a sub-group of the Board, with the active involvement of all Board members at working sessions on specific topics such as 'Our Vision and Aims' and 'Social Investment'. It has been read and discussed by the whole Board and endorsed by us at the Board meeting in May 2015. We know it is a living document that will evolve as the work progresses. We are looking forward to building a broader, stronger commitment from people from all parts of our community enabling their skills and talents to make Sale West a thriving and successful community.

Sale West Now

Sale West is a small housing estate built in the early 1970s to rehouse people from overcrowded Manchester. It is in the Borough of Trafford, one of the ten boroughs of Greater Manchester. About 3,800 people live here now, both the descendants of those original families, and others who have moved in over the years. The estate is broadly as it was when it was built, but has developed over the years, as the fashions in housing and the lives of the residents have changed. For example, originally the houses had no gardens, but lots of open space around them. Now most houses have gardens, but there are still areas of open grass. Some shops and pubs have been demolished and some new private housing has been built, but there is further land which seems to have little real use. The housing is mainly owned and managed by Irwell Valley Housing Association, but there are some owner-occupied houses including some that have been built more recently.

Sale West is a relatively stable family area, with a population that is younger than the rest of the borough, although there are older people, some of whom are vulnerable or isolated. The population is mainly white British, but people from other backgrounds also live here and most residents get on well with their neighbours and find it a good place to live. However there are many people who struggle financially and live their lives under pressure. In response to this, the churches, along with local residents set up the credit union in the late 1990s and recently established a food bank distribution centre.

One of the assets of our estate is that people want to make it a better place to live. We have a long history of being active tenants, and doing things for ourselves. Our involvement in Sale West and Ashton Partnership (SWAP) described later shows what we have achieved so far. Big Local offers us a great opportunity to build on this start and make a lasting difference for the residents now and those who will come after, especially our young people.

The Youth and Community Centre in the centre of our estate is an important asset and the focus of activities and opportunities. Many local residents and people from beyond the estate have benefitted from the wide range of activities it has and continues to offer. Its future is in doubt and we are active in the group working to maintain, develop and sustain a Youth and Community Centre for Sale West.

There is much more information about the past, present and future of Sale West in our profile, which has tried to capture where we are now. We look forward to reviewing our history in ten years' time to see how far we have travelled.

Our Sale West Vision for the future is:

Our Sale West will further develop an even more engaged community, where all residents have the opportunity to achieve their full potential in a safe, attractive and caring environment.

To achieve this we aim to:

- To offer opportunities for all residents to reach their potential in developing skills, gaining jobs and apprenticeships.
- To improve community facilities, fit for the future, so they meet the needs of all residents through a wide range of activities.
- To create a better environment, with cleaner, safer and popular parks and open spaces.
- To support and help residents to improve their health, wellbeing, family life and community spirit.

Our vision has been developed from listening and talking to residents on the estate. We used the results of consultation and discussions to understand residents' views. The Board looked hard at what we could achieve and what was the most important, and we believe that investing in people will be the key to our success. We have a good foundation of partnership working to build on, and intend to use the support we have to develop strong community links, based on a spirit of 'can do'. In particular, we intend to build effective community enterprises which will enable us to meet local needs, train and employ local people and develop services and enterprises which meet needs beyond Sale West. The OSW Board agreed the vision and aims of the Plan following a workshop in January 2015.

What residents have done so far to make Sale West an even better place to live, work and visit

Sale West residents have a long history of being involved in the development of our estate.

Between 1994 and 1999 Sale West had an active Tenants and Residents Association (TARA) with over 20 people taking part in activities to improve their estate in discussion with Manchester City Council, their landlord. As an 'overspill' estate in Trafford Borough, residents of Sale West had no local Councillors who could influence their housing as Trafford Borough was not responsible for this. The TARA had an important role in keeping communication open between the landlord and the residents. During this period the residents were involved in setting up Sale Credit Union which is still operating on the estate.

The TARA was closely involved in this process and over 40 residents played an active part. In 2000, over 60 residents were involved in the selection of a Housing Association to manage the estate, including interviewing the four candidates. Irwell Valley Housing Association (IVHA) became the preferred partner as a result of this process.

After the transfer of ownership, IVHA set up Sale West Residents Committee. Between 2000 and 2003, the Committee worked with IVHA to decide the timeframe and quality of improvement for the properties on Sale West Estate. In 2002, residents secured £300,000 lottery funding to open the IT room and Sunshine Café, both based in the Community Centre. In 2005, a resident-led group which had involvement and support from partners was convened to look at the future of the Youth and Community Centre with the possible transfer to community ownership.

Sale West and Ashton Partnership

In 2003, the Sale West and Ashton Partnership (SWAP) was set up. This brought together key partners including Irwell Valley Housing Association, Trafford Borough Council, Trafford College, the Neighbourhood Police team, Health Services and local schools to work in partnership with local residents: "to improve the quality of life of people living and working in Sale West". SWAP was and continues to be chaired by a local resident.

Sale West and Ashton Partnership looked at the whole community, with assets and needs. It aimed to join up the work of those agencies which served the communities of Sale West and Ashton, and build on the energy, skills and commitment of the residents. The area it covers is larger than the Sale West estate which is benefitting from Big Local, including other housing estates and private housing areas.

SWAP has done a lot to enable practical improvements to the life of Sale West and Ashton residents. In 2010, it undertook an assessment of the needs and assets of the area, to inform further developments. Soon after, an event called 'Stories in the Shadows' presented the past through the arts, story-telling and a community celebration, as part of the 40th anniversary celebrations on the estate.

The ideas and enthusiasms of our residents have led to the setting up a number of initiatives. Sale West Community Garden was established in the walled car park of a demolished pub to enable a group of residents to have small raised beds to grow fruit vegetables and flowers. A local resident, who was passionate about football, was supported to set up Skillz FC which runs regular sports training sessions for young people. A course run by the college gave a group of residents the skills and confidence to launch the Sale West and Ashton Newsletter, SWAN. With fund-raising through SWAP, the newsletter has been produced regularly giving residents information and a way of communicating with each other. In response to the need to support residents to get into work, SWAP has supported a resident-run Job Club to get off the ground and flourish.

Training for residents in skills for work and community activity has been part of SWAP's successes with several current community activists being graduates of the programmes. A health improvement worker coordinated a series of activities on 'Wellbeing Wednesdays' to help people improve their health. This work can no longer be supported by a Council worker, but the coordination is continuing through the work of a local volunteer, and continued fund-raising. There was investment in the youth centre to establish a gym for local residents, and a bike pod was created in one of the local parks, to encourage people to cycle.

Some of these projects are run in the Youth and Community Centre and SWAP has put its resources of people, skills and money together to ensure that successful activities meet local people's needs. There are organised programmes for local families getting by on a limited income, including after-school clubs and breakfast clubs. In the school holidays, great activities such as arts and science clubs and family fun days improve life in Sale West by supporting and involving children and their families. In Olympic year we organised Sale West Games which was very popular.

More recently a food bank has been set up and run by local churches and residents to help those really finding it really hard to make ends meet. At Christmas, the local Church and SWAP organise an annual dinner for vulnerable people which has proved to be highly successful.

All these activities show what a strong foundation there is to build on in Sale West. However, despite the achievements of our community so far, we still face many challenges.

Big Local Arrives

SWAP was the obvious place to start telling people about Big Local and, in January 2013, a meeting was arranged at which the Big Local Rep started the conversation. She told a room of over 100 people from the community and agencies working in the area, what Big Local was and asked people to contribute their views about what is good about Sale West and what ideas they had for making it an even better place to live.

From this starting point the Our Sale West Steering Group began. Anyone interested in Big Local was invited to the monthly meetings and over 18 months more than 40 different people came to find out what it was about and what part they could play. Some of the residents were already active in the community running events and groups or taking part in these activities. Others were new to community activity, interested by the idea that they would be making the decisions about how this money would be spent. Some came with specific ideas or passions, others with a more general interest. They sat round the table with staff from a range of agencies, all of whom worked in the area and were keen to support the process and bring their expertise and ideas into the conversation.

People joined and left the Steering Group over this period. Some were frustrated at the speed of Big Local. The work which needed to be done, talking to residents, finding out what people valued, slowed down the decision making about allocating the £1 million. Some had life and family experiences which made it hard to remain involved; others wanted to put their energy into the activities they already were committed to. For the most part, these people, both residents and people who work in the community, are still around Sale West, supporting Big Local and joining in when the opportunity arises. They have helped out at many of the events and fun days which OSW and SWAP have organised and encouraged others to become active in their community. OSW sees them as one of the major assets in the community and knows that they will continue to contribute to building and developing the area over the coming years.

Setting up Our Sale West Board

We have called our Big Local Partnership, the Our Sale West Board, to avoid confusion locally with Sale West and Ashton Partnership, SWAP, which is well known. We thought a lot about how to select residents for the Board to make sure we encouraged new people to get involved. We wanted to make it fair and truly open both to those who had already worked hard in the Steering Group and to new interested residents. We asked three non-residents involved in the Steering group to form a selection panel which all applicants would go before. The three were our Big Local Rep, together with a local Councillor and a volunteer. Both the latter outside the area but are very active in the community, were members of the Steering Group and are well known and trusted locally. We advertised the posts widely and everyone interested came to a briefing session. They then had to complete some basic information about themselves and say why they wanted to be on the Board. At the interviews everyone was asked to tell the panel about something they had done which had made them proud.

From this process we appointed seven residents and three non-residents. Subsequently, we have had three resignations and we have appointed two more people. Currently the Board has six residents and expects to appoint more residents to a total of ten, when interested people come forward. We are content that the residents are from across the estate, of different ages and backgrounds and bring a wide range of skills and experience, as well as the commitment to continue learning.

Two of the three non-residents on the Board are a local Councillor who lives very close to the estate and a volunteer who lives just outside the area, both of whom are involved in many community activities on the estate. The third is a member of staff of a local housing association who works on the future of the Youth and Community Centre. The Board hopes to engage a suitable member of staff from Irwell Valley Housing Association which owns and manages most of the housing on the estate. The Board does not expect to have more than four non-resident members, although other non-residents may be invited to attend for their particular contribution.

We know that we need to involve young people in the decisions of the Board, but we are not sure yet how to address this issue. We have talked to a number of people who know more about this than us, and are committed to developing something practical through our Big Local Plan. This issue recently became more pressing as the Council has decided to discontinue funding the Youth Service provision to the area, so the focus of most people concerned with the needs of young people is currently how to respond to this situation. We hope the Our Sale West Board can make the most of our influence and develop the means whereby young people will be enabled to have real voice in OSW.

The Board currently meets monthly to make decisions and maintain progress, with much of the leg work being done between meetings by working groups. We have agreed that a third of resident members of the Board will stand down for re-election each year so there is space for new people as well as continuity. The Board has elected a resident chair and two deputies, one a resident, the other a non-resident, to work together to plan and run the meetings.

Finally we will review the work of the Board at a public meeting every year and make changes if we feel they are needed. This way we hope to keep the enthusiasm going and the structures fit for purpose as we travel our Big Local journey.

What Sale West Residents Want

The conversation started as soon as the announcement was made about £1 million Big Local funds being awarded to Sale West. Opportunities were created to talk to residents, in addition to making use of events which were taking place anyway. We have asked people to tell us what they like and value about Sale West, and have also listened to their worries and concerns. Our main question has been 'How can we use the £1,000,000 to make Sale West an even better place to live?' We have leafleted the whole estate and consulted residents involved in different groups and activities, including parents, children, young people and older people. In total we have collected views from over 350 people, which represent about 10% of the population. The consultation responses can be divided into the following key themes:

1. More things for children and young people to do;
2. Upgrading the Youth Centre and Community Centre;
3. A local shop near to the community centre;
4. More social activities for all ages;
5. Evening clubs and classes, with opportunities to learn hobbies;
6. Improvements to the environment;
7. Supporting people into jobs

The OSW Steering Group, and later the Board, discussed the ideas and issues as they came up. This helped us make some decisions about what we could and should do. It became clear that there were things we might be able to influence but we should not be spending our resources directly on them. These include improving transport and the roads; work to the area and housing which should be funded by the landowner or landlord; and, more recently, the rebuilding of the Community Centre. The Board is keen to make the best use of Big Local funds and will match-fund where appropriate, especially where we can involve residents more by using our resources, or be more ambitious or imaginative by doing so. The Board has agreed that as well as developing activities for children and young people, we should increase their role in making decisions and becoming active in our community, as their futures can be changed the most by the difference we make in using the Big Local opportunity.

The Board was aware that some issues that are important to the community rarely came up in the discussions we had with residents. It is not surprising that people did not talk about their personal finances, or hardship, nor the pressures of the changes to their benefits. Some members of the Board are well aware of these through their own experiences and their involvement in the Credit Union, the Food bank and the Job Club. This led us to consider the difference we could make by investing some of the £1million in a range of ways, and the three workshops we attended on Social Investment really helped us think practically about this.

The other important issue that residents tended not to talk about was the opportunity to develop skills, knowledge and the confidence to take action and lead activities. We have learnt a lot from attending the Big Local Spring Events and learning sessions, and intend to continue this self-development. Three of our Board members attended the Community Champions Training at The Eden project which was an important and enjoyable experience for them. Board members have felt more confident about taking things on once they had seen others like them doing the same, and the ideas and support of the learning programmes have been helpful. We want to extend this confidence and ability to make changes to as many people as possible.

The conversations and feedback we have had from residents of Sale West has informed our Big Local Plan, but the discussions and thinking we have done as a Board has also been crucial in putting this together. We intend to continue to engage with residents as we develop the plan in more detail, and to discuss with them their aspirations and the contributions they can make as the work progresses.

How, where and when we talked to people

- Sale West and Ashton Partnership (SWAP) open meeting - January 2013
- Big Local Steering Group meetings January 2013 – August 2014
- Sale West Voice (Facebook) feedback – January 2013
- Appreciative Inquiry Training - July 2013
- Surveys conducted at four SWAP Summer Fundays – July / August 2013
- Door to Door surveys posted around Lingfield / Haydock Avenue – August 2013
- Questionnaires at the official OSW Launch Event – October 2013
- Big Mince Pie Gathering - December 2013
- Meet the Partnership event – January 2014

- Youth Group questionnaire – carried out by the youth service – February 2014
- OSW Steering Group Away Day - February 2014
- SWAP meeting - March 2014
- OSW Board introduction to Social Investment – April 2014
- Door to Door leaflets, 2500 posted around the estate – May 2014
- Polling Day survey outside Community Centre– May 2014
- Resident attendance at Community Champions training, Eden Project - June 2014
- Big Picnic - June 2014
- Young people’s community reporter’s video on life in Sale West – July 2014
- Social Investment Board Local Economy Session - September 2014
- 2 Residents attendance at Community Champions training, Eden Project - Nov 2014
- OSW Board Vision and Aims workshop - January 2015
- Social Investment Board Planning workshop - March 2015

Sale West Youth and Community Centre

The future of the Youth and Community Centre and the activities within it came up as a priority in discussions with residents of Sale West. Whilst we do not intend to fund the building or renovation of the Centre, its existence is important for Sale West and the current situation is a real opportunity for the community to develop a sustainable Centre.

Sale West Youth and Community Centre is the only Community Centre in the Sale West and Ashton Partnership area. It is in the middle of the estate and is the hub of most of the community activity in Sale West. It attracts approximately 35,000 visits per annum.

In common with many community centres of its age, the building is at a crossroads. There are a number of issues that need to be addressed in order for the Centre to run successfully. These include:

- Currently the building is run by Trafford MBC’s assets management department, Trafford MBC would like to relinquish the management to a community group with the capacity and skills to take on the overall management of the building.

- There is the need for significant capital expenditure to bring the building up to standard. Conditions surveys have estimated the cost of this work at £600,000. Funds are potentially available (the Centre is eligible to apply for Reaching Communities Building Funding) to help groups to invest in their facilities; however there is an expectation that investment in the development of the centre is match-funded (in order to maximise limited public sector funds).
- There is a need to increase revenue at the Centre and improve the financial position in the future as currently the Centre operates at a significant loss

A Needs Assessment (2011) and area Profile (2015) identified the Youth and Community Centre as the hub in the community, where the majority of community activity takes place. Given the desire of Trafford Council to hand over the building, the community wants to take on the management of the Youth and Community Centre in the future and develop it as a hub for community activity for years to come.

This desire to safeguard the building was the catalyst for the formation of a Management Group for the building and the undertaking of an Options Appraisal (2013/14) to determine the way forward. The Appraisal included a review of historic usage of the Centre; a review of strategic priorities; market opportunities and the existing supply of local facilities. A detailed consultation exercise was undertaken with key stakeholders (face-to-face interviews with existing and potential building users, agencies such as the Council, NHS and Trafford College), residents and other interested parties. Stakeholders identified the Centre as the only place where activity to support health, employment and children and family activity could regularly take place.

The confirmation of need for the Centre to improving the quality of life among residents in the future was further evidenced by additional community research (2014) that asked: “What would make your community an even better place to live?”

The result of all this research has been the proposal to redevelop the existing building with a philosophy of use underpinned by the following themes: **children and young people/families; health and well-being; and employment, education and training - all key themes within the Big Local Plan.**

The Vision is to develop:

"A first class Community Hub, run by the community in a sustainable manner, which meets the identified priorities and benefits local health, education and employment opportunities, thereby improving the quality of life for children and families"

The work of the Youth and Community Centre Management Group will continue in close collaboration with Our Sale West Board. This plan identifies the links between the two, primarily under Aim II below, but with strong links to Aims I and IV.

The sketch below shows the provision that is envisaged in the redeveloped Youth and Community Centre. However the development of the plan for the Community Hub is still evolving and may be subject to change.



What Our Sale West Board wants to do

I. Our first aim is to offer opportunities for all residents to reach their potential, through volunteering, developing knowledge and skills and by gaining employment and apprenticeships.

We want all residents to have the opportunities they need to reach their potential. We think this will happen through a wide range of activities, learning and training, voluntary work, jobs and enterprise. We aim to put in place a network of activities which our residents can access at the right time for them. We think many of these opportunities will come through the work we outline below in aims 2 – 4.

To achieve our aim we will develop a hub, a state of the art enterprise and skill centre, which will focus our efforts and create a buzz of energy and ambition. This will build on the experience of Board members and other activists, the existing successful job club run by a resident, and harness the commitment of our partners.

The Centre will be a supportive and welcoming environment, working with everyone, making connections. We envisage teenagers supporting older people to get to grips with technology, people with experience of business and enterprise supporting those who want to start something up, self-organised learning of all kinds.

We will build on the commitment of partners to:

- ✓ Enable access to information on jobs, training and apprenticeships through good IT;
- ✓ Offer local learning opportunities for all ages;
- ✓ Deliver the Trafford Pledge¹;
- ✓ Develop local labour agreements to enable our residents to gain a foothold on the job ladder;
- ✓ Find the local passionate people to develop local enterprise including through Untld's Star People programme and HACT² fund;

¹ The Trafford Pledge matches job-seekers with local businesses, benefitting both the local community and the wider economy, we want to make sure Sale West residents benefit from jobs and apprenticeships

² Loans for micro enterprise through housing providers

We are one of the Star People Intensive Areas of Opportunity in 2015/16 to further develop the opportunities which we can see. Following this we will employ a Project Development Officer to continue the development of the Skill and Enterprise Centre, to enable it to become sustainable, both financially and through the commitment of residents and volunteers to give their time and skills.

The work to develop the Community Hub, to improve the environment of Sale West and to engage and empower its residents described in aims 2- 4 below will also contribute and deliver this aim. The threads of enterprise, ambition and self-reliance which run through these will deliver the opportunities for residents to reach their potential. The Enterprise and Skill Centre will be the hub for all the OSW ambitions.

This work will begin with the development of a shared vision and plan. OSW will commission this work in order to ensure we have the full commitment of residents and all partners and a truly shared vision which is deliverable in the difficult financial circumstances.

OSW will work with SWAP to create a joint working group to scope and drive this work forward. The working group will develop, drive and manage the delivery of this work. The decision-making about OSW resources will lie with the OSW Board.

Key Partners for this aim are: IVHA; THT; SWAP; Trafford College; Sale West Job Club; Secondary schools; Job Centre Plus; Trafford MBC; Private sector providers of services in or near Sale West; Local employers; young people leaving school/college; un/underemployed residents; potential resident entrepreneurs; Untld.

II. Our second aim is to improve community facilities, fit for the future, so they meet the needs of all residents through a wide range of activities.

Some of the OSW Board members have been part of the Management Group looking at the future of the Youth and Community Centre. There is widespread concern amongst residents about the future of the building and whether the activities which they are used to taking part in will be there in the future. Many people want the facilities improved, with ideas about new activities which might be developed from the building. There has been a lot of work done to develop options for the future of the Youth and Community Centre in Sale West following the Council's desire to transfer the 'asset' to the community. This work is still developing in a fast changing environment of threats and opportunities.

In March 2015, the Council decided as part of its savings programme to stop funding the youth work in the building. Discussion held between residents, local agencies and the Council have led to an agreement that there will be local key holders to the building to enable the activities run by voluntary and community groups to continue in the building. However this change in the Youth Centre part of the building shows how important it is for a new sustainable approach to running the building or a replacement one, and the activities in it.

The Management Group working on the future of the building is discussing future funding with the Lottery's Reaching Communities programme and has been advised by them not to seek Big Local funds for the rebuilding of the Centre. The OSW Board is keen to contribute to the successful redevelopment of the building, moving it from a local authority ownership and management, to one which is run by the residents, the voluntary organisations currently using it and the wider community. We see our role in the next 3 years to do the following:

- ✓ Invest in developing the people who run existing activities in the Youth and Community Centre, and those with ambitions to run new ones, so they are well equipped to do this in ways which are high quality, successful and sustainable.
- ✓ Invest in equipment in an improved Community asset so the building and the groups using it will be able to generate income, or to reduce running costs.

These projects will work closely with those under Aim 1, which are focussed on developing the skills, knowledge and enterprise of residents, to support the development of local sustainable enterprises, enable residents to take up training and jobs. The support of Unltd's Star People awards has already enabled some users of the centre to develop their enterprises. Being one of the Star People Intensive Areas of Opportunity in 2015/16 will enable us to further develop the opportunities which we can see.

Decision making about the future of the building lies with the Building Management Group which has some overlapping membership with the OSW Board. Decision making about the OSW Big Local Funds in support of this work lies with the OSW Board.

Key partners for this aim are: Building Management Group; SWAP; THT; IVHA; Trafford Borough Council; Sale West Community Church; Groups and organisations using current building; Residents using current building.

III. Our third aim is to create a better environment, with cleaner, safer and well-used parks and open spaces

We know that residents have lots of ideas and ambitions to improve the open space on our estate. There is a lot of grass and paved areas, some of which were car parking spaces, which are underused and look sad and unloved. We are convinced that by harnessing residents' ideas and energy we can transform the look of the estate and how people use these areas. Some of the ideas we have gathered so far are:

- ✓ more play areas for all ages, located in all parts of the estate,
- ✓ sports facilities, such as football pitches and bike tracks
- ✓ places for people to walk their dogs with bins, safely away from children
- ✓ more seating, benches, where people can meet, with lights and bins
- ✓ allotments and gardens for all to enjoy, spaces where older people feel safe

We will work with IVHA, Trafford Environmental Partnership (TEP), the Total Sale West Environment Project, and Trafford Borough Council to map what is there, what is already planned and the funds already available. Then we will talk to and involve residents in coming up with great ideas to improve things in the ways they want, which are sustainable. The involvement of residents in the development of the ideas they have is crucial to ensuring the plans are appropriate, sustainable, and offer residents opportunities to reach their potential as the plans are delivered. We will particularly be looking for opportunities for residents to train, learn and maybe get work through these projects, including setting up community enterprises. We will be talking to our partners about local labour agreements in this context.

The decisions about improvement to the environment will be made by those funding the work through the SWAP/OSW partnership. The OSW Board will make decisions about investing its resources in environmental improvements as well as in supporting the development of residents to influence their environment.

Key Partners for this aim are: IVHA; Trafford Environmental Partnership, Trafford Borough Council; Local residents and businesses adjacent to land to be developed, Red Rose Forest, Local Schools, Community Payback.

IV. Our fourth aim is to support and help residents to improve their health, wellbeing, family life and community spirit.

Sale West is, for many residents, a good place to live with strong family and community connections and opportunities. However for some families and individuals in our community life is hard. This may be because of lack of money or work, it may be ill health, both physical and mental or isolation. Our final aim is to tackle some of the causes of these difficulties and enable people to make sustainable changes for the better.

One of our assets is Sale Credit Union which was set up by the churches and residents of Sale West in the late 1990s and has been run by volunteers, serving the community ever since. The Credit Union has over 800 members and works from a small office, which was a police station, adjacent to the community centre, so it is well located in the centre of our community. We know that some of our community have difficulties managing their money and coping with buying larger items. Some get into debt, some pay high charges on loans from retailers, payday lenders or doorstep lenders. We think they would be better off using the credit union and paying a reasonable rate as well as saving.

To further the opportunities for financial support, we also propose to set up an Our Sale West Community Grants fund. This would encourage local people to bid for small seed grants from an Our Sale West Community Panel to enable them to set up and/or develop small business enterprises. Our intention is that this would increase the number of both jobs and services to local people.

Other examples of how we might help residents improve their financial wellbeing include:

- ✓ setting up a saving scheme for children through local schools
- ✓ funding budgeting courses for our residents
- ✓ making sure all residents have access to white goods from less expensive places, through working with our landlord.

We have many agencies that work on the estate to make residents' lives better. We want to work with these agencies, to bring our understanding and ambition, and the involvement of more residents to improve Sale West. In particular we are looking for the potential in our residents to meet local needs, and to help them achieve their ambitions. We will do this through **a strong programme of outreach, engagement and communications** which will ensure all our work is known about and accessible to all our residents and OSW becomes a hub for developing active residents in Sale West.

In particular we will bring people together in ways which link to our other aims. Each project will develop its own plans to talk to residents and bring new people into building the OSW vision, and we will link these together where it makes sense to do so. We will continue to work closely with other partners to avoid duplication of effort or over consultation; for example, there are opportunities in the summer to involve residents in the SWAP summer food programme and in Digging Sale. The opportunities we create will be fun, bring people from different backgrounds and generations together and encourage them to enjoy Sale West and make it a better place to live.

We know the value of our own inspirational stories and experiences and will use these to spur each other on to greater things. We know that it may need extra effort to involve some groups, such as young parents or people with disabilities, but we will make sure that we reach out to those who do not normally get involved. One of the things we will do is to weave practical help for people into all our activities, so they can see how to become active in the community and live healthier, happier lives.

One of our objectives in this work will be to communicate with as many people as possible and we will use a wide range of media and contacts to do this. We **will involve residents by recruiting them as volunteers to OSW by creating 'One in a Million' recruits**, where those supporting OSW become part of a network, get a badge and will be consulted, engaged and involved as volunteers in our activities. From our 'One in a Million' team, we hope to find talented and passionate people who want to play leadership roles in our community, including becoming members of OSW Board. We will encourage, support and train them as we are doing for ourselves to develop the skills and knowledge to reach our ambitions.

A particular strand of our work will be focussed on engaging young people. There is a strong commitment from residents to work with young people who will benefit most from the development of Sale West as an even better place to live. We have worked with a range of young people and youth workers over the last two years encouraging them to tell us their thoughts and ambitions. This has been helpful, but has not yet led us to answering the question 'How do we keep young people involved in the decision making?'

In February 2015, the Council decided to discontinue funding to the youth service staff in the Youth Centre. We need to decide how to put young people more into the driving seat of Our Sale West, and there are a number of options. At the time of writing we have agreed to use some of our Getting Started funding to look for help from local residents with youth work skills to develop the conversation with young people and see if we can agree a deliverable plan. We have therefore included a budget to maintain the work started which will enable young people to play a real part in decision making in OSW.

Decisions about the work under this aim will be made by task and finish groups involving the appropriate partners, interested residents and OSW Board members. Financial decisions will be made by the Board.

Key partners for this aim are: SWAP; IVHA; Trafford Borough Council; Sale West Community Church and other faith groups; Sale Credit Union; GPs and other health professionals; Local businesses; Sale West Youth and Community Centre: Sunshine Café; Sale West Food Bank

Delivering the programme

We have a good network of partners in SWAP who will work alongside us to develop and deliver the plan.

We know we will need a suitably skilled and experienced worker, a 'diamond', strong and valuable, to help us deliver the OSW plan.

The OSW Project Development Officer (PDO) will be appointed as soon as possible, be based on the estate and will work with the Board to:

- ✓ use the knowledge of the Board and the partners, to turn the OSW plan into action
- ✓ establish a base for OSW staff, Board and volunteers on the estate
- ✓ monitor and evaluate the effect of the work
- ✓ maximise mainstream and additional resources and funding alongside the OSW £1 million.
- ✓ help to coordinate activities between different aims of the Plan, particularly to make the most of opportunities to engage and involve residents
- ✓ maximise publicity and communication
- ✓ work with volunteers and develop them as individuals and a cohesive team
- ✓ make sure that the OSW Board is in a position to make decisions on any aspect of the plan when appropriate.
- ✓ support the engagement of new people in the work including new Board members elected at the AGM

We will appoint a second, part time worker in June 2016.

The OSW Engagement Support Worker (ESW) will be based on the estate and will work with the Project Development Officer and the Board to help us develop an enterprise culture on the estate by:

- ✓ working with residents and partners to support the delivery of the enterprise elements of the OSW plan
- ✓ supporting the development of the Enterprise and Skills Centre
- ✓ working with Untld to develop and maintain initiatives started under the Intensive Areas programme
- ✓ supporting the sustainable development of the Community building
- ✓ supporting the Board in negotiating with partners for Local Labour agreements, training and apprenticeship opportunities etc.

It is expected that the Locally Trusted Organisation will employ the staff on behalf of OSW. The management of the delivery of the programme, including the direction of the staff, will be done by a joint management group comprising OSW Board members and a representative from the LTO. Strategic decisions about the allocation of resources will be made by the OSW Board.

Our Sale West Action Plan

Project and actions	Outcomes	BL budget (in bold) and potential matched funding	Budget Timescale
Aim 1: Opportunities for all residents to reach their potential, through developing skills, gaining jobs and apprenticeships.			
<ul style="list-style-type: none"> • OSW/SWAP working group established • Work commissioned to map existing resources and opportunities and work with working group on how to move forward • Partnership action plan produced • Support for existing job club • Good IT available with support from 3 trained volunteers • Training offer developed and implemented • Apprenticeship offer developed and implemented • Local Labour agreements negotiated • Identify existing and potential entrepreneurs and develop support 	<ul style="list-style-type: none"> • A welcoming state of the art enterprise and skill centre established and used by a wide range of residents • 3 volunteers trained to work in Centre • Strong commitment of all partners to OSW skills, jobs and apprentices plan • Increase in number of people finding work (June 2015 as baseline) • Skills development opportunities available and taken up by residents • Link made between local young people and potential apprenticeship • Local Labour agreement reached with IVHA • Enterprise Club set up and meeting regularly 2 new enterprises started 	<p>£2k partnership mapping and plan £10k Training fund for residents (£5k x 2 years) OSW Enterprise loans £10k (£5k x 2 years) Possible HACT enterprise loans Possible Unltd loans Centre IT development fund £6k Possible matched funding</p>	<p>Ongoing</p> <p>Jan 16–Dec 17</p> <p>Jan 16 –Dec 17</p> <p>Sept 15 –Dec 17</p>
	Total	£28k of which £10k loans	

Aim 2: To improve community facilities, fit for the future, so they meet the needs of all residents through a wide range of activities

<ul style="list-style-type: none"> • Support the Youth and Community Centre group in particular the resident members • Support the development of people running groups in the centre to enable them to become sustainable enterprises • Invest in materials and equipment to ensure the centre is able to run as sustainable enterprise 	<ul style="list-style-type: none"> • A sustainable Community Hub (CH) which is run by residents and existing user groups, and well used by residents • Sustainable enterprises delivering good services from the CH well used by residents and others • New sustainable enterprises developing to use the CH 	<p>£10k Investment in materials and equipment for Community Hub</p> <p>Possible matched funding</p>	<p>June 16 – Dec 17</p>
		Total	£10k

Aim 3: To create a better environment, with cleaner, safer and well-used parks and open spaces

<ul style="list-style-type: none"> OSW/SWAP working group established Mapping of current plans and priorities Identification of work that can be done quickly. Events and consultation to engage residents and others in design and ideas, to get best outcome Involve interested residents in working group and look for direct involvement in training, doing work as volunteers or paid, permanent jobs Develop rolling plan of environmental work using same model 	<ul style="list-style-type: none"> Clear shared vision for environment to meet residents' needs Priorities of residents delivered through improvements Residents involved in all aspects of projects; ideas, planning, decision making, delivery Training opportunities for residents in environmental work Residents involved in delivery as volunteers Permanent jobs for residents resulting from environmental work including local labour agreement with IVHA Potential for social enterprises identified and supported from environmental work Improved environment appreciated, cared for, and better used by residents 	<p>£3k OSW contribution to improvements</p> <p>£7k OSW contribution to improvements</p> <p>£10k OSW contribution to improvements</p> <p>£5k support and development of residents in environmental improvement</p> <p>Funding contributions from IVHA, TEP and Trafford Council to be agreed</p>	<p>Aug– Dec 15</p> <p>2016</p> <p>2017</p> <p>July 15 –Dec 17</p>
	Total	£25k	

Aim 4: To support and help residents to improve their health, wellbeing, family life and community spirit

<ul style="list-style-type: none"> • Set up and administer a Community Grant fund • Market new offers and services including children’s savings club • Negotiate access to cheaper white goods for residents through IVHA 	<ul style="list-style-type: none"> • Encourage residents to apply for community grants • Increased Credit Union membership and more volunteers • Recognition and celebration of Credit Union in community • Money advice and budgeting services for residents • Children saving through Credit Union • Residents informed about cheaper white goods 	<p>£10k revolving loan fund for OSW residents</p>	<p>June 16 – Dec 17</p>
<ul style="list-style-type: none"> • Establish a volunteer programme to actively involve residents in OSW • Ensure engagement activities are a strong part of each of our projects so there are regular fun activities which will bring people together • Developing role for young people to become active in the community and influence OSW including as Board members 	<ul style="list-style-type: none"> • Our volunteer team will be talking to their friends, family and neighbours about OSW • Increasing numbers of residents will be influencing decisions on all Aims • Young people are more engaged and influential in the community • Board members will be influenced by residents’ views including young people 	<p>£10k Community Events and volunteer budget In kind funding from partners possible</p> <p>£10k youth engagement fund In kind funding from partners possible</p>	<p>September 15 – Dec 17</p> <p>September 15 – Dec 17</p>
		<p>Total</p>	<p>£30k of which £10k loans</p>

Delivering all our aims

<ul style="list-style-type: none"> Employ OSW Delivery Worker to support the Board, partners and community to deliver the plan 	<ul style="list-style-type: none"> Strong, effective delivery of all actions led by OSW Board 	£45k OSW Worker (2 yrs p/t)	October 15 – Dec 17
<ul style="list-style-type: none"> Employ OSW Enterprise worker(s) to support the development of Enterprise in the community 	<ul style="list-style-type: none"> Culture of enterprise developing and supported in community 	£35k Worker salary and oncosts (1 yr @ 3 days p/w = 0.6)	June16 – June 17
<ul style="list-style-type: none"> Establish base for workers and volunteers on the Estate 	<ul style="list-style-type: none"> Workers will be accessible to residents and volunteers will have access to office to support their contribution to delivery 	£10k Office set up costs	October 15 – Dec 17
<ul style="list-style-type: none"> Deliver the communications plan Review communications methods and tools 	<ul style="list-style-type: none"> All residents will have heard about OSW and will know how to keep in touch with developments through a range of means 	£20k Communications activities In kind funding from partners possible	October 15 – Dec 17
	Delivery Total	£110k	
	Projects Total	£203k of which £25k loans	

Our Sale West Communications Plan

The purpose of this plan is to show how we will share information with residents of Sale West and adjoining areas, our partners locally and nationally, to ensure the objectives of our Big Local Plan are met.

This plan will to help us achieve our aims set out in Our Sale West Big Local Plan, through engaging effectively with a wide range of people who will help us. It will enable us to show what we are achieving and to explaining our work to everyone. We hope it will help people to look at Sale West and recognise what a successful community it is, and encourage them to become involved.

We start from a position of having some established ways of communicating locally, and some plans. These will need to be reviewed regularly to ensure they are effective and well managed.

SWAN (Sale West and Ashton Newsletter) was set up by Sale West and Ashton Partnership (SWAP) with funding from a variety of sources. It is run by a small group of volunteers with information from a wide network of contacts, letting residents know what is happening and how they can get involved. Its biggest issue is distribution, and there will be development of SWAN over the coming months, possibly becoming primarily an electronic newsletter.

Sale West Voice (SWV) is a closed Facebook site which allows members to raise issues and comment on events.

OSW Website. OSW will set up a website to enable the storage of documents in a restricted area and public access to information about projects and events.

Our Sale West Facebook has been set up by the Board, and will be developed over the coming months.

Target audience?	What do we want to communicate?	How will we communicate?	Who will do it?
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Residents of Sale West	<ul style="list-style-type: none"> OSW Big Local Vision and Aims Our Plan, and priorities Information about projects as they develop How residents can influence the plans How residents can get involved and contribute How residents can benefit 	<ul style="list-style-type: none"> SWAN Sale West Voice (Facebook) Our Sale West website Events to engage residents in ideas, planning, decision making, design and delivery of each project 	<ul style="list-style-type: none"> SWAN Group (residents) SWV Co-ordinator (resident) OSW PDO & ESW Lead for delivery of each project, co-ordinated by OSW PDO
Residents of adjoining areas	<ul style="list-style-type: none"> OSW Big Local Vision and Aims Our Plan, and priorities Information about projects as they develop 	<ul style="list-style-type: none"> SWAN SWV OSW website 	As above
Young residents of Sale West	<ul style="list-style-type: none"> OSW Big Local Vision and Aims Our Plan, and priorities Information about projects as they develop How residents can influence the plans How residents can get involved and contribute How residents can benefit 	<ul style="list-style-type: none"> SWAN SWV OSW website Other social media to be developed by young people Events to engage residents in ideas, planning, decision making, design and delivery of each project 	As above
Local partners, agencies and organisations	<ul style="list-style-type: none"> OSW Big Local Vision and Aims Our Plan, and priorities Information about projects as they develop How and why partners should support the work 	<ul style="list-style-type: none"> SWAN OSW website SWAP meetings 	<ul style="list-style-type: none"> OSW PDO & ESW Lead for delivery of each project, co-ordinated by OSW PDO OSW Board Chair
Trafford Borough Council	<ul style="list-style-type: none"> OSW Big Local Vision and Aims Our Plan, and priorities Information about projects as they develop How and why Council should support the work 	<ul style="list-style-type: none"> SWAN OSW website SWAP meetings Local Councillor OSW Board member 	<ul style="list-style-type: none"> OSW PDO Lead for delivery of each project, co-ordinated by OSW PDO OSW Board Chair
Local Trust	<ul style="list-style-type: none"> OSW Big Local Vision and Aims Our Plan, and priorities Information about projects as they develop 	<ul style="list-style-type: none"> OSW website Big Local Community Website 	<ul style="list-style-type: none"> OSW PDO OSW Board Chair

Our Sale West Plan 2015 – 2017 Budget Schedule

	Oct 2015- March 2016	Jan-June 2016	July-Dec 2016	Jan-June 2017	July-Dec 2017	Category total	% of £1m
1. Resident and youth development and training	3.5	4.5	4.5	4.5	4.5	21.5	2.15%
2. Investment in Community Building	6	-	-	5	5	16	1.6%
3. Environmental improvement	3	3	4	5	5	20	2.0%
4. Community Grants Fund	1	3	6	6	6	22	2.2%
5. Community Events/ Volunteers	1	1	1	1	1	5	0.5%
6. Partnership development, communication and staff	19	20	33	33	33	138	13.8%
Totals	33.5	31.5	48.5	54.5	54.5	222.5	22.25%