



**PRCC.29 15/16**

**Prosperous Communities  
Committee**

**Date: 29 October 2015**

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**Tackling inequalities in South West Ward, Gainsborough – Tactical  
Delivery Plans**

Report by:

Director of Operations  
Mark Sturgess

Contact Officer:

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Purpose / Summary:

To provide a summary of the current position and progress of the programme of work being undertaken in the South West ward of Gainsborough through the Tactical Delivery Plans

**RECOMMENDATION(S):**

1. That Members consider the contents of the report.

## IMPLICATIONS

**Legal: None – report for information**

**FINREF: FIN/76/16**

**Financial : None – report for information**

**Staffing : existing staff implementing the programme – both partners and West Lindsey District Council officers**

**Equality and Diversity including Human Rights :**

*Impact assessments will be carried out where needed*

**Risk Assessment : None**

**Climate Related Risks and Opportunities : None**

**Title and Location of any Background Papers used in the preparation of this report:**

*Wherever possible please provide a hyperlink to the background paper/s*

*If a document is confidential and not for public viewing it should not be listed.*

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

*i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)*

**Yes**

**No**

**X**

**Key Decision:**

*A matter which affects two or more wards, or has significant financial implications*

**Yes**

**No**

**X**

## **1. Introduction**

A pilot approach with a focus on tackling the causes rather than simply addressing the issues has been agreed by the South West Ward Strategic Partnership group. Action within the South West Ward is being progressed on a 'Total Approach' or 'Communities Working Together' approach. This will lead to a more sustainable long term solution to problems affecting residents in the area. It is recognised that a single partner cannot tackle the complex social mix of problems alone and the programme of work is being delivered by a multi-agency partnership.

The South West Ward Tactical Partnership Group have developed 5 Service Delivery Plans that have been approved by the Strategic Partnership. These plans are, in the main, taking action that will have an immediate and noticeable effect in the community. This will have a twofold effect, namely providing additional activities or improvements, and contributing towards building community confidence in the approach being taken and in the team of officers working in the neighbourhood.

## **2. Aims and objectives**

The purpose of the group is to agree, develop and implement joint initiatives to address identified priorities facing residents in the South West Ward through data and evidence. Agreed delivery Plans will contribute towards the overall aim of this programme of work, namely: To create an environment in which people feel safe, are proud and prosper. The delivery Plans will also contribute towards the agreed outcomes of this approach, namely:

**2.1 Social** – To create a cohesive community that supports local people to realise their potential; tackles barriers to success which include education, health and general wellbeing;

**2.2 Environmental** – To tackle environmental issues that signal decay and impact negatively on community aspirations. To deliver a partnership approach that ensures the community are empowered to make a difference and that a structure is in place that enables long term sustainable change;

**2.3 Safe** – To help create an environment in which people feel safe; an environment and community that ensures the individual is respected and allowed to enjoy living in the South West Ward, free from harm or threat (bench marked through survey and engagement).

## **3. Tactical Partnership**

The Tactical Partnership group was set up in April 2015 and meets on a monthly basis. Data has been collected and analysed to provide benchmarks for the themes of Social, Safe and Environment. Work undertaken so far has been focused on development and production of 5 Service Delivery Plans, including monitoring and reviewing progress so far.

Members of the Partnership that are contributing to and / or delivering the Service Delivery Plans are identified in Appendix 6

#### **4. Service Delivery Plans**

The 5 current Service Delivery Plans are the initial plans that will be delivered. Further joint initiatives will be developed and implemented over the coming months and years to tackle other issues including health and wellbeing, child poverty and other areas affecting resident's lives. The aims of each Plan are detailed below

##### **4.1 Community** (Appendix 1)

To create a cohesive community that supports local people to realise their potential; tackles barriers to success which include education, health and general wellbeing

##### **4.2 Contact Point / co-location** (Appendix 2)

The overall aim is to provide a facility located within the heart of the South West Ward which can be used as a team office and contact point for agencies and residents

##### **4.3 Early Intervention** (Appendix 3)

To ensure that services in the South West Ward are working collaboratively to address the needs of children, families and the community at the earliest opportunity

##### **4.4 Environment** (Appendix 4)

The overall aim is to tackle environmental issues that signal decay and impact negatively on community aspirations. To deliver a partnership approach that ensures the community are empowered to make a difference and that a structure is in place that enables long term sustainable change

##### **4.5 Substance misuse** (Appendix 5)

To tackle substance and alcohol misuse in the South West Ward and reduce the associated incidents of ASB and crime

#### **5. Next steps**

- Delivery plans to be implemented – already taking place
- Progress to be monitored, reviewed and assessed for impact at both the tactical and strategic groups
- Feedback on progress, achievements, and lessons learned to be provided

# **APPENDIX 1**

## **South West Ward Delivery Plan Community 2015**

Lead Debbie Chambers LCC

Group members: Naomi Prendergast WLDC; Ruth Farningham WLDC; Steve Snell PF LCC; Alison Walker LCC; Amanda Bouttell WLDC

**Objective:**

Aim:

To create a cohesive community that supports local people to realise their potential; tackles barriers to success which include education, health and general wellbeing.

Aims	Indicator	Target Date	Outcomes to date
<ul style="list-style-type: none"><li>Through a diverse programme of engagement activities and involvement develop community cohesion &amp; community awareness of agencies, activities and services available.</li></ul>	<ul style="list-style-type: none"><li>Increase numbers attending mobile police units</li><li>Increase of parent support programme(s)</li><li>10 new families accessing services, activities available</li></ul>	04/2016 2017 04/2016	
<ul style="list-style-type: none"><li>Through collaboration with the community members seek to identify, develop and sustain positive solutions to the issues facing residents in the SWW.</li><li>Create opportunities where new and existing community structures can work together in order to cultivate cohesive</li></ul>	<ul style="list-style-type: none"><li>Mapping exercise to identify community groups</li><li>Identify and recruit community champions (focus on Youth, health and wellbeing and leisure )</li><li>Create plan for scrutiny by the community</li><li>Community event to publish plan</li></ul>	11/2015 04/2016 01/2016 04/2016	

and sustainable partnerships working to benefit the community.			
<ul style="list-style-type: none"> <li>Through positive engagement and education, seek to develop awareness, tolerance and understanding of the customs and cultures of a diverse community within the SWW.</li> </ul>	<ul style="list-style-type: none"> <li>Fully functional cross collaborative community group with representatives from across the community</li> <li>Development of Intergenerational events at X Church, The Bridge &amp; Benjamin, Adlard</li> </ul>	<ul style="list-style-type: none"> <li>12/2016</li> <li>12/2016</li> </ul>	

Aims	Indicator	Target Date	Outcomes to date
<ul style="list-style-type: none"> <li>Improve life chances, wellbeing and employability by offering volunteer and training opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>30 16 to 24 year olds to undertake V Card Training</li> <li>15 16 to 24 year old to take part in Positive Futures training (coaching/ young leaders)</li> <li>10 1 to -24 year olds to take part in Introduction to youth work training</li> <li>Increase numbers of young people from x church transitioning from participation in learning to employment</li> <li>Increase numbers of local employers offering youth 100 and work opportunities</li> </ul>	<ul style="list-style-type: none"> <li>03/2016</li> <li>30/03/2016</li> <li>01/05/2016</li> <li>12/0216</li> <li>12/2016</li> </ul>	<ul style="list-style-type: none"> <li>23 young people starting V Card 12/09/2015</li> </ul>
<ul style="list-style-type: none"> <li>Promote adverse effects of smoking and risk taking behaviour by providing high quality information, advice and workshops for Young people</li> </ul>	<ul style="list-style-type: none"> <li>Increase accessibility to young people's information advice and guidance through the development of workshops, activities and events held at, X Church Benjamin, Adlard, The bridge</li> </ul>	<ul style="list-style-type: none"> <li>03/2016</li> <li>03/2016</li> </ul>	

<ul style="list-style-type: none"> <li>Promote The Voice of Young People in issues effecting their lives</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate recorded referrals to Targeted Youth support and Young Addaction</li> <li>Establish a SWW Youth forum</li> <li>Support X Church in providing opportunities for young people to access a range of age appropriate Positive Activities</li> </ul>	<ul style="list-style-type: none"> <li>03/2016</li> <li>01/2015</li> </ul>	<p>Children's Service Youth and Community develop team starting weekly junior club 03/09/2015 PF providing junior sports from 17/09/15</p>
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<ul style="list-style-type: none"> <li><b>Key Tasks / Objectives: Through a divers programme of engagement activities and involvement develop community cohesion &amp; community awareness of agencies, activities and services available.</b></li> </ul>	<b>Responsibility Actions</b>	<b>Links to Other Tactical Groups</b>	<b>Target Dates</b>	
			<b>Start</b>	<b>End</b>
<p><b>Family Fun Day</b> Identified need to create an opportunity for the community members to be aware of all agencies, including other tactical groups to promote their services and how to access them</p> <p>Bring together residents to celebrate their community</p>	<p>WLDC, LCC Children Service, Police, all tactical groups, agencies and voluntary sector to promote what services they have and how to access them.</p> <p>Benjamin Adlard Primary school to promote and attend event</p> <p>Promote activity for residents to prioritise their issue(s) through scaling (using Asda type counters placed in tubes)</p>	<ul style="list-style-type: none"> <li>Environment Benjamin Adlard pupils taking part in a poster competition to make residents aware of the effects of dog fowling</li> </ul>	<p>25/05/15</p>	<p>03/08/15</p>



<b>Outcomes to date</b>	<p>Family Fun Day positive success with all outcomes achieved. Community members now aware of WLDC objectives and the teams supporting</p> <p>22 different families - 52 young people and 21 adults taking part</p> <p>15 families more aware of services and agencies available</p> <p>21 new young people aware of activities and services available</p> <p>Information received about the selling of underage substances (alcohol cigarettes) by local shop directed to the police resulted in shop being prosecuted</p> <p>Dog fouling poster competition successful with certificates being awarded at Benjamin Adlard in the new term (September)</p>
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<ul style="list-style-type: none"> <li>Key Tasks / Objectives: Create opportunities where new and existing community structures can work together in order to cultivate cohesive and sustainable partnerships working to benefit the community.</li> </ul>	<b>Responsibility Actions</b>	<b>Links to Other Tactical Groups</b>	<b>Target Dates</b>	
			<b>Start</b>	<b>End</b>
<ul style="list-style-type: none"> <li><b>Develop platforms to enable community members to voice their opinions and be proactive in effecting change</b></li> </ul>				
<p><b>Develop a Young Peoples Forum</b></p> <p>Provide opportunities for young people to have a voice in their community, discuss issues that affect their lives and actively effect change.</p>	<p>Through a diverse range of activities, engage and recruit young people to the forum</p> <p>Use existing young people's structures such as x church</p> <p>LCC Youth and community development team</p> <p>X Church to become the key partner</p> <p>Positive Futures to support recruitment and development</p>	<p><b>Tackle Substance Misuse</b></p> <ul style="list-style-type: none"> <li>Young addiction</li> <li>Anti-social behaviour</li> </ul> <p><b>Early intervention</b></p> <ul style="list-style-type: none"> <li>Health &amp; Well being</li> <li>Health Care</li> <li>Referral processes</li> </ul> <p><b>Improve the Environment</b></p> <ul style="list-style-type: none"> <li>Dog Fowling</li> <li>Stake / Ownership in community presentation</li> </ul>		

	<p>Need to support all existing &amp; newly identified community lead groups in the SWW such as SWIG improvement group, SWW residents Group and promote structures to support community cohesion together</p> <p>Benjamin Adlard Primary School identified as key partners in working with families, supporting community cohesion, identifying troubled families &amp; support with education</p>	<p>WLDC / LCC Continue to attend known community group meetings and promote ethos of working together for a positive future and outcomes</p> <p>Identify and draw up list of both existing and newly identified community / residents groups.</p> <p>Attend new group meetings once identified</p> <p>Further develop relationship with Benjamin Adlard Primary School</p>	<p><b>Early Intervention Tackling Substance Misuse</b></p> <ul style="list-style-type: none"> <li>• Education</li> <li>• Anti-Social behaviour</li> </ul> <p><b>Improve the Environment</b></p> <ul style="list-style-type: none"> <li>• Dog Fouling</li> </ul>		
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<ul style="list-style-type: none"> <li>• <b>Key Tasks / Objectives: Through collaboration with the community members seek to identify, develop and sustain positive solution to the issues facing residents in the SWW.</b></li> </ul>		<b>Responsibility Actions</b>	<b>Links to Other Tactical Groups</b>	<b>Target Dates</b>	
				<b>Start</b>	<b>End</b>
<ul style="list-style-type: none"> <li>• <b>Ensure sustainability of projects</b></li> </ul>					
	<ul style="list-style-type: none"> <li>• <b>Achieve funding for the Ward</b> With partners explore funding opportunities with Lincolnshire growth</li> </ul>	<ul style="list-style-type: none"> <li>• WLDC N Prendergast</li> <li>• Strategic group</li> <li>• SWW improvement group</li> </ul>			

• <b>Key Tasks / Objectives:</b>		Responsibility Actions	Links to Other Tactical Groups	Target Dates	
				Start	End
• <b>Provide opportunity for young people to gain access to information and advice</b>					
	Develop an Outreach Service to ensure young people have access to high quality information and advice. Links to Positive Futures agenda	LCC Children Service to put together a bid for funding D Chambers G Fenwick WLDC	<b>Tackling Substance missus</b> <ul style="list-style-type: none"> <li>• Young add action</li> <li>• Youth offending</li> </ul> <b>Early Intervention</b> <ul style="list-style-type: none"> <li>• Sign Posting</li> <li>• Referral systems</li> <li>• Education</li> </ul> <b>Improve Environment</b> <ul style="list-style-type: none"> <li>• Education</li> </ul>		

• <b>Key Tasks / Objectives: Through positive engagement and education, seek to develop awareness, tolerance and understanding of the customs and cultures of a diverse community within the SWW.</b>		Responsibility Actions	Links to Other Tactical Groups	Target Dates	
				Start	End
	Engage with and develop positive relationships with the traveller community	Arrange meeting with lead for traveller's community in WL.  NP /WLDC DC /LCC			
	It is recognised that the SWW is home to a diverse community of whom all do not have English as their first language. In addition the	Plan and organise a Cultural awareness and Good neighbour Celebration Event.	Police – anti social behaviour and crime	03/08/15	31/12/15

	difference in cultural norms is report to be causing, tension, conflict and misunderstanding.	Through Benjamin Adlard promote education			
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	<b>Key Task: Undertake a satisfaction survey with residents</b>	<b>Responsibility Actions</b>	<b>Links to other Tactical Group</b>	<b>Start</b>	<b>End</b>
	An annual survey to be carried out with all residents in SWW. This will be supplemented with workshops, drop in sessions and other engagement activities. The purpose of this exercise is to provide a benchmark of resident satisfaction with SWW as a place to live. This will allow us to measure the effectiveness of programme	Develop appropriate survey questions Arrange delivery Hold a variety of engagement sessions Analysis and results	All Plans	October each year	January each year

<b>Resources for Achieving this Objective</b>					
<b>Projects/Initiatives Funded</b>	<b>Project Spend</b>	<b>Lead Project Contact</b>	<b>Project Delivered</b>		<b>Project Status</b>
			<b>Start Date</b>	<b>End Date</b>	
Family Fun day / Celebrating Communities' Resources - utilities existing agencies, Positive Futures, WLDC staffing plus building, LCC staffing, Voluntary Sector,	£500	D Chambers	22/05/15	03/08/15	Live (Green)
Cultural awareness and Good neighbour Celebration Event Resources - utilities existing agencies, Positive Futures, WLDC staffing plus building, LCC staffing, Voluntary Sector		D Chambers	04/08/15	05/2016	
Mobile Police Units Resources - utilise existing agencies, WLDC staffing plus buildings and venues, LCC staffing.		N P			Live (Green)

Develop a Young Peoples Forum Resources - utilise existing agencies, Positive Futures, LCC staffing, Voluntary Sector.		D Chambers	03/08/15	01/01/16	
Outreach Service developed a funding bid to create an outreach service		D Chambers			Red Bid yet to be put together
Intergeneration Events		TBC			
SWW Young Apprentice Competitions to build on Youth 1000		TBC			
Careers Day		TBC			
Engage with and develop positive relationships with the traveller community		TBC			
Engage with and develop relationships with Mental Health and disability groups		TBC			
Work collaboratively with schools to access Families Working Together		TBC			
Work collaboratively with Restorative Justice		TBC			

# **APPENDIX 2**

## **South West Ward Delivery Plan Contact Point / Co-location 2015**

Lead Andy Gray WLDC

Group members: Andy Gray, Naomi Prendergast WLDC; Ruth Farningham WLDC; Paul Fisher LCC; Allison Walker LCC; Glynise Coulson LCC; Police

## Objective

**To investigate delivery a team office and contact point within the South West Ward of Gainsborough.**

### **1. Aim**

The overall aim is to provide a facility located within the heart of the South West Ward which can be used as a team office and contact point for agencies and residents. By providing a facility such as this it is intended that:

- Presence of various agencies will increase and become more visible in the area
- Agencies will have an office type environment that can be used to address issues within the area
- Response times in regards to customer complaints and enquiries can be reduced
- The commitment of agencies to operate within the ward and tackle its issues will be reinforced
- Increased communication can be undertaken with residents to identify further issues

### **2. Initial Scoping**

Stage 1 of scoping the project will be to consider whether the Council can purchase an empty property within the desired area with a view to converting it into residential and office type accommodation. This type of purchase has been completed previously within the empty homes cluster project but has only been for residential purposes. The Council already has a process and the staff resources in place to enable the physical purchase and renovation, however a number of factors will need to be considered prior to proceeding with this project:

a) Intended use

- The usage of the facility by residents and customers would need to be determined at an early stage. Is the project looking to provide a community office or is it a community hub? In terms of delivery, an office would be preferable as providing customer access in what is likely to be a residential street in the main could be problematic.

b) Resources

- An empty property purchase is likely to cost between £20,000 and £45,000 depending on location and condition
- Refurbishment work would be estimated at circa £25,000 for an office type conversion downstairs. In addition, there would be a cost of circa £20,000 for any residential refurbishment. This type of change of use would also require planning permission
- Partner agencies would need to agree and commit resources to deliver the capital aspect of the project as well as the ongoing revenue commitment.

c) Responsibility/Liability

- Agreement would need to be sought in terms of overall responsibility for the asset itself, as well as the day to day operation of any office facility
- The relevant health and safety and risk assessment work would need to be undertaken to ensure it was safe for all agencies and users

d) Infrastructure

- It is likely that different agencies will have different IT and access requirements, these would all need to be factored into the project. Information on these areas has not been requested at this stage and each agency would need to review the implications of this.

e) Community

- It has not yet been determined whether this type of approach would be supported by the community. An element of consultation may be required in order to understand this.



Aims	Indicator	Target Date	Outcomes to date
<p>Provision of a venue for co-location and potentially community drop in / surgery</p> <ul style="list-style-type: none"> <li>• Explore the viability of Trinity Arts centre as a co-location venue for SWW team</li> <li>• Explore the viability of The Bridge as a co-location venue for SWW team</li> <li>• Explore the viability of using an “Empty Home” as a co-location venue for SWW officers</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage development of a cohesive SWW team,</li> <li>• Joint learning, and experiences shared.</li> <li>• Increase potential for joint opportunities and impact</li> <li>• Potentially encourage greater participation and involvement from local residents should the venue be extended to include a community hub / drop in.</li> <li>• Encourage greater access to services</li> </ul>	<p>Oct 2015</p>	<p><b>Trinity Arts Centre</b></p> <ul style="list-style-type: none"> <li>• Trinity Arts Centre identified as appropriate for a 6 month “pilot” to run from October 2016</li> <li>• Draft Terms of reference developed with Trinity Arts Centre</li> <li>• SWW Team to use Trinity Arts Centre</li> <li>• The use of alternative venues being progressed for viability</li> </ul> <p><b>The Bridge</b></p> <p>Currently unable to progress at this stage</p> <p><b>Empty Home</b></p> <ul style="list-style-type: none"> <li>• Costings of the options for both Office space and office space with option for community drop in produced</li> <li>• Potential sites have been explored – uncertainty on which street would be most appropriate</li> </ul>

• Key Tasks / Objectives:		Responsibility Actions	Links to Other Tactical Groups	Target Dates	
				Start	End
Contact Point – co-location	All Tactical Team members	<b>Community Delivery Plan</b> 1. Provision of a visible and accessible team 2. Build community confidence 3. Potentially encourage greater participation and involvement from local residents should the venue be extended to include a community hub / drop in. 4. Encourage greater access to services	Oct 2015	31 March 2016 and potentially beyond	

**Resources for Achieving this Objective**

Projects/Initiatives Funded	Projected Spend	Lead Project Contact	Project Delivered		Project Status
			Start Date	End Date	
Trinity Arts Centre	£100 per month contribution to cover costs – from Localism budget	Ruth Farningham	July 2015		Live (Green)
The Bridge	TBC	Grant White	July 2015	unknown	Not progressing
Empty Home	C £50k	Andy Gray	May 2015		Live (Green)

Significant Risks						
Key Risks	Controls	Responsibility	Target Dates		Status	
			Start	End		
	<b>Key risks for all options</b>					
	Might not be in correct part of SWW – open to criticism – this may occur wherever the co-location is located	Difficult to manage due to the makeup and community boundaries within SWW – can be discussed through Community Groups and liaison with wider community. To be addressed once preferred option agreed	All members of Tactical Group			
	Venue may be a barrier for community drop in	This may also be the same for all available options	All members of Tactical Group			
	<b>Key risks for Trinity Arts Centre and The Bridge</b>					
	May need approval of Management Committee	Approval to be obtained and service level agreement drawn up in partnership with Management Committees	Ruth Farningham Karen Whitfield Grant White	July 2015	August 2015	Not needed No risk Green
	Limited times that can be used – subject to venue bookings and use	May not be a major risk as can be worked round. To be reviewed on a quarterly basis	Ruth Farningham Karen Whitfield Grant White	July 2015	August 2015	Times to be agreed

Key Risk Management Tasks	Responsibility	Target Dates		Status
		Start	End	
Ensure all parties are in agreement with any potential options – service level agreement / terms of reference in place	All members of Tactical team but particularly those negotiating with venues	August 2015	September 2015	

# **APPENDIX 3**

## **South West Ward Delivery Plan Early Intervention 2015**

Lead: Clare Newborn LCC Youth Offending Service, Group members: Naomi Prendergast WLDC; Ruth Farningham WLDC; Shirley Wilce LCC; Lisa Twidale LCC; Alison Walker LCC; Amanda Bouttell WLDC ; Karen Toyne Addaction.

**Objective:**

**Aim: To ensure that services in the South West Ward are working collaboratively to address the needs of children, families and the community at the earliest opportunity.**

Through collaboration with agencies, stakeholders and educational/learning establishments, identify level and nature of need and agree a strategy to address the identified issues.

Seek opportunities to work with schools to raise awareness of pathway provision and interventions, and work collaboratively to ensure all agencies are truly addressing the needs of children and families at the earliest opportunity.

Through positive engagement and education, enable children, families and the local community develop the necessary skills to achieve their potential.

• Key Tasks / Objectives:	Responsibility Actions	Links to Other Tactical Groups	Target Dates	
			Start	End
<b>Through collaboration with agencies, stakeholders and educational/learning establishments, identify level and nature of need and agree a strategy to address the identified issues.</b>				
<b>Mapping Exercise (Benjamin Adlard)</b> In conjunction with primary school, carry out audit to understand profile of children at school (including	Benjamin Adlard, WLDC, LCC Children Services, LCC Youth	Tackling Substance Misuse	01/09/15	31/10/15

	<p>any excluded children); their key characteristics, needs and current involvement with services.</p> <p>Understand priority areas for school and ensure any activities complement/enhance schools plan of work.</p>	<p>Offending Service, Addaction, Health.</p>	<p>Community.</p>		
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<ul style="list-style-type: none"> <li><b>Key Tasks / Objectives:</b></li> </ul>	<b>Responsibility Actions</b>	<b>Links to Other Tactical Groups</b>	<b>Target Dates</b>		
			<b>Start</b>	<b>End</b>	
<p><b>Seek opportunities to work with schools to raise awareness of pathway provision and interventions, and work collaboratively to ensure all agencies are truly addressing the needs of children and families at the earliest opportunity.</b></p>					
	<p><b>Awareness raising/training</b></p> <p>Establish levels of awareness within school of pathway provision, support services and referral process and create opportunities to enhance staff's knowledge, including the development of an inventory.</p> <p>Consider pupil profile information and improve access routes to early help and prevention services.</p>	<p>LCC Children's Services, LCC Youth Offending Service, WLDC, Benjamin Adlard, Health, Addaction.</p>	<p>Tackling Substance Misuse</p>	<p>31/10/15</p>	<p>31/01/16</p>



• Key Tasks / Objectives.		Responsibility Actions	Links to Other Tactical Groups	Target Dates	
				Start	End
<p><b>Through positive engagement and education, enable children, families and the local community develop the necessary skills to achieve their potential.</b></p>					
	<p><b>Develop links between pupils, parents/carers, staff and service providers</b></p> <p>Organise and deliver bespoke 'Stay Safe' style event that meets needs of pupils, parents/carers and staff at Benjamin Adlard school.</p>	<p>LCC Children's Services, LCC Youth Offending Service, Benjamin Adlard, WLDC, Health</p>	<p>Community engagement</p> <p>Tackling Substance Misuse</p>	<p>31/01/16</p>	<p>31/05/16</p>
	<p>Working with parents at the school to improve their access to and confidence in agencies and service providers.</p>	<p>LCC Children's Services, Benjamin Adlard, WLDC, Health</p>	<p>Community engagement</p> <p>Tackling Substance Misuse</p>		

# **APPENDIX 4**

## **South West Ward Delivery Plan Environment 2015**

Lead Officer – Ady Selby/Simon Smoothey/ Ruth Farningham

Team –above plus Naomi Prendergast, Kate Hearn, Andy Gray, Shona Marshall.

## Objective:

Overall Aim:

**To improve the environment within the South West Ward.**

### **Aims**

The overall aim is to tackle environmental issues that signal decay and impact negatively on community aspirations. To deliver a partnership approach that ensures the community are empowered to make a difference and that a structure is in place that enables long term sustainable change;

- Improving the environment in which the SWW community live in, improved health and wellbeing.
- Creating a preventative approach, rather than reactionary, to tackle environmental issues facing the South West Ward.
- Improving and embedding intelligence reporting systems
- Enhanced community cohesion & community interventions, ensuring sustainability and long lasting results
- Cohesive internal practices and workings to benefit the community including,

### **How to achieve these aims**

1. Reduce level of fly-tipping
2. Reduce Early Presentation
3. Tackle Dog Fouling problem
4. Explore provision of wheeled bins
5. Enforcement
6. Empty Homes Scheme

Aims	Indicator	Target Date	Outcomes to date
Take appropriate actions to deter dog fouling and improve the environment	<ul style="list-style-type: none"> <li>• Locations identified</li> <li>• Number of press releases</li> <li>• Number of Publicity campaigns</li> <li>• Number of pro-active patrols to be carried out</li> <li>• Number of Fixed Penalty Notices issued</li> <li>• WLDC web based system developed for reporting</li> </ul>	<p>July 2015 onwards</p> <p>March 2016</p>	<p>Up to September 2015</p> <p>6 Pro-active patrols held 3 FPN issued 0 Press releases</p>
Improve the environment, build confidence within the community and reduce the resources needed from Waste Service team	<ul style="list-style-type: none"> <li>• Number of Information leaflets distributed</li> <li>• Priorities streets identified for focus</li> <li>• Number of incidents reported</li> <li>• Number of incidents actioned</li> </ul>	<p>11/2015</p> <p>04/2016</p> <p>01/2016</p> <p>04/2016</p>	<p>XX information leaflets distributed on</p> <p>35 additional incidents identified and actioned mid Aug – early Sep</p> <p>11 incidents with potential enforcement action</p> <p>Additional weed sprays taking place</p>
Identify resources to provide part-time / full time dedicated support to SWW for enforcement, education, prevention and pro-activity for environmental issues	<ul style="list-style-type: none"> <li>• Additional resources identified and implemented</li> <li>• Vacancy Management approval submitted</li> <li>• Job Description developed</li> <li>• Job description evaluated</li> </ul>	<p>12/2016</p> <p>12/2016</p>	<p><b>June 2015</b> -Town Centre warden -additional 9 hrs pw,</p> <p><b>August 2015</b> - Enforcement role allocated on a temporary basis from wider Localism team - 9 hrs pw</p> <p><b>March 2015</b> - Job Description and Person Spec developed</p>

• Key Tasks / Objectives:		Responsibility Actions	Links to Other Tactical Groups	Target Dates	
				Start	End
<b>Take appropriate actions to deter dog fouling and improve the environment</b>					
	identify locations	WLDC, SWW Tasking Group	<b>Community</b> increased confidence in Community and encourage witnesses to come forward with support of SWW team	May 2015	ongoing
	Spray dog fouling with luminous paint – Boson have reduced fouling by 40%	WLDC Litter picker, WLDC Town Centre Warden, SWW Tasking Group members, WLDC Enforcement Officers	As above	October	December
	Publicity campaign to be run	WLDC Litter picker, SWW Tasking Group members, WLDC Waste Services, WLDC Town Centre Warden, Benjamin Adlard students	As above	October 2015	December 2015
	Pro-active patrols to be carried out – FPN issued	WLDC Town Centre Warden, SWW Tasking Group members, WLDC Enforcement Officers	As above	May 2015	ongoing
	Publicity of FPN issued	WLDC Town Centre Warden, WLDC Enforcement Officers	As above	Ongoing – when available	ongoing
	Create web based system for reporting	WLDC IT team, Ruth Farningham	As above	July 2015	March 2016
	WLDC Town Centre warden undertaking more patrols within SWW, focusing on hotspot area	WLDC Town Centre Warden, Ruth Farningham	As above	June 2015	ongoing

• Key Tasks / Objectives:		Responsibility Actions	Links to Other Tactical Groups	Target Dates	
				Start	End
<b>Improve the environment, build confidence within the community and reduce the resources needed from Waste Service team</b>					
	Distribute information leaflets to those streets that present the greatest number of incidents	SWW Tasking Group members	<b>Community</b> increased confidence in Community in both the SWW programme and interventions – encourage witnesses to come forward with support of SWW team	July 2015	ongoing
	For above task, to prioritise streets that have been subject to Arson over the past few weeks, namely Frampton Terrace, Sandsfield Lane (Tesco's end), Stanley Street, Gordon Street, Wheeldon Terrace & Prospect Terrace	SWW Tasking Group members	As above	July 2015	ongoing
	Monitoring of early presentation to be carried out – minimum 3 times per week (Monday, Wednesday & Friday) – initially of streets above	WLDC Community Safety team, WLDC Town Centre Warden, WLDC Waste Services	As above	August 2015	Ongoing
	Identify immediate additional resources to tackle early presentation and fly tipping	Ruth Farningham, WLDC Senior Management Team	As above	June 2015	August 2015
	Additional WLDC Officer to undertake early presentation and fly tipping education and enforcement one day per week. Will include issuing of FPN for dog fouling if witnessed	Ruth Farningham, WLDC Senior Management Team	As above	August 2015	March 2016
	WLDC Town Centre warden to undertake more patrols within SWW, focusing on hotspot areas	Ruth Farningham	As above	June 2015	ongoing

• Key Tasks / Objectives:		Responsibility Actions	Links to Other Tactic Groups	Target Dates	
				Start	End
<b>Identify resources to provide part-time dedicated support to SWW for enforcement, education, prevention and pro-activity for environmental issues</b>					
	Explore options for recruitment to the above through existing WLDC budgets – impact assessment taking place	Ruth Farningham	<b>Community</b> Increased confidence in Community in both the SWW programme and interventions – encourage witnesses to come forward with support of SWW team	January 2015	ongoing
	Recruitment to post – if agreed and appropriate	Ruth Farningham, WLDC Senior Management Team, WLDC Waster Services	As above	Ongoing	ongoing
	Job description and personal Specification prepared	SWW Tasking Group members WLDC Waste Services Ruth Farningham	As above	March 2015	May 2015
	Immediate temporary education / enforcement resources identified	Ruth Farningham	As above	July 2015	August 2015

**Resources for Achieving this Objective**

Projects/Initiatives Funded	Projected Spend	Lead Project Contact	Project Delivered	Project Status	
			Start Date	End Date	
Dog fouling campaign	£150	SWW Tasking Group	July 2015	ongoing	Green
SWW Environmental Officer	Circa £20k - £25k p.a.	Ruth Farningham, Ady Selby, WLDC CLT	ongoing	05/2016	Red
Additional weed sprays carried out – 2 additional per year	TBC	Simon Smoothery	ongoing	ongoing	Green
Tackling Early presentation – education and information to be distributed	Within current WLDC budget	SWW Tasking Group	May 2015	ongoing	Amber
Monitoring of early presentation to be carried out – minimum 3 times per week (Monday, Wednesday & Friday) – initially of streets above	Nil	WLDC Town Centre Warden, Kate Hearn	August 2015	ongoing	Amber – occurring Monday only
Options appraisal to be undertaken in relation to the current weekly bagged waste collection service	Nil	WLDC Waste Services, SWW Tasking Group	October 2015	December 2015	Not started
Ensure monitoring of ASB incidents logged and monitored to measure effectiveness and trends	Nil	Kate Hearn	July 2015	Ongoing	Green
Identify resources for temporary education / enforcement	Within current WLDC budget	Ruth Farningham	July 2015	August 2015	Green



Significant Risks						
Key Risks		Controls	Responsibility	Target Dates		Status
				Start	End	
	Delay in identifying appropriate resources or capacity for dedicated Environmental Officer	Some additional resource redirected from within WLDC Localism team	SWW Strategic Partnership - Ruth Farningham	ongoing	October 2015	Amber
	Possibility that resources or appropriate capacity cannot be identified	Additional capacity for SWW – impact on other services (where resource has been taken from) will be monitored and reviewed	Ruth Farningham	August 2015	ongoing	Green
	High expectations of community and local Councillors	Keep community informed at all stages	SWW Tactical Group – Naomi Prendergast	Ongoing	Ongoing	Red
	Lack of engagement of wider community	Provide a range of mechanisms for the community to engage, both formal and informal	SWW Tactical Group – Naomi co-ordinate	ongoing	Ongoing	Green

Key Risk Management Tasks	Responsibility	Target Dates		Status
		Start	End	
Ensure capacity and / or resources made available for an Environmental Officer – if need evidenced and agreed	Strategic Partnership Group	Immediate	October 2015	Amber

# **APPENDIX 5**

## **South West Ward Delivery Plan SUBSTANCE MISUSE 2015**

Lead Karen Toyne Addaction Group members: Naomi Prendergast WLDC; Clare Newborn LCC; Alison Walker LCC; Simon Outen; Joanne Hocking.

**Objective:**

**Aim: To tackle substance and alcohol misuse in the South West Ward and reduce the associated incidents of ASB and crime.**

- To have a clear understanding of the scale of the problem in the SWW and the associated factors that influence behaviours and use of alcohol and substances.
- Identify opportunities to deliver a preventative approach to improve engagement with the community and increase the numbers seeking information, treatment and support.
- Through collaboration with partners from schools, police, support agencies, voluntary sector etc., raise awareness of the pathways, referrals and support mechanisms available.

Key Tasks / Objectives:	Responsibility Actions	Links to Other Tactical Groups	Target Dates	
			Start	End
<b>Identify opportunities to deliver a preventative programme to improve engagement with service users and increase the numbers seeking treatment/support.</b>				
<b>Prioritisation Of YOS Caseloads</b> Youth Offending service currently accepts prevention referrals in relation to ASB. Allocation is	Youth Offending Service- Prioritisation of SWW cases	Community engagement	1/6/15	ongoing

	dependent on risk issues and capacity. The service will be prioritising the acceptance of SWW cases. Further advertising of the service to appropriate referring agencies will take place to encourage appropriate referrals.	and advertisement of referral processes with partners.	Early Intervention		
	<b>Outreach Week</b> An "Outreach Week" from 13 <sup>th</sup> -19 <sup>th</sup> August will take place with local youth clubs and youth organisations to raise awareness of Young Addaction and services.	Young Addaction- Proactive communication of services to encourage access to services.	Community engagement Early Intervention	13/08/15	18/08/15
	<b>Youth Outreach</b> Drop in sessions to be conducted at Gainsborough Academy and Foyer. Re-engagement to take place with the X-Church regarding substance misuse.	Young Addaction- Work seeks to engage with young people who have issues/questions relating to substances in their own environment.	Community engagement Early Intervention	13/06/15	ongoing

• Key Tasks / Objectives:	Responsibility Actions	Links to Other Tactical Groups	Target Dates	
			Start	End
<b>Through collaboration with partners from schools, police, support agencies, voluntary sector etc., raise awareness of the pathways and support mechanisms available.</b>				
<b>Awareness raising/training</b> Identify relevant partners and support them to undertake a review of training of staff in order that they are able to recognise substance misuse issues within individuals in SWW.	Addaction to provide training to PSCO's and the Town Warden etc. for the SWW, this will include Substance Misuse awareness/ NPS & local service provision. This will be delivered over a day.	Community engagement  Early Intervention	First training date – 5 October Second date – 3 November	03/11/2015

	<p><b>Amy Winehouse Foundation</b></p> <p>The Amy Winehouse Foundation will be delivering the Resilience Programme in Gainsborough Academy which covers the SWW.</p>	<p>Young Addaction-Trained and accredited volunteers use their own experiences of substance misuse and recovery to educate students, parents and teachers about the real reasons why young people may misuse substances and what can be done to prevent it.</p>	<p>Early Intervention Community Engagement</p>	<p>22/05/2015</p>	<p>Completed</p>
	<p><b>Collaboration with Benjamin Adlard Primary School</b></p> <p>Working with school to raise awareness, training opportunities and identify issues and opportunities.</p>	<p>Addaction to discuss with Sam Coy (head teacher Benjamin Adlard) to facilitate the same training for teachers/ teachers assistants to enable them to recognise substance misuse issues amongst parents</p>	<p>Early Intervention Community Engagement</p>	<p>Sept 2015</p>	<p>April 2016</p>

<ul style="list-style-type: none"> <li><b>Key Tasks / Objectives.</b></li> </ul>		<b>Responsibility Actions</b>	<b>Links to Other Tactical Groups</b>	<b>Target Dates</b>	
				<b>Start</b>	<b>End</b>
<p><b>To have a clear understanding of the scale of the problem in the SWW and the associated factors that influence behaviours and use of alcohol and substances.</b></p>					
	<p><b>Police Interventions</b></p> <p>Referrals of juveniles and adults to Addaction if there are any criminal offences or admissions linked to using substances.</p>	<p>The police will refer to Addaction for individuals involved in substance misuse. The referral process in place within Lincoln custody will continue</p>	<p>Community engagement  Early Intervention</p>	<p>Implemented</p>	<p>Completed</p>

	<p>Targeting of suspected drug dealers in the SWW and this work will continue as it is part of an on-going process.</p>	<p>to refer for individuals disclosing substance misuse issues. K.T to monitor and feed back to group any individuals specifically located in SWW. K.T (Addaction) will continue to facilitate training for sergeants and new police recruits including PCSO's on Addaction's services and referral processes.</p>			
	<p><b>Mapping Exercise</b>  A mapping exercise to be conducted in the SWW using information in relation to Schools Exclusions, location of off licence premises + premise specific intelligence, ASB incidents, Hospital Admissions of Under 18s (related to alcohol or tobacco) to highlight where specific areas of need are. Trading standards will then be using under18 test purchasers to target specific shops to identify whether alcohol and tobacco is being sold to young people. Trading Standards and Police will then take appropriate shop specific action.</p>	<p>Trading and Police-Work is being undertaken with WLDC, Safeguarding Children and Police to obtain mapping information.</p>	<p>Community engagement</p>	<p>01/06/15</p>	<p>Jan 16</p>

# APPENDIX 6

## South West Ward Tactical Partnership members

- Safer Communities LCC
- Benjamin Adlard School
- Youth Offending Service
- Trading Standards
- Police
- Fire and rescue
- Children's Services LCC
- Youth and Community Development LCC
- Substance misuse
- Addaction
- Young Addaction
- Families Working Together
- Public Health
- WLDC
  - Waste Services
  - Localism
  - Housing and communities
  - Housing – Home Choices
  - Environmental Protection