



Leicester
City Council

WARDS AFFECTED
All Wards – Corporate Issue

FORWARD TIMETABLE OF CONSULTATION AND MEETINGS:

**OSMB
Cabinet**

**22 January 2009
26 January 2009**

Neighbourhood Engagement – The Next Steps

Report of the Service Director (Democratic Services)

1. Purpose of Report

To consider the next steps to be taken to build on the early successes of Ward Community Meetings as a vehicle for effective community engagement.

2. Summary

Ward Community Meetings have now been in being for almost a year. Set within the strategic context of the city's One Leicester 25 year vision and the national agenda for enhanced community engagement and devolved decision making, this Report seeks to identify both the key successes and lessons learned, along with the next steps which need to be undertaken, both within the City Council and by partner agencies and other stakeholders to further develop these strategies.

3. Recommendations

Cabinet is recommended to:

1. Note the successes and key learning points from the initial series of Ward Community Meetings
2. Note the next tranche of City wide services to feature in the Meeting Information Fairs and to encourage Members and officers to identify further additional Ward specific items for inclusion
3. Endorse the work currently underway with partner agencies to actively promote their inclusion in the Information Fairs and on Meeting Agenda items in a targeted manner which best meets their requirements and outputs
4. Endorse the provision of Ward specific web sites and capacity building mechanisms to enable members of the public to engage better in Ward Community Meetings and the associated input and outcomes.
5. Note the ongoing work to ensure that the particular issues and needs of the city centre, including its residents, is addressed in the most appropriate manner.

6. Support the provision, through the current work of the Delivering Excellence Team, to provide both Ward based service data and the associated ward related service performance management which is thereby enabled.
7. Endorse the inclusion of highways and traffic services in 2009/10, along with Youth services and environmental issues/climate change over the next two years as the next key city wide services to be also considered in detail at the individual Ward level to ascertain the levels of service delivery which are best addressed city wide and those which can be reconfigured to make them more bespoke to the needs and requirements of each local community.
8. Note that the carry forward of the unspent provision of the first year's allocation of funding to Ward Community Meetings, including the specific sums for community cohesion will be considered as part of the 2008/09 Revenue Budget out-turn
9. Ask officers to develop further proposals to use additional funding to support Ward Community Meetings from the community engagement allocation within the Working Neighbourhoods Fund and/or from resources and skills that may be released as a result of decisions on the future of Neighbourhood Management which are due at Cabinet on 16 February.
10. Endorse the publicity and feedback proposals detailed in the report to maximise awareness of the activities and outcomes of the Ward Community Meetings.
11. Welcome the work underway, by both Members and officers, to ensure that the determination of the future calendar of Ward Community Meetings for the next municipal year, which will then be incorporated into the annual calendar of meetings and utilised, as appropriate, in advance publicity material
12. Note and endorse the emerging role of Ward Community Meetings in embedding and promoting good community relations within and between local neighbourhoods.
13. Note the consideration currently being given to the future provision of consultation mechanisms for Housing Management and Repairs for tenants and leaseholders, including synergies which exist with Ward Community Meetings.

4. Report

4.1. The First Year

Ward Community Meetings across the city have now been successfully operating for approaching twelve months. Key strategic elements of that success have included:-

- (i) a local community focussed identity for each of the meetings in which all Elected Members have been actively engaged;
- (ii) a developing, locally driven consideration of local Ward priorities, now being encapsulated in Ward Action Plans;
- (iii) locally allocated funds through the Community Chest, which have been utilised to both deliver and, in some cases, pump prime schemes, including those addressing community cohesion, which benefit the community at the grass roots level;
- (iv) initial working with partner agencies to provide an integrated multi-agency Ward-based focus to local issues;
- (v) improved Council and other agency/voluntary sector communication and interaction concerning service delivery, particularly at the Ward level, through the carousels/information exchange at each meeting; and,

- (vi) highly effective and informative presentations regarding environmental services, complemented by an associated active and timely response to issues raised by members of the public interacting with these presentations.

As is to be expected, when engaging with local communities across the whole city, each with different requirements and expectations, the levels of initial success have varied. However, the overall message provided through the feedback at Ward Community Meetings has been that their introduction has been positively received and forms a solid foundation on which to build their development. Members of the public have been particularly appreciative when immediate follow up actions have been taken, as now demonstrated by the work of the City Wardens. Further detailed information concerning progress to date is given at Appendix A.

4.2. Future Developments

4.2.1. The Strategic Context

The 2008 'empowerment white paper' *Communities in Control: real people, real power* built on the previous local government white paper, *Strong, prosperous communities 2006* and the *Local Government and Public Involvement in Health Act 2007* to take forward the Government's commitment to empowerment, enhancing citizens' rights and making local government more accountable.

Under the *Local Government and Public Involvement in Health Act 2007*, councils will be required to involve representatives of local people in the exercise of their functions, where they consider it is appropriate to do so. Councils will be able to determine if and how representatives should be involved, taking account guidance issued by Government.

This 'duty to involve' goes further than consultation, setting out three ways of securing the involvement of representatives of local people, informing them, consulting them or involving them in other ways. The duty comes into effect in April 2009 and it is intended to represent a step change in the way in which councils engage with local people in the design and delivery of services.

The White Paper, *Communities in control: real people, real power* set out a range of measures, including a new duty on councils to promote democracy, an expansion of the duty to involve and a duty to respond to petitions (including those that relate to Primary Care Trusts). For citizens, measures include a review of redress, extending participatory budgeting, community engagement in planning, a toolkit on empowering people in decisions about housing growth, and empowerment of tenants. There are a range of funds and initiatives to promote voluntary and community activity, including involvement of young people.

This commitment to empowerment, and accountability reflects a wider emphasis on the role of councils and Local Strategic Partnerships as developing the overall wellbeing of the place they are responsible for, considering what really matters to local residents, bringing together all of the services (not just council services) that determine whether an area is good to live in.

It is also important that our Local Area Agreement is 'made real' to local people and that it is relevant to the particular issues in their neighbourhoods.

And this emphasis on engagement with citizens and the quality of life in the area will be reflected in the emphasis of new Comprehensive Area Assessments (CAAs) which take effect from April. Unlike Comprehensive Performance Assessments, the new CAAs will measure not just individual services but what it is really like to live there.

One Leicester, the city's vision for its journey over the next twenty five years, also has, at its core, the development of confident communities which are caring, safe, good places to live and where people feel at home.

Within this framework there are several key issues which will need to be addressed in balancing responsiveness at the neighbourhood level with strategic responsibilities. They are:-

- Balancing the efficiency agenda and the recognition of diversity and local choice in neighbourhoods
- Retaining strategic capacity whilst responding to local discretion
- Ensuring consistency of provision to address relative disadvantages across neighbourhoods
- Resolving policy conflicts when neighbourhood demands appear incompatible with strategic priorities
- Constructing a matrix of connections between neighbourhoods and other levels of governance and partners
- Ensuring that narrow sectional groups do not dominate
- Avoiding empowerment creating 'expert citizens' who are unrepresentative of the wider community
- Building voluntary sector and community capacity
- Providing a seedbed for the nurturing and development of future community/civic leaders

Clearly the strategic framework and associated issues identified above will form the foundations for the further development of Ward Community Meetings. It is within that context that the proposed next steps, detailed below, do, therefore, need to be considered.

4.3. The Next Steps

4.3.1. Future Items for Information Fair

The concept of the information fair has, overall, been extremely well received within Ward Community Meetings, generating considerable discussion and helping to break down communication barriers between service providers and users.

Notable now is the manner in which the information fair is increasingly being targeted to meet the needs/particular concerns of the Ward in question. Whilst there is still merit in some city wide services featuring in the information fair, increasingly the concept of a 'basket' of services from which the Ward Members may select is both more efficient in

the use of resources (staffing, available space, etc.) and more effective in making the meetings more Ward focussed.

Examples of where such a process adds value includes anti-social behaviour, development control processes, licensing provisions and school admission procedures, all of which may well be more effectively addressed on a more selective basis.

As has already been seen, the information fair also has the potential to offer an extremely useful vehicle for both other statutory agencies and the voluntary sector. A number of Local Policing Units, for example, have already been present at information fairs for targeted purposes (bearing in mind the Police Joint Action Groups which currently also operate). The Health community is similarly keen to utilise these mechanisms to address particular issues in specific parts of the city. It is recommended, therefore, that further discussions take place with both statutory agencies and the voluntary sector to maximise both their input and value from this informal part of the meetings.

4.3.2. Engagement with Partner Agencies

It is, of course, essential that Ward Community Meetings are fully community focussed and, in that regard, provide a ready and accessible channel for use by partner agencies and others. At this early stage, the interaction with partner agencies has been variable. Some of this has, undoubtedly, been due within the meetings to the initial focus on operational issues – i.e. ensuring the meetings get established in an appropriate manner, rather than engaging in detail with partners.

It is, however, recognised that other agencies are, indeed, partners in the process and have an appropriate place in proceedings, including provision to place items of business on the agenda. Equally it is important that there is clarity of role and that input of resource by them is focussed and targeted to match required return. It is, therefore, also recommended that further detailed liaison continues to take place with representatives of those agencies attending these meetings to ensure that their aims and objectives of attending such meetings can be delivered effectively through that vehicle.

4.3.3. Ward Community Meetings and other Neighbourhood Engagement Activities

The voluntary sector, both city – wide and within neighbourhoods, can and must play an integral role in focussing on the needs of each local community, with Ward Community Meetings, of course, providing a ready channel for this purpose.

To support this process, Leicester Partnership are introducing 11 voluntary and community section neighbourhood representatives. Part of their role will be to work closely with Community Meetings to bring information from local areas to the Leicester Partnership, link with local councillors and service providers, and feed back and engage Community Meetings in the work of the Leicester Partnership.

The representatives will not have a 'seat at the table' but will attend Community Meetings in order to:-

- Gain an understanding of local issues that can be fed in to the Partnership

- Inform and consult Ward Community Meetings on Leicester Partnership issues (perhaps through the Information Fair part of the meeting)

It is anticipated that the representatives will be in place by October 2009.

In addition, neighbourhood management schemes are currently in place in Saffron, Matthews, St Marks and New Parks. Officers are currently preparing a report on the work of the neighbourhood management schemes together with performance information for each neighbourhood based on LAA indicators. This report is scheduled for Cabinet on the 16th February.

As Government funding for neighbourhood management tapers down in 2009/10, Cabinet will be given a range of options for the future of neighbourhood management which includes options to reduce or end the schemes this year and release Area Based Grant funding for other initiatives. This resource could, if Cabinet wishes, be used to support the work of Ward Community Meetings as well.

In addition, it is recognised that whilst every effort is made to make the meetings as accessible as possible, nevertheless some people find the process somewhat intimidating – for example speaking in public or analysing data within reports. Furthermore, such meetings provide the opportunity for people to develop their interest in community matters and, indeed, form an ideal seedbed for anyone wishing to start on the ladder of becoming a local Councillor or community activist in other ways. To encourage greater personal identity of residents with their local Ward, individual Ward web sites are to be developed through the Leicester Partnership. In addition, two posts have also been identified, funded by the Partnership, to improve and develop community capacity. Amongst other things such improvements will impact positively on the Ward Community Meetings.

4.3.4. City Centre – Future Arrangements

The current Regeneration of the city centre, in addition to the retail, commercial and cultural enhancements, has resulted in a significant increase in the resident population of that area. This vibrancy of the city centre has at its heart businesses, residents and a range of other key stakeholders, all of whom are fully committed to its success. The city centre is, of course, also part of the Castle Ward. Within that Ward there are other areas with a strong community identity – notably the Clarendon Park area.

As part of proposed arrangements for the delivery of effective city centre management, it is currently being proposed that a City Centre Stakeholders Forum be established to which all businesses and residents in the city centre would be invited. This would meet prior to each meeting of a proposed Strategic Board (a Board, meeting 4 – 6 times a year established to set and maintain the overall purpose and direction of the City Partnership of stakeholders).

The Stakeholders Forum would be led by Castle Ward members. This would provide a direct link to the Castle Ward Community Meeting and enable matters to be dealt with in an appropriate manner between the Stakeholder Forum and the Ward Community Meeting.

4.3.5. Ward Data and Performance Management of Services at Ward Level

As part of their work to improve Member support, the Delivering Excellence Team has been liaising with Members, through a series of Workshops, to identify means of providing and reporting improved service data at both city wide and Ward levels and, in consequence, thereby enabling more effective performance management of service delivery at the Ward level. It is envisaged that this will result in a monthly Members Bulletin, focussing more closely on the needs of Members, particularly in their role as Community Leaders.

The first of these is targeted for the new year, at which point a feedback mechanism will be put in place to measure the effectiveness of these Bulletins, so they can be further developed as required.

4.4. Barriers to Progress and How to Address Them

As will be seen elsewhere in the Report, the Ward Community Meetings has made a successful start. In summary, several further things now need to happen:

- the process needs to mature, thereby engendering a further confidence by those involved, both as members of the public and those representing the various agencies involved;
- further work needs to happen to support those members of the public engaged in the process so that their participation becomes, in all cases, outcome focussed and demonstrably worth while. Whilst numbers involved of themselves are not an appropriate measure of the success or otherwise of such meetings, nevertheless such capacity building will also act as an encouragement for wider community representation at these meetings.
- Outcomes from these meetings need to be communicated more widely in the area concerned, using an appropriate basket of communication methods. Again, this will further reinforce more widely the benefits which can and are being achieved from these meetings.

4.5. Identification of Services for Ward Level Delivery

One of the key service deliveries which has a major contribution to the delivery of One Leicester and which also is of concern in many localities within the city relates to highways and traffic issues. It is, therefore, recommended during 2009/10 that this forms the next major service to be addressed across the city through the Ward Community Meetings process.

An initial analysis of the emerging Ward Action Plans and other feedback has also shown that there are a further two service areas which consistently feature in many parts of the city – namely youth provision and environmental services / climate change. Both of these, of course, also need to be responsive to differing issues and pressures within different parts of the city. Youth provision particularly can benefit from both a city wide perspective and also local input. It is also particularly relevant within climate change, where the Climate Change Board are working alongside De Montfort University, as a key partner. Behavioural change at the local level to respond positively to issue of climate change is an exciting area for particular exploration and fits extremely well with the further development of Ward Community Meetings. As such, both youth provision and environmental change would benefit from being addressed, as appropriate across the city through Ward Community Meetings. It is, therefore, recommended that youth provision be examined during the two year period 2009/11 and climate change be addressed initially through a stall at Information Fairs during 2009/10 and as a specific service to be examined for Ward level delivery in 2010/11.

4.6. Revenue Budget Implications

The 2008/09 approved Revenue Budget has included provision for both a Community Chest within each Ward for local allocation and also provision to enable the effective delivery of Ward Action Plans. In addition, there is further specific funding to further promote community cohesion.

Inevitably, being the first year of such Ward based meetings, the take up of such funds is still in progress. It is envisaged that the actual spend in the current year will be in the order of £100,000, although the commitments will be considerably more. Recognising that new schemes and proposals take some time to initiate and develop, it is recommended that Cabinet be asked to consider the carry forward to 2009/10 of unspent provisions within these allocated budgets as part of the 2008/09 Revenue Budget Out-turn Report.

4.7. Publicity

It is, of course, self evident that effective publicity is essential to the future development of Ward Community Meetings. Ward residents need to know well in advance both of the existence of these meetings, including their scope and purpose and also, for each meeting, the venue, time and agenda content. Afterwards there need to be effective feedback mechanisms which detail outcomes and progress to date.

Work has already taken place which shows clearly that attendance and participation at meetings is affected both by matters of particular relevance to the locality and also the level of publicity for the meeting both well in advance of and immediately prior to the meeting.

One activity currently being developed and which provides a targeted and highly cost effective mechanism is that of E mail notifications for those who have expressed an interest in each Ward Community Meeting. Such a process can, of course, be utilised equally well to pre publicise the meeting and provide subsequent feedback. It is, therefore, recommended that E mail distribution lists be further developed for all Ward Community Meetings to both publicise forthcoming meetings and also to provide feedback on the meetings through links to each Meeting's minutes held on the Council's web site. Similarly, for those members of the public without personal access to the internet, that they be supplied with personal hard copy meeting notifications and feedback.

A further welcomed local community based initiative in relation to publicity is that a number of schools have already determined to participate in the awareness raising of Ward Community Meetings by publicising upcoming meetings through posters, etc.

Liaison will also take place with School Governors and Head Teachers to determine how best to provide links to the civic engagements as part of the school curriculum activities and also the proposed duty on local authorities to promote the democratic process.

Having regard to the demonstrable benefits shown by the early determination of future Ward Community Meeting dates, which enables effective advance publicity and interested residents to reserve the date in their diary, it is recommended that Members and officers seek to identify the future dates for each Ward Community Meeting for the next municipal year as part of the determination of the annual calendar of meetings prior to the Council Annual Meeting in May and that these dates then be publicised in advance, including being sent to partner agencies, Members and officers as well as within each of the Ward areas.

Finally, targeted leafleting and the preparation of flyers, for use by City Wardens and for issuing from libraries and other outlets, has also been shown to be beneficial. Work will, therefore, be undertaken to utilise and develop those to best effect.

4.8. Member Training and Development

As has been demonstrated, the effectiveness of the running of Ward Community Meetings can be very much supported by the Elected Members involved. In liaison with the Members Development Forum, training and development for Members has and is being provided in chairing skills, public speaking and media awareness.

4.9. Community Cohesion

Community Cohesion continues to be a priority for a city as diverse as Leicester. The current approach to cohesion is to include everyone in the city – both white and ethnic minority communities, women, disabled people and those of differing sexualities. Community Ward meetings therefore have an important role in promoting cohesion within and between different areas of the city. Cabinet have endorsed the recommendation from the Community Cohesion and Safety Task Group that they seek to promote and embed good community relations throughout their work.

4.10. Tenants Involvement Structures – Integration with Ward Community Meetings

Tenant involvement structures for Housing Management introduced the Area Tenant and Leaseholder Forums at the same time as the Ward Community Meetings as part of a larger tenant involvement structure. These are a consultation mechanism around the specific service areas of Housing Management and Repairs for tenants and leaseholders. Attendance has been lower than anticipated and options for the future are being considered and explored. One option is to pursue the synergies between this Forum and the Ward Community Meetings and the advantages joining them may have. Any decision will follow consultation with tenants and leaseholders.

5. **Equalities Impact Assessment**

An Equality Impact Assessment of Community Meetings will be undertaken during early 2009. This will focus on two key areas:-

- Ensuring that all venues used for Community Meetings are fully accessible
- Assessing whether attendance at Community Meetings is representative of local communities and identifying ways to encourage attendance from a wider range of local residents where necessary

An access audit will be done of each venue used, beginning with those used from January to March 2009. Additional venues used after that date will then be audited when suggested for meetings.

Attendance at Community Meetings held from January to March 2009 will be compared with existing ward-level demographic data. Through discussion with ward councillors

and where appropriate with local groups and organisations, the following questions will be considered for each ward:

- Whether changing the times at which some meetings are held would encourage a broader range of attendance
- Whether using a wider range of venues for meetings would encourage a broader range of attendance
- Whether having items on some agendas relevant to specific parts of the local community would encourage a broader range of attendance
- Whether changing aspects of the publicity methods used would encourage a broader range of attendance

From this, a small number of priority actions will be identified for each ward. Given Leicester's diversity, it is recognised that it will be more effective to focus efforts in any given year rather than taking a scattergun approach. It is therefore proposed that initiatives during 2009 should primarily be focused on people with disabilities and older people.

An example of the type of priority action that might be taken forward is that a Community Meeting could decide to hold one of its meetings during an afternoon linking to local Older Persons activity with Direct Payments as the main item on the agenda, publicising the meeting in ways specifically targeted at older people and people with disabilities.

6. Financial, Legal and Other Implications

6.1. Financial Implications

The 2008/09 – 2010/11 budget includes sums to be spent on Ward Community Meetings as follows:-

Budget item	2008/09 £'000	2009/10 £'000	2010/11 £'000
Ward budgets	220	330	330
Officer Support	200	200	200
Start-up costs	8	0	0
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TOTAL BUDGET	428	530	530
Funding sources:			
One-off funding	178	280	280
Recurrent funding	250	250	250

The "one-off" funding includes a capital allocation of £300k, and the drawing down of £438k from an earmarked reserve previously created from unspent Area Committee funds. As at April 1, 2008, this reserve stood at £533k

In addition, the sum of £44k has also been delegated for Ward Committee use from the Community Cohesion budget for 2008/09.

The report proposes some developments for the Ward Community meetings, principally concerning community engagement and wider participation. There are no additional costs arising from the proposals, but there is likely to be a significant underspend against the 2008/09 budget as the Ward Community Meetings become established. Cabinet approval is sought to the principle of carrying forward any of the budget allocated to Wards still unspent as at March 31 2009.

The table above shows that the current levels of funding for Ward Community Meetings are sustainable only with the injection of one-off funding to support the recurrent budget. As things stand, this one-off funding will run out during 2010/11. [Andy Morley, Chief Accountant]

6.2. Legal Implications

There are no legal implications other than issues addressed within the content of the report. [Peter Nicholls, Service Director (Legal Services)]

7. Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	Yes	Strengthening of community cohesion and access to services	
Policy	Yes	The paper seeks to further develop policy on Ward Community Meetings	
Sustainable and Environmental	Yes	Through Information Fairs and presentations at whole round of meeting	
Crime and Disorder	Yes	Within allocated grant funding and Ward priorities	
Human Rights Act	No		
Elderly/People on Low Income	Yes	Within allocated grant funding	

8. Background Papers – Local Government Act 1972

None.

9. Consultations

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Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet)

Ward Community Meetings – Progress to Date

Profile of Meetings

In the nine months period April to December 2009, a total of 59 Ward Community Meetings were held. Attendance at those meetings totalled 1677 members of the public, giving an average meeting attendance of 28 people. As might be expected, there were a few meetings either extreme of attendance – a small number with a handful of attendees (which was affected by a variety of factors including inclement weather and location). A few other meetings had an extremely large attendance – in excess of 100, notably when specific items of local concern or interest were on the agenda. The majority, however, clustered in the 20 – 40 range

Research from elsewhere show that such a level of attendance at this early stage is highly encouraging.

Outcomes

Overall the community meetings have been well received and have provided a useful vehicle to help address or consult on local issues, e.g. The Exchange in Eyres Monsell, Building Schools for the Future (Rushey Mead), parking at the General Hospital (Coleman), public transport (Hamilton & Humberstone), plans for a wind turbine (Evington) residents parking (Westcotes and Castle).

There have also been good examples of co-ordinated action, for example, in Westcotes between the police and the Community Meeting tackling a number of priorities at the same time in an agreed location. This resulted in target hardening, alley gating, alley litter clearance, graffiti clearance, removal of fly posters all being undertaken concurrently in Ivy Road area of the ward.

The presentation on Environmental Services, undertaken at each meeting, has been extremely well received, being seen as informative, locally focussed and highly relevant. Other presentations, such as on Youth Provision in New Parks, have also been welcomed.

Progress on Ward Action Plans

The majority of wards have completed extensive consultation on the Ward Action Plans. Consultation has been at the Community Meetings and in some cases topped up with targeted consultation with specific groups, e.g. playgroups, housing offices, youth clubs, church groups, senior citizens groups.

Draft Action Plans are being developed and priorities have been identified. These include transport, youth provision, anti social behaviour and environmental issues.

Funding

There has been a range of spend or commitments within Wards. Some wards have committed the majority of their community fund element of the funding, e.g. Hamilton & Humberstone, Abbey, Knighton. Below are a few examples:-

- Mowmacre Events Planning Partnership – community bonfire and fireworks event
- Stocking Farm Events Committee – Christmas Party
- Barley Croft Healthy Living Centre Library – book purchase
- Football fun week for youngsters
- Joint Action Group – Police bicycles and kit
- Queens Road Lights and Christmas Trees
- Bollards on Ambassador Road
- Community horticultural event
- Allandale Road Traders – Festive lighting
- New Parks Neighbourhood Management Panel – family fun day
- Highfields Rangers football tournament
- HART safety lighting
- Thurnby Lodge Community Association – Carnival
- Graffiti cleaning in Ivy Road area
- Fosse Recreation User Group – clean up and litter pick event.

The ward action plan budgets are not yet spent, however it should be noted that these will take time to come to fruition, as the ward action plans develop.

Issues – Successes/Areas for Improvement

- Good cross party working by councillors
- Environmental Services presentations and newsletter very well received
- Police support and involvement has been well received
- Meetings frequently well attended by interested and committed local residents.
- Established neighbourhood watch groups working with the community meeting to improve the area.
- Publicity – councillors concerned that publicity not being carried out effectively

City Wardens

The City Wardens have been now been introduced and have been positively received. The environmental services element of the community meetings has been successful and the challenge is to maintain this.

Interim Evaluation

Overall considered to be a success by officers supporting the meetings.