

# Diversity Peer Challenge 2010

## Case studies

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	<b>Case study</b>
<b>22.</b>	<b>External Communications</b> - To ensure our external communications are effective we employ a variety of different methods to ensure we target audiences in the best way to suit their needs and that get our message across successfully.

**1. Case study: '5 a day' and smoking cessation – Contact Debbie Herbert, Commercial Services Manager**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p>As an example of the work we do on smoking cessation and '5 a day', each year we attend a number of major events in the Wychavon area. These include:</p> <ul style="list-style-type: none"> <li>• Evesham Race 4 Life and 10k race</li> <li>• Local Active Lifestyles days</li> <li>• Angling festival in Evesham</li> <li>• Droitwich Salt Day</li> <li>• Pershore plum fayre</li> <li>• Local school based fetes and Party in the Park events</li> </ul> <p>At each of these events we promote 'Five a Day the Wychavon Way' messages. We use the FSA promotional material on 5 a day, plus booklets on specific topics such as salt, feeding toddlers, eating for pregnancy etc. At the Active Lifestyles days we also give tasters of fruit based smoothies.</p> <p>Alongside the 5 a day material we have information on smoking cessation. This promotional material is very popular especially since the ban on smoking in public places which came into effect in July 2007. We target hard to reach groups by selecting appropriate events, such as the angling festival, for these promotions.</p> <p>In addition to public events we are also involved in work at Children's Centres and schools (targeting areas of highest need) promoting healthy eating messages and demonstrating easy ways to cook with fruit and vegetables.</p>	<p>Our aim in giving away free fruit is to encourage people to try different fruits and to raise awareness by talking to people of the different ways of eating 5 a day (eg including tinned and frozen and dried fruits). This works particularly well with children.</p> <p>We promote smoking cessation as a way of improving health. By making the material readily available outside of health care settings it is available to people who would not normally access it. The Angling Festival is particularly successful in this.</p> <p>Children's Centres are located in areas of deprivation thereby concentrating our efforts where they are most needed.</p>	<p>Because our contact with people at these events is a 'one-off' we have no way of tracking whether in fact they quit smoking or whether they increase their consumption of fruit and vegetables. However, we have significant interest from the public, and often material (on smoking in particular) is taken from the displays when we are not present as people feel free to take it without being pressurized.</p> <p>Because the area has a history of fruit growing many people stop to talk about local fruit, its availability and their memories of being involved in growing and picking. This leads easily into a conversation about healthy eating.</p> <p>We have excellent feedback from the groups we work with, especially groups who do not normally cook with fresh food and from children when encouraged to try new foods.</p>

## 2. Case study: Community Grants – Contact Jem Teal, Community Development Manager

What we do	Why we do it	The difference we make
<p>Wychavon District Council is one of the few councils with a substantial Community Grants Scheme still in operation. Over the last 3 years we have made available over £300,000 to the voluntary and community sector for projects that benefit the community.</p> <p>Successful projects cover a wide spectrum of projects ranging from substantial grants for the refurbishment of community buildings to start up costs for community groups and organisations to smaller revenue projects aimed at extending a group's activities to a wider audience.</p>	<p>The contribution that the voluntary and community sector makes to 'the quality of life' for residents and visitors to Wychavon cannot be underestimated.</p> <p>In recognition of this immense contribution and acknowledgement that, very often the voluntary and community sector is better placed to address local issues than any statutory agency, Wychavon is committed to supporting this vital sector of society.</p> <p>Grants more often than not have a positive impact on people facing inequalities in one form or another.</p>	<p>Through our annual grants scheme, we support Wychavon's 3 volunteer centers based in the towns: -<a href="http://www.eveshamvolunteers.org.uk">www.eveshamvolunteers.org.uk</a>; <a href="http://www.pershorevolunteers.org">www.pershorevolunteers.org</a>; <a href="http://www.droitwichcvs.org.uk">www.droitwichcvs.org.uk</a>. These in turn support a diverse range of groups and individuals, through information, support and guidance as well as more practical measures such as running community transport schemes for older people, disabled and those with simply no access to a vehicle.</p> <p>The District Council also supports Wychavon Citizen's Advice Bureau <a href="http://www.wychavoncab.org.uk">www.wychavoncab.org.uk</a>. The CAB offers information, advice and guidance on a range of issues, probably most topical to Wychavon is the role of the CAB in assisting those affected by flooding and the current recession.</p> <p>Over the last three years, we have funded 46 sports clubs. The links between sport and diversity/equality are well documented, these have included start up costs for junior sections, capital improvements to enable clubs to expand their membership and the provision 'professional' services, such as dance residences to help attract 'harder to reach' children and young people.</p> <p>In addition we have funded the provision of play areas and facilities – providing physical activity and an important social networking opportunity for children and mothers.</p> <p>We have funded a number of elderly people's social clubs providing important social interaction to this potentially vulnerable section of society. We have also funded therapeutic activity sessions in rest homes and day care centres. In terms of mental health we have funded 'Relate' to extend their services to rurally isolated families.</p> <p>More anecdotally, we have funded over 30 community building that act as venues for a range of organisations, including weight management groups, keep fit, social groups, etc.</p>

### 3. Case study: Investing in Leisure– Contact Tim Deakin, Development Manager

What we do	Why we do it	The difference we make
<p>We provide leisure centres with swimming pools in each of our three main towns. The centres are managed on our behalf by Wychavon Leisure Community Association Ltd, which is a charitable organisation with the aim of providing high quality affordable leisure opportunity for all sectors or the community.</p> <p>Although a discretionary service we have invested over £20 million of our own funds into the replacement and improvement of our leisure facilities in the last 8 years and have recently completed the construction of a new leisure centre in Evesham.</p> <p>We grant fund WLCAL to enable the leisure centres to remain affordable and also support a range of concessionary pricing schemes to ensure the facilities can be used by sectors of the community who may be deterred by cost.</p> <p>We also:-</p> <ul style="list-style-type: none"> <li>• Provide free access to leisure activities for children in care</li> <li>• Ran a half price swimming promotion throughout the summer holidays for under 16s</li> <li>• Pilot a GP referral scheme</li> <li>• Offered low cost gym memberships to our staff</li> <li>• Offer free swimming to those aged 60+</li> </ul>	<p>We know that regular exercise has substantial long term health benefits for the individual and for the wider community.</p> <p>We offer a wide range of facilities and classes suitable for all age groups and abilities and we know from customer feedback that users feel they are getting fitter.</p> <p>Having high quality facilities with well trained staff attracts and retains users who exercise for longer.</p>	<p>Although we don't actually track the progress of individual users on a regular basis we know from customer feedback that they feel healthier and are getting fitter.</p> <p>The social aspects of exercise are also important especially for some of our older users.</p> <p>We have over 1.5 million visits to our leisure centres each year and top levels of user satisfaction, this clearly shows how importantly our users view our facilities. In the recent Place Survey our leisure centres had top quartile satisfaction levels. The most recent QUEST assessment scored Droitwich Leisure Centre showed a 5 point increase to 81%, which places the centre in the Highly Commended category.</p> <p>Our leisure centres are accessible to all of the community and we use independent surveys to determine user satisfaction.</p> <p>The free swimming programme has really taken off and we have more free swims than any other authority in Worcestershire. Similarly use by young and older residents and BEM users are all well above the expected levels.</p>

**4. Case study: Sports Development – Contact Jem Teal, Community Development Manager**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p>By working with partner agencies, including Sport England, the County Sports Partnership, Primary Care Trust, Housing Associations, local schools and local sports clubs, we provide a range of quality sporting opportunities for targeted groups, these include children and young people (specifically targeting our rural areas), older people and migrant workers and ‘recently settled’ migrant workers.</p> <p>We employ 5 community sports coaches as part of a national scheme, more information available from <a href="http://www.sportengland.org.uk">www.sportengland.org.uk</a>. These community scheme coaches work in tandem with voluntary sports coaches and casual sports coaches to develop a programme of sports and activity sessions in a range of locations, including schools (both curriculum and out of hours), to sports clubs to village halls and youth clubs. Most recently in partnership with Rooftop hosing association coaches have been used to provide Wii Fit activity sessions for older people in residential homes</p> <p>We were successful in securing external funding to employ a Sports Activator to work exclusively with migrant workers to increase sports participation and help address the community cohesion agenda.</p> <p>The sports development team also provides information, training, support and guidance to the voluntary sector. This helps to provide accessible and sustainable sporting /physical activity sessions for our diverse communities.</p>	<p>Sport is a valuable tool in addressing a range of social issues, including social cohesion, community safety, regeneration, health and diversity.</p> <p>The partner agencies involved reflect the value of sport and its potential impact on addressing these and other cross cutting agendas.</p>	<p>The number of sports sessions delivered by ‘our’ coaches has steadily increased over the last three years. Figures for 2008/9 indicate that we have delivered 1500 sessions attended by 8,500 young people (with total participation standing at 45,000 ‘attendances’).</p> <p>Work with voluntary sports clubs and schools is on-going – all with the long term aim of providing safe and accessible sports and physical activity sessions for the whole community including the identified target groups.</p> <p>Work with the wider voluntary sector continues with 30 groups accessing our resources to promote sport and physical activity (aimed at youth clubs, uniformed organisations, etc) notably focused on the rural areas to address the geographic accessibility of sporting opportunities.</p>

**5. Case study: Participation in Fit 3 campaigns and inspections – Contact Debbie Herbert, Commercial Services Manager**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p>We participate in national campaigns and inspection programmes as part of the agreed priorities relating to health and safety at work.</p> <p>Fit 3 stands for Fit for work, Fit for Life, Fit for tomorrow.</p> <p>To date we have:</p> <ul style="list-style-type: none"> <li>• Raised awareness of the dangers of asbestos</li> <li>• Raised awareness around dermatitis in hairdressing and beauty establishments</li> <li>• Tackled slips and trips in retail, catering and residential care</li> <li>• Targeted warehouses and larger establishments where back injuries occur due to manual handling</li> <li>• Targeted the cleaning sector to raise awareness of slip and trip injuries.</li> <li>• Targeted the carpet retail and fitting sectors where manual handling injuries occur</li> <li>• Are looking at violence in the retail and other service sectors</li> </ul> <p>Each year we carry out around 500 targeted and programmed inspections and visits.</p>	<p>By working on nationally identified priorities we know that we are making best use of resources. Similarly we work with local HSE and LA colleagues on joint initiatives, tapping into national campaigns, to increase our impact.</p>	<p>Fit3 aims to deliver a reduction in the incidence rate of cases of work-related ill health, and a reduction in the incidence rate of days lost due to work-related injuries and ill health.</p> <p>Locally, we have worked with authorities in Worcestershire and Herefordshire to raise awareness, to target industries known to be at risk and to investigate incidents resulting in ill-health.</p>

**6. Case study: Pershore Hospital and Medical Centre – Contact Tim Deakin, Property Development Manager**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p>In our community leadership role we decided not just to object to the closure of our local hospital but to work with the PCT to find a workable solution to retain the hospital in the town. As a consequence of this we decided to build a hospital and rent to back to the PCT.</p> <p>We were also in discussion with a GP practice who wanted to move out of their cramped and outdated facilities so we combined both facilities into one new building which we constructed on our car park.</p> <p>The rent from the PCT and Doctors gives us a better return on our investment than having the cash in the bank whilst costing the occupiers much less than it would have done under traditional NHS procurement methods.</p> <p>This provides a win-win- win for the Council, PCT and community as the services are retained at less cost for the PCT whilst Wychavon get a financial return on its investment.</p> <p>Other authorities have seen what we have done and now want to replicate it in their own areas.</p>	<p>Our Pershore residents want to be able to access health services locally and not have to travel to Evesham, Worcester or further afield.</p> <p>We also believe the council should use its funds to deliver the priorities of the community were possible. In this case we were able to do so whilst making a good financial return as well.</p> <p>We are now looking at opportunities to replicate this scheme in other parts of the district.</p>	<p>The benefits of providing the hospital and medical facilities are predominantly social and financial, we have no evidence that there are any significant clinical outcomes.</p> <p>We did not set out to specifically improve medical care but undoubtedly there are examples where this has occurred. During the floods of July 2007 we received considerable support from the doctors based at the facility whilst we operated a rest centre in our offices, with a number of people receiving treatment.</p>

## 7. Case study: Warmer Worcestershire project – Cherrie Mansfield, Strategy & Performance Manager

What we do	Why we do it	The difference we make
<p><a href="#">Warmer Worcestershire</a> is county wide, partnership project, based on the successful <a href="#">Wychavon Warmer Homes</a> initiative, which we ran in 2007. For more about the latter, refer to the LGA Case Study about the project.</p> <p>Phase 1 of the Warmer Worcestershire project involved a thermal imaging survey of the county during the cold winter months of late 2008/early 2009. The results were translated into a colour coded heat loss map. Residents can check the heat loss of their home on the <a href="#">website</a> and get advice on how to make improvements and available grants.</p> <p>We have promoted the project through our own website, publications, the local media and events, such as the Wychavon Well-being Day.</p> <p>Phase 2 involves cross-referencing the heat loss map with other data to identify vulnerable households and areas of fuel poverty. We will target energy efficiency improvement measures, such as cavity wall and loft insulation and grants at vulnerable households.</p>	<p>The project's aims are:</p> <ul style="list-style-type: none"> <li>▪ To reduce levels of fuel poverty.</li> <li>▪ To increase energy efficiency of homes.</li> <li>▪ To reduce carbon dioxide emissions.</li> </ul> <p>It is specifically aimed at delivering the following Local Area Agreement (LAA) targets:</p> <p>NI186 – Per capita CO2 emissions in the local authority area</p> <p>NI187 – Tackling fuel poverty – percentage of people receiving income based benefits living in homes with low energy efficiency rating</p> <p>The project is funded by the West Midlands Regional Improvement Partnership, which aims to build the capacity of Local Strategic Partnerships to deliver the more challenging targets in their LAAs.</p> <p>The project also contributes to the UK commitment to reducing carbon dioxide emissions by 20% by 2010.</p>	<p><b>Wychavon Warmer Homes project</b></p> <p>Over 2,500 households were assisted in installing measures such as loft and wall insulation and efficient heating systems. Of these households, 70% were occupied by our targeted vulnerable residents.</p> <p>In addition, home safety checks resulted in 650 referrals to our Care &amp; Repair home improvement agency for assistance with disabled adaptations, handyman services and home repair grants. See the LGA Case Study for more details about this project</p> <p><b>Warmer Worcestershire project</b></p> <p>The project impacts on a wide range of Worcestershire residents, helping them to live in warm, well-insulated homes. This is important because it means they will be healthier, save money on expensive heating bills in these difficult economic times and that carbon emissions from poorly insulated homes will be reduced.</p> <p>We already have examples of people who have taken action as a result of the project and are now feeling warmer and spending less on their fuel bills.</p> <p>The project will also help vulnerable residents, like the elderly and low income households, by assisting them with advice on grants to insulate their homes and other schemes to assist in paying their heating bills. It will help reduce fuel costs, improve energy efficiency, help reduce winter deaths and maintain temperatures for the vulnerable.</p>

**8. Case study: Gypsies & Travellers - Contact Kath Smith, Planning Services Manager**

What we do	Why we do it	The difference we make
<p>Miss S was a single pregnant disabled mother with 4 school age children and mental health issues. She had travelled with her family until recent years. She was part of the settled community and living in another L.A. in rented property. Due to her mental health issues and relationship breakdown she left her property to travel again with her family despite being several months pregnant.</p> <p>The Housing section was contacted by concerned midwives and mental health workers when Miss S and her family were found stranded in an old caravan with the rain coming in. She had no washing or toilet facilities and her physical and mental health was deteriorating rapidly. Miss S had family in Wychavon and after her experience of going back on the road wanted to be settled again.</p> <p>Wychavon had no duty to Miss S under the homeless legislation, however we wanted to work proactively with her because of her circumstances. We facilitated a private rented property and helped with the rent deposit. We also helped with contacting a furniture project to furnish the property.</p> <p>We also have a pro-active Gypsy Liaison Officer who was appointed in 2007 after an Overview and Scrutiny review of Gypsy and Traveller issues. This officer is the link between the travelling community and the Council.</p> <p>One example is encouraging the G &amp; T community to approach the Officer and receive pre- application advice for site applications. A site visit is arrange between the planning service, the liaison officer and the family proposing a site. Advice will be given and help offered at all stages of the application</p>	<p>Miss S was very vulnerable and her health and that of her children were at risk.</p> <p>To promote good relations and problem solve practical issues for both the Traveller and Settled communities</p> <p>To help G &amp; T community find acceptable sites and increase the number of sites available</p>	<p>We deal holistically with the whole person and do not just view them as a housing problem.</p> <p>Miss S was living by the side of the road and has now been successfully rehoused. Her physical and mental health have improved. Her new baby and her other children are happily settled and the older children are attending school.</p> <p>The Liaison Officer is the first point of contact on Gypsy and Traveler issues. She is able to cut across departments and find practical solutions were possible – one of the recommendations we implemented following our Gypsy and Traveler Scrutiny.</p> <p>At a planning committee in September 3 separate applications were passed creating 10 new pitches. The families were delighted and the planning</p>

		committee were pleased to approve good well planned sites
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**9. Case study: Health initiatives with school age and pre-school children (Commercial Services team) - Contact Debbie Herbert, Commercial Services Manager**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p>We have expanded our work in schools, with school age children and plan to work with pre-school age (2-4) children later this year. Our initiatives include:</p> <p><b>Mission Possible</b></p> <p>This is a Food Standards Agency project which provides a detective case and workbook to each child in a class, to take home and explore aspects of food safety in their own home. This forms part of a week long programme of activities, backed up by substantial teaching aids and a website. We also incorporate a session on '5 a day' with the children. This is an ongoing programme – we have recently taken delivery of our second set of 400 kits.</p> <p><b>MEND and MEND 2-4</b></p> <p>We are actively involved in the promotion and delivery of the MEND programme to 7-13 year olds. This is a 10 week family intervention programme focusing on healthy eating and activity. Children who are above their ideal weight, and their family, (usually one or more siblings and either or both parents) attend for two sessions a week. Positive changes in lifestyle are encouraged through various activities and 'taught' material delivered by a trained facilitator.</p> <p>We are currently planning to deliver MEND 2-4 which is a preventative programme aimed at children aged 2 to 4 and their carers. The sessions will hopefully be run at Children's Centres which are already in located in areas of highest health need.</p>	<p>This approach has been fully evaluated in the originating authority before being funded for rollout in 50 authorities by the FSA. In addition to delivering food safety and healthy eating messages to children, these messages are carried back into the home by the children.</p> <p>To address the growing problem of overweight and obese children in this age range. Courses are held in schools where there are know hot spots of overweight children.</p> <p>To reduce the number of children entering reception classes already overweight or obese.</p>	<p>As stated, the project as a whole was fully evaluated before being expanded. We have extremely positive feedback from parents who often say that homework has never before been tackled with such enthusiasm.</p> <p>This national programme is fully evaluated and shows positive behaviour change in families taking part, usually a decrease in BMI and an increase in activity levels.</p> <p>Again this is a nationally evaluated programme</p>

**10. Case study: Reaching out to everyone initiative – Contact Rob Mace, Community Outreach Officer**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p>We launched our 'reaching out to everyone' initiative back in 2005. The aim was to provide more information to our residents by having a dedicated officer to go out into the community to let people know about our work.</p> <p>Since then around 300 different community groups have been visited. A wide range of topics have been discussed including council tax, parks, play areas, waste collection, health, recycling, community grants, housing, planning, leisure and tourism.</p> <p>Groups visited range from WIs, social clubs, church groups and parish councils right through to high schools, youth centres and scouts groups.</p> <p>The 'reaching out' sessions also vary in format including presentations, workshops, discussion groups, themed events and quizzes.</p> <p>The sessions have been included as a regular part of community courses such as the Healthy Living programme. This is a community based project that runs three courses each year to let residents know about health issues and how they can improve their own health, focusing on excluded groups and individuals at risk.</p> <p>Some sessions have also focused on specific equality issues such as Gypsies and Travellers, 'diversity in the district' and 'reaching out to young people', to create awareness about issues and build community cohesion.</p>	<p>To be more accessible to our communities and go to them rather than expecting them to come to us.</p> <p>To raise awareness about our services, provide support and signpost residents to other sources of help and information.</p> <p>To support our approach to equalities and diversity and as a direct way of working with and providing support to equality groups.</p> <p>Some of the residents at the community groups, particularly those who are elderly, have disabilities or health concerns, may not take the time or find it easy to visit our contact centres, so it is important for them that someone make the effort to visit them to answer their questions.</p>	<p>Created greater awareness about our services and made residents feel that we are here for them.</p> <p>Being on hand to provide advice and answer questions about our services so residents feel more informed about our work.</p> <p>Improved residents understanding of their community and the diverse groups that exist.</p> <p>Positive feedback from community groups and residents feel more informed.</p>

**11. Homelessness and Housing – Contact Kath Smith, Housing Services Manager**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p>We provide Housing Advice to those in housing need, which informs them of all the options available to them for housing. A Homelessness Service is offered to those threatened with Homelessness. The main thrust of our advice is homelessness service is prevention, where possible, by mediation in the case of family /relationship breakdowns, negotiation with landlords on arrears etc.</p> <p>We provide a rent deposit scheme to enable those in housing need, but unable to access housing via the housing register, to secure a tenancy in the private sector thus relieving some of the pressure on the Homelessness function</p> <p>Wychavon also provides a support service for those who live in properties that are too large for their needs. This service provides all the necessary support for a person to be re-housed in a smaller more appropriately sized property. This in turn releases more properties into the market for rent.</p> <p>As previous Youth Homelessness Champions we are in the process of working with our Housing Association Partner Festival and St Basil's to provide 2 supported flats for young vulnerable 16 – 24 year olds in Droitwich.</p>	<p>This service is provided to prevent homelessness and the emotional upset that it causes and to keep people in their homes where possible. We also aim to reduce the use of temporary accommodation.</p> <p>We have limited housing stock available with the local RSL's so advice to rent privately and property release schemes allows people to be re-housed more quickly. To provide supported accommodation for young vulnerable people.</p>	<p>Reduction in Temporary accommodation.</p> <p>Elderly and infirm residents are moved to properties that are better equipped for their needs, which helps their independence, comfort, affordability and safety.</p> <p>Families get re-housed more quickly in appropriate accommodation as more houses are made available to those on the housing register.</p> <p>Provide young people who need support with safe affordable accommodation. We will also help that young person secure permanent accommodation when they no longer need support.</p>

**12. Sanctuary Schemes - Contact Kath Smith, Housing Services Manager**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p>There are many occasions when people have to flee their homes through fear of violence and need to have a safe home in which to live. There is now a move away from the hostels and refuges that have existed in the past, as they were not conducive to a good family environment and indeed not as anonymous as they should be.</p> <p>Wychavon has installed sanctuary schemes in several houses in the district. This means installing a safe room with effective and impenetrable door systems and door and window locks so the residents feel safe in their own homes. Also alarm and telephone systems are installed which will give quick alert to those services which need to attend at a moments notice.</p>	<p>To allow people to live independently in their own homes without the need to be in refuges.</p> <p>To provide a safe environment in which the family can live without the stress and anxiety of threats from other people.</p> <p>The cost of installing this equipment is very low about £1000 to £1200. This cost is minimal in comparison to the costs of moving residents to other addresses; both in terms of actual money and the detrimental effect it has on the residents.</p>	<p>This scheme enables the family to live in a free and safe environment without the stigma and restriction of being in a refuge or hostel.</p> <p>Normal family life can resume without restriction ie children can attend local schools and form stable relationships.</p> <p>Stress and anxiety is vastly reduced which improves the health and wellbeing of the residents.</p>

**13. Case study: Flood Response – Contact Steve Jorden, Head of Environmental Services**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
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The affects on a community's health and well being as a result of flooding is recognized and well understood.

As many communities within Wychavon are prone to flooding both from main rivers and overland flows, the Council has developed a programme to reduce the risks of flooding and improve people's resilience to it.

Since the floods of Easter 1998 we have constructed a number of flood defenses through our Capital Flood Alleviation Scheme. These defenses have been built in those communities that have previously experienced the worst flooding (based on number of internally flooded properties) and where no other agency has any overall responsibility to deal with flooding.

In response to the 2007 floods a central contact point, manned by various partner organisations, was set up in the worst hit villages. This enabled villagers to access many services and get professional advice on many of the issues concerning them, including the health risks associated with flood water and the clean up operation.

In conjunction with local GP's extra counseling resources was offered and support mechanisms put in place to help those suffering.

Since those floods we have lead a partnership approach to dealing with flooding issues with the aim of making a difference. Much of our early work was based on meeting with those that have been badly affected, listening, collecting information and working up action plans.

Apart from offering practical and, financial help and support through other agencies we have also co-sponsored two surveys. These surveys, carried out by the University of Worcester and the Worcestershire PCT, are aimed at gathering and assessing data into the physiological effects of flooding. The results of these surveys will help improve our response to flooding through better understanding of the way in which disasters affect people's health

Flooding is a significant risk for communities in our district, our communities have told us it is a major concern for them (SIMALTO Survey) and we know that it affects a large number of people.

During the recovery phase of the summer 2007 floods it became apparent that the health and wellbeing of some of our residents was being severely affected. It was necessary to provide a response to those affected and we recognise that we have a community leadership role in helping those people recover.

Those that have benefitted from a flood alleviation scheme have said that they feel better protected from flooding and therefore don't have to worry about it so much.

People have been able to access services quicker and more easily.

Greater understanding as to what happened and why has meant that some people have been able to rationalise their options better.

People have had an opportunity to discuss their own experiences in public and get answers from all the agencies involved which has helped the recovery process.

People have a better understanding of flood risk and what they can do to help themselves. This has enabled people to take control and improve their own resilience to flooding.

This process has improved community cohesion and in many cases brought communities together for a common purpose.

Through partnership working the residents of Wychavon get a more coordinated approach to flood risk management.

As one of the leading District Councils in the Country in flood risk management we have been able to influence government and access funding pots that have directly benefitted those communities most at risk.

and wellbeing

In addition we have;

- provided grants for those flooded.
- given extra money to those in caravans for heating or those on benefit

organized a flood fair and given grants for self help

Most recently we have;

- Written flood action plans for all 93 of our Parishes
- financially supported 5 flood alleviation schemes in some of our most vulnerable communities. These schemes are being delivered by The Environment Agency
- successfully bid for £120K worth of DEFRA funding to deliver household protection to those most at risk of flooding in Beckford
- provided £100k worth of grants as seed funding to support those Parishes that want to carry out improvement works in their own communities
- developed Multi Agency Flood Plans for the whole of the District, based on catchment areas aimed at improving flood risk warnings and subsequent responses to flooding

We have led on establishing a Multi Agency Land Drainage Group to enable partners to work together on land drainage issues.

We have set up a County wide Strategic Coordinating Group to manage flood risk and improve communities' resilience to flooding.

**14. Case study: Review of Disabled Facility Grants – Contact Sheena Jones, Support Services Manager**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p><b>Review of Disabled Facilities Grants</b></p> <p>The Health Scrutiny Team carried out a review of Disabled Facilities Grants to:</p> <ul style="list-style-type: none"> <li>• identify who provided support and what form that took;</li> <li>• what the service involved;</li> <li>• how support was funded;</li> <li>• how support was accessed</li> <li>• who used the service</li> <li>• performance standards;</li> <li>• whether there was overlap between organisations;</li> <li>• opportunities for pooling resources.</li> </ul> <p>The Team met users of the service and representatives of the Occupational Therapy Service, County Council Aids and Adaptations service, the agency which managed the DFG's and Housing Associations.</p>	<p>At the time there was uncertainty about how the service was provided and how effective it was.</p>	<p>The Team's report to the Council included a recommendation that Choice based lettings be introduced. This was a way of making better use of the DFG's budget so that individuals could choose to move to a property that had already been adapted, rather than to one where the work would need to be done. The recommendation was accepted and the funding to launch the scheme included in the subsequent year's budget. This not only helps achieve better value for money and minimises waste, but improves individuals' quality of life and wellbeing by enabling them to live in a property with appropriate adaptations immediately when they move.</p> <p>We have since moved to a county wide Choice Based Lettings Scheme in 2008 and this has allowed us to identify disabled customers and match them to properties across districts</p> <p>Evidence gathered during the review prompted further action. For example, many of the service users commented on the length of time between referral and completion of the works. As a result of this we now have an occupational health nurse based in the team and referrals can be assessed more quickly, helping to speed the process.</p>

## 15. Case study: Play – Contact Jem Teal

What we do	Why we do it	The difference we make
<p>Wychavon District Council is one of the main providers of static play opportunities for children and young people in the district.</p> <p>The Parks section of Client Services manages 9 major parks in Evesham, Pershore and Droitwich and many other public open spaces across the district in rural and urban areas. Many of these open spaces include static play provision and Wychavon DC has an excellent track record in providing exciting and engaging play opportunities for all ages of visitors, from water play in the main parks to skate parks and multi use games areas.</p> <p>The Community Development team is heavily involved with play. Aside from funding rural play areas through the Community Grant Scheme the Community Sports Coaches and Arts Development Officer directly take play to all sectors of the community.</p> <p>Rural play has been a major initiative within the district over the past two years. Wychavon has provided training in the form of workshops, advice and funding to parishes to improve their local rural play areas.</p> <p>Wychavon is the lead District in delivering the County Playbuilder grant from DCSF that will deliver 22 new play areas for 8-13 year olds across Worcestershire by 2011. The Programme Manager is housed at the District and also delivers the Youth Capital Fund for the County Council aimed at 13 – 19 year olds.</p>	<p>All children, irrespective of social background, ability, geographic location or culture have the basic right to play and access quality play and recreational opportunities.</p> <p>By constantly evaluating and improving the play areas in the major parks the provision of free static play in the urban centres of the district is ongoing. New equipment is being installed as and when needed and this caters for a wider range of users with an equally wide range of abilities.</p> <p>Community Grants enable communities in rural areas to access funds to improve their local play provision. This is particularly important in a rural district where many play areas are not local authority owned and managed. It ensures that children in rural areas can access play on their doorsteps without having to travel.</p> <p>The Community Development team, such as Community Sports Coaches, Arts and Community development officers take play directly to communities through schools workshops and Arts /</p>	<p>Wychavon's Parks and open spaces are amongst the best areas for play in the county with innovative equipment and exciting design. Major renovations have taken place in Evesham, Droitwich and Pershore over the past four years and children from all backgrounds and ability levels are able to access free play as a result. The current developments at Abbey Park Evesham feature a new multi use games area, sand play, dynamic equipment, trampoline and embankment slide. This is a great example of free challenging play provision accessible by all.</p> <p>The Community Grants Scheme has funded 8 play areas in the past three years. This has enabled local children to access free play in their local communities without having to travel. This helps towards achieving the targets in the Wychavon Play Action Plan:</p> <ol style="list-style-type: none"> <li>1. More children and young people in rural areas of the District will have access to quality play opportunities.</li> <li>2. More teenagers will have access to suitable play provision.</li> <li>3. More children and young people in Wychavon will have quality play opportunities within a 10 minute walk (480m) of their homes.</li> <li>4. More children and young people will have the opportunity to access "risky" play.</li> </ol> <p>Outreach work. 400 Children per week access play through the Community Sports coaches and there is currently an outreach initiative which enables older people to engage with technological based play which attracts around 12 people per session. 1800 people</p>

Wychavon has its own Play Action Plan aligned to the County Play Strategy.

Party in the parks. This provides a different approach to play encouraging social interaction and learning through play.

The Rural Play initiative offers rural communities the opportunity to access help, advice and funds about the management and improvement of their local play areas. Many local communities struggle to maintain their play areas well or know where to go to access advice.

The Playbuilder initiative ensures that children (8-13) can access well designed play areas that incorporate challenge and risk.

By aligning our play action plan to the county play strategy a more holistic approach to provision can be taken

attended the Parties in the Park last year and an estimated 3500 children engage with play through arts over the course of a year. This outreach work enables children and people of all ages to access play or various types where they are and without having to pay for it.

The Rural Play initiative had held four workshops to date which have been attended by over 20 different communities. This has led to a series of improvements in local play areas and Wychavon has helped to fund designers to work with local communities to ensure that their local play areas are accessible and inclusive. Work with villages such as Cleeve Prior has helped to engage with the travelling communities.

The Play Strategy and the Council's engagement with play both regionally and nationally are being seen as best practice. Wychavon has recently hosted a regional event focusing on play and newly arrived children, thereby linking in with the work that the Council is doing around migrant workers.

## 16. Case study: Spa Youth Zone – contact Robin Mace, Youth Zone Manager

What we do	Why we do it	The difference we make
<p>In May 2009 we opened a new youth zone in Droitwich Spa High Street.</p> <p>This had taken over two years of work to get off the ground. We have obtained temporary planning permission on the premises so it can be run on a trial basis until January 2010.</p> <p>We have administered the project with a wide variety of support from different departments at Wychavon including Strategy &amp; Communications, Community Services and Resources.</p> <p>We have also provided a secondment opportunity for the Youth Zone Manager post as well as being the lease holder for the premises and working on the communications work for the project.</p>	<p>To reduce anti-social behavior in the Droitwich Spa area and provide a safe place for young people.</p> <p>The project is based on a large amount of consultation and research about the needs of both young people and the community.</p> <p>The zone is aimed at getting young people off the streets, into a safe environment where we have the opportunity to work with them on other issues such as drugs and alcohol advice.</p> <p>By working with the Community Safety Partnership, County, District, LSP and other partners we obtained funding from the LAA Health Improvement Fund to support the project alongside smaller funding streams for project work.</p>	<p>Since opening in May 2009, the Youth Zone has been a real success. Over 200 young people use the centre every week and there has already been a reduction in anti-social behavior.</p> <p>As well as providing a safe place and drop-in for young people a wide variety of projects and activities have also been held including:</p> <ul style="list-style-type: none"> <li>- Drug awareness and alcohol projects</li> <li>- Music and art workshops</li> <li>- Fire safety and railway safety workshops</li> <li>- Sports events</li> <li>- Healthy eating sessions</li> <li>- Activities at community events</li> <li>- Providing volunteer opportunities</li> <li>- Democracy and citizenship work</li> </ul> <p>The youth zone aims to provide a range of support services for young people such as helping them back into work and providing counseling services. Agencies we are working with include Connexions, Worcestershire County Council Children's Services, St. Basils, WANDS and The Princess Trust.</p> <p>The principles of the youth zone are based upon inclusion and equality, with an open access policy so that all young people are welcome. We are working with them on issues that encompass dimensions of equality including physical security, education, participation, identity, expression and self respect. We also have a good mix of users from different areas, genders, ethnicity and economic background. The principles of the centre are also being incorporated within the Wychavon Youth Bus project so that this can reach out to those in rural areas rather than just having a focus on the town.</p> <p>The Youth Zone has had a strong impact in a short space of time. We are currently applying to obtain permanent change of use of the building and also seeking more funding sources so that the project can continue in 2010.</p>

## 17. Case study: Community Contact Centres – contact Amanda de Warr

What we do	Why we do it	The difference we make
<p>We have 3 face to face community walk in centres - one in each of the three main towns. These provide easy access to as wide a range of public, and voluntary services, as possible.</p> <p>By working in partnership we ensure that the needs of a diverse range of customers, who need to access service face to face are met.</p> <p>The Contacts Centres provide one stop access to the services of the district and county council as a minimum but also include a variety of public services and voluntary groups, including:-</p> <p>West Mercia Police Jobcentre Plus Citizens Advise Bureau Learn Direct Rooftops Housing Association Age Concern Dial Business Link Youth Offending Team Connexions Older Persons Forum</p> <p>We also provide online and telephone access to service via public internet facilities, JobPoints and telephones.</p> <p>We are open longer than traditional office hours, recognising that customers cannot necessarily access public services 9 - 5.</p> <p>We act as an advocate for customers, helping</p>	<p>The services we provide at the Contact Centres are wide ranging and take account of the differing needs of our residents.</p> <p>Whilst we encourage self service and try to facilitate the use of online services by providing coaching, for older users on the internet, and know that many customers prefer to do their business over the phone, we recognise that many services have to be provided in a face to face environment or due to the needs of individuals are best provided in this way.</p> <p>Some such services include:-</p> <ul style="list-style-type: none"> <li>• Application and assessment of eligibility for blue badges - a service which is now provided end to end by our Customer Service Advisors</li> <li>• Concessionary travel (which includes our discretionary travel tokens scheme which can be used for taxis)</li> <li>• Electricity tokens for traveller sites.</li> <li>• Referrals to the 3<sup>rd</sup> Age service</li> <li>• Applications for benefits including verification of</li> </ul>	<p>The value of the face to face service is in being able to get underneath the initial enquiry and identify other services that could help the customer.</p> <p>The teams work with customers from all backgrounds and are skilled in tailoring the service to meet individual needs, whatever they may be.</p> <p>Many customer struggle to make the links between the many organisations and we can help to this for them acting as an advocate for those most in need.</p> <p>We have removed the stigma involved in entering a police station by providing police front line service in an open friendly environment where customer could be coming in for a wide range of services. This has reduced aggression from people coming in to report bail.</p> <p>We are able to pick up quickly if a translator is required, make the necessary arrangements and log this information for future use.</p> <p>We have staff trained in sign language and basic Polish.</p> <p>We remove the stigma associated with literacy difficulties by assisting customers to complete forms if they indicate a difficulty.</p> <p>We received evidence once and then can use many times - for example if someone has provided evidence of their disabilities once we can hold this information on our system and use it to validate eligibility for many services.</p>

them through the maze of services and 'translating' service jargon into language that customers can understand.

- necessary evidence.
- Support with Housing advice including signposting to other organisation who may be able to help.
  - Assisting people to bid on Home Choice Plus.
  - Paying out Vulnerable Persons Payments.
  - Reporting for bail.

By working in partnership with numerous organisations we are able to take a holistic approach to service provision, identifying a customers' individual needs and helping them to access the service they are entitled to.

## 18. Case study: Areas of highest need project – Cherrie Mansfield, Strategy & Performance Manager

What we're doing	Why we're doing it	The difference we will make
<p>Over the last nine months, Wychavon Strategic Partnership (the district LSP) has been developing an ambitious project focusing on delivering improvements in some of the district's most deprived areas.</p> <p>The project is targeted at communities living in eleven Output Areas<sup>1</sup> in the rural wards of Badsey, Broadway and Wickhamford, Harvington and Norton, plus parts of central Evesham. Within these areas there are pockets of deprivation and clusters of households classified as 'hard pressed' by the ACORN information system<sup>2</sup>.</p> <p>The project consists of three main strands, these focus on <b>skills, fuel poverty</b> and <b>health improvement</b>. Delivery of each element will be designed to effectively meet the needs of individuals and households within the target communities.</p> <p>The project is due to be implemented from 1 April 2010.</p>	<p>Worcestershire Partnership (the county LSP) invited all six district LSPs in Worcestershire to put together proposals for a focussed project that will help deliver <a href="#">Worcestershire's Local Area Agreement</a> (LAA) outcomes in deprived areas in their district.</p> <p>These projects will be funded by the reward grant from the first LAA, with approximately £500,000 available to each district spanning a three to five year period</p> <p>We used the Indices of Multiple Deprivation and other sources of data, such as annual household incomes, levels of fuel poverty and health mapping, to identify our areas of highest need.</p> <p>In the areas we have chosen, there is clear evidence of deprivation in relation to income, employment, skills and health, plus instances of fuel poverty.</p>	<p>Each strand of the project will comprise a range of activity. For example working with existing providers to run courses on financial skills, job and interview skills; surgeries to help people understand their fuel bills and cut costs; a capital grant scheme to fund energy efficiency measures; health trainers to help people develop healthier lifestyles; and, community games.</p> <p>For each of the strands we've identified the following key outcomes:</p> <p><b>Skills strand:</b></p> <ul style="list-style-type: none"> <li>▪ Increased proportion of people involved in the project with improved confidence and skills levels in relation to a range of issues (e.g. work, dealing with public agencies).</li> <li>▪ Successful new claims generated for pension credit, attendance allowance and disability living allowance.</li> </ul> <p><b>Fuel poverty strand:</b></p> <ul style="list-style-type: none"> <li>▪ Reduced number of households in fuel poverty</li> <li>▪ Increased energy efficiency of homes</li> </ul> <p><b>Health outcomes:</b></p> <ul style="list-style-type: none"> <li>▪ Increase in healthy lifestyles of people in the eleven areas.</li> <li>▪ Improvement in self-reported measure of people's overall health and well-being (NI119).</li> </ul> <p>We also expect the project to have a positive impact on levels of community engagement and cohesion, including the following national indicators, which are useful measures of success:</p> <ul style="list-style-type: none"> <li>▪ People who feel people from different backgrounds get on well together (NI1)</li> <li>▪ People who feel they belong to their neighbourhood (N2)</li> <li>▪ People who feel they can influence decisions locally (NI4)</li> <li>▪ People regularly volunteering (NI6)</li> <li>▪ Young people's participation in positive activities (NI110).</li> </ul> <p>In the longer term we hope the project will reduce levels of unemployment levels, increase household incomes and reduce mortality rates.</p> <p><b>Notes:</b></p> <p>1 Output Areas (OAs) were developed for the 2001 Census 2001 as the basic geographical building block. They typically comprise around 125 households and usually contain whole unit postcodes. There are 393 OAs in Wychavon.</p> <p>2 ACORN is a geodemographic information system, which categorises all UK postcodes into various types based upon census data and other information such as lifestyle surveys.</p>

**19. Case study: 'Safe and Sound Security Scheme' – supporting vulnerable residents to feel safe – Contact David Hemming, Community Safety Manager**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p>Wychavon District Council Community Safety is working in real partnership with both statutory agencies and voluntary groups to reduce crime, and the fear of crime, across our area.</p> <p>Wychavon District is a low crime area. It is a safe place to live, work, play and visit. However crime does still occur and for those people who are unfortunate enough to become victims of crime, particularly burglary, the Safe and Sound Security Crime Prevention Scheme was introduced. Approved home security systems, which are installed at no cost, are available for victims and potential victims of crime, particularly burglary, and other vulnerable residents. A letter is sent to every house burglary victim in Wychavon offering this service.</p> <p>We also provide two Community Neighbourhood Wardens to assist in the reduction of crime and fear of crime, the reduction of anti social behaviour, the enhancement of community development and the improvement of the environment. One of the ways they do this is to visit crime victims and other vulnerable residents to provide security systems, including cctv, and other support mechanisms.</p>	<p>There are three main ingredients to a crime.</p> <ul style="list-style-type: none"> <li>(a) A motivated offender</li> <li>(b) A suitable target</li> <li>(c) The absence of a capable guardian</li> </ul> <p>At Wychavon we are attempting to remove (b) and (c) from the equation by making security equipment (a capable guardian) available thereby making the target less suitable for the offender.</p> <p>To provide reassurance to crime victims and other vulnerable residents.</p>	<p>We provide a service that no other agency, including the police, is able to provide. .</p> <p>The Safe and Sound Security Scheme was introduced in 2004, and since then 2990 security items have been given to 1016 residents. CCTV has been installed on 114 occasions. Those residents would not have received such a service had this scheme not been in place.</p> <p>Amongst their many other tasks, the Community Neighbourhood Wardens support vulnerable residents. Since 2004 our wardens have visited and supported 2024 vulnerable residents. This does not include crime victims. These residents would not have received such support had it not been for this scheme.</p>

**20. Case study: Migrant workers within agriculture and the development of the Polish Community Association in Evesham** Contact  
Chris Brooks, Regeneration Manager

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p>Brief history of involvement.</p> <ul style="list-style-type: none"> <li>• 2003 – Vale of Evesham agriculture and food distribution policy development panel. First understanding of the numbers of both daily and seasonal migrants, and of the role of gangmasters.</li> <li>• 2006 – Published the Economic impact of migrant workers in the vale of Evesham</li> <li>• 2007/8 – Part of the steering group for the regional research into the economic impact of migrant workers</li> <li>• 2007 – Started having regular meetings with growers, gangmasters and the GLA. These are ongoing, and we submit consultation responses to the GLA on behalf of local growers</li> <li>• 2008 – Involved in the IDEA migration excellence programme, including publication of the ‘mini scenarios’ report. This work has been reviewed very positively nationally. Also carried out focus groups with Polish residents in Evesham</li> <li>• 2008 – Updated panel report from WDC members, published in 2009. This included the ‘mini-scenarios’ report as an appendix.</li> <li>• 2008 – The Worcestershire Partnership Board approved the creation of the Emerging Communities Task Group. This is chaired by Cllr Audrey Steel, the WDC member for community engagement and rural affairs. Chief aim of group to oversee the setting up of the Welcome to Worcestershire website, which went live in May 2009. The Task Group also oversaw the successful application to the Migration Impacts Fund for the MIRA project (migration in rural areas) and will have overall management of the project. This project works across both Herefordshire and Worcestershire and WDC is the accountable body. The interviews for this project take place on Monday 7<sup>th</sup> December.</li> <li>• 2009 – Worked closely with the Polish community to set up the Evesham Polish Community Association, which was launched in October.</li> </ul>	<p>Agriculture, horticulture and food production are important economic drivers in the District. The origins of the work were therefore about understanding and supporting this important sector. This remains an integral part of the work of the Regeneration Manager and Economic Development Officer, and our consultation responses on behalf of local businesses to the GLA have influenced national policy.</p> <p>The work has developed from this economic development perspective into community development and equalities work, hence the support for the Polish Community Association. The number of people describing themselves as Polish on the Wychavon electoral role is 840 (up one on 2008. In 2006 it was 519). The next highest is Slovakian at 80. The combined total of other A8 countries combined is just over 200, hence the focus on the biggest group.</p>	<p>GLA policy and practice has changed. There is a greater understanding from policy makers and politicians on the importance of migrants to the economy. The development of the Community Association and the MIRA project will help support community cohesion, access to services for migrants and contributes to National Indicators 1 and 2.</p>

## 21. Case study: Internal Communications– Contact Spencer Winnett, Communications Officer

What we do	Why we do it	The difference we make
<p>We have a number of internal communication products, all with their own distinct personality, which we use to keep staff informed, engaged and inspired in terms of what the Council is working on and issues that might affect them.</p> <p>The main internal communication tool is Aspire; this is our regular staff magazine that we distribute electronically as a PDF file through an all-staff e-mail, and also place on aspire.gov (the staff intranet).</p> <p>The magazine presents both the light-hearted and more corporate messages and news in a relaxed and readable style, with an emphasis on making sure complex issues are easy to understand an appealing to our audience.</p> <p>Each issue of Aspire covers many varied topics through news articles or specific features. As examples, this has recently included Customer Insight (how we understand Wychavon’s residents: the Council’s customers), Better not Busier (how we are looking to improve our working processes), Shared Service issues, staff survey feedback and the Council’s Campaign Strategies. As a contrast, the magazine has also covered Children in Need and other charity days, events and services for staff that support our priorities and promises to keep staff developed and motivated, such as True Grit, Global Corporate Challenge, Health MOTs and the Employee Support Programme. The magazine also covers the usual staff success stories, achievements and competitions.</p> <p>Other internal communication tools include All Staff E-mails, Aspire.gov (the Council’s intranet), Staff Briefings, the Staff Noticeboard and Jack’s Message (the Managing Director’s regular message to staff). All of these methods of communication can be used individually, or combined as part of a staff campaign to support and re-emphasise messages and information that are relevant to our staff.</p>	<p>It is vital that we keep our staff well informed as to what we’re trying to achieve as a Council, and the priorities and promises we’re working towards for our residents and customers.</p> <p>Our various communication tools provide news, information and guidance in a genuine and imaginative way; this helps to keep staff interested, motivated and enthused, and contributes towards a strong ‘Team Wychavon’ work ethic.</p> <p>We make our internal communications open and honest, and this in turn encourages staff to reciprocate with their feedback and to trust what we’re saying. This helps to ensure that staff take notice of our internal campaigns and believe in what we’re doing.</p> <p>Our internal communications also help to instil self-confidence in our staff, as we feature and promote their own stories of the excellent work they do through programmes such as Better not Busier and Above and Beyond.</p>	<p>A recent staff survey (to which 220 people responded) highlighted that 90% of staff (196 people) read Aspire.</p> <p>This high level of readership and the staff responses that the magazine inspires, demonstrates the importance of internal communications, the connection with staff, and consequently the important role they play in Council life.</p> <p>The information circulated by our internal communication tools can have an impact on staff in terms of how aware they are of Council policies and procedures, and how they plan their departmental working schedules (for example, arranging for cover so staff briefings, health MOTs and other events can be attended). It can also motivate and lift morale, it provides a sense of community, and it provides the opportunity for staff to have a voice (by promoting the Big Ideas and Ideas 4 Savings initiatives, or through the submission of stories and articles for Aspire).</p>

**22. Case study: External communications – Contact Emma Wild, Communications Manager**

<b>What we do</b>	<b>Why we do it</b>	<b>The difference we make</b>
<p>To ensure our external communications are effective we employ a variety of different methods to ensure we target audiences in the best way to suit their needs and that get our message across successfully.</p> <p>This is best illustrated by our campaigns strategies. Every year we have five priority campaigns that closely mirror our corporate priorities.</p> <p>These strategies identify the departments involved, objectives, evaluation, methods of communication, key audiences and other key details.</p> <p>When identifying the most appropriate form of communication we will cross reference this with what we know about the audience – this may mean employing our customer insight tool to advise us on the most appropriate method or by using other customer knowledge on the appropriateness of a method.</p> <p>Below are details of the kind of methods we use:</p> <ul style="list-style-type: none"> <li>• Residents magazine</li> <li>• Corporate publications (Annual Report, Statement of Accounts etc)</li> <li>• Targeted newsletters</li> <li>• Council tax leaflet</li> <li>• Media relations</li> <li>• Marketing materials – leaflets, posters, flyers</li> <li>• Advertising – radio, newspaper, magazines</li> <li>• Website</li> <li>• DigiTV</li> <li>• Social networking – twitter, facebook, blogging</li> <li>• Events</li> </ul>	<p>We do this to ensure that we're focused in the work that we do and so our different and diverse audiences get the messages they need in the format that is most appealing or appropriate for them.</p> <p>By doing this we not only tailor the information making it more relevant, but we ensure we don't waste money by blanket targeting groups that messages are not appropriate for.</p>	<p>We can always improve in this area, but currently we're finding that residents are pretty satisfied with the way we communicate with them.</p> <p>49% of residents in the 2008 Place survey said they felt informed or very informed with public services – this compares well nationally.</p> <p>Specifically on previous campaigns a couple of examples are:</p> <p>On our value for money campaign we see that 73% feel informed on how their council tax is spent.</p> <p>On our waste and recycling campaign and service change we saw a 15% increase in recycling.</p>