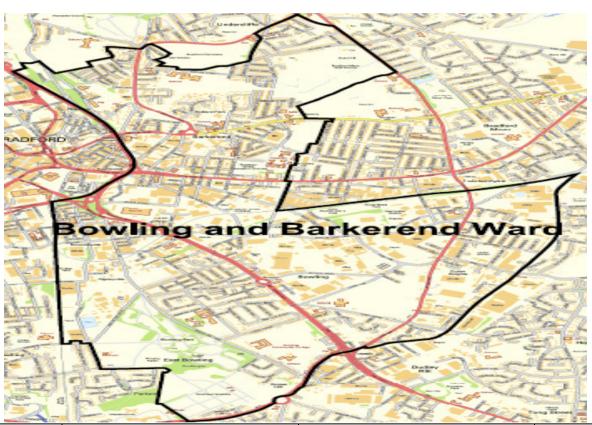
City of Bradford Metropolitan District Council

www.bradford.gov.uk

Bowling and Barkerend Ward Plan 2016- 2017



| Ward Members | Cllr Imran Khan | Cllr Hassan Khan | Cllr Rizwana Jamil |
|--------------|-----------------|------------------|--------------------|
| Ward Officer | Ishaq Shafiq | Date completed | March 2016 |

Ward Assessments and Plans:

The Ward Assessment and plan is designed to inform ward working, including action planning and decision making. The document summarises the prevalent strengths and issues within the Ward. This evidence base includes both statistical information as well as qualitative information gained from consultation; partnerships and ward partnership team meetings. The Council Ward Officers play a critical role in digesting this information and summarising findings into the most pertinent issues which are presented in the ward plan. Ward plans are approved annually by elected members at the Area Committee and outcomes reported against.

Coordination of local services and devolution of decision making.

The ward plans provides an opportunity for the coordination of services at the lowest decision making level. This ensures that problem solving is effective and efficient utilising local networks to identify concerns and opportunities early on providing efficiency saving and improved local outcomes for the community. Central to an effective ward plan is the coordination by ward officers of public sector services such as neighbourhood policing teams, cleansing, social landlords, public health and youth service to ensure services are tailored to meet local need. In addition ward officers actively support local networks and partnership involving the public, private and third sector as well as the community to build on local assets, improve community cohesion and increase social capital within the ward.

Engaging communities

The ward plan is based on community conversations at neighbourhood forums, with community based groups and organisations, at community events and local partnerships. The process does not revolve around what agencies can do alone but what communities, voluntary and community sector partners and public sector services can collectively achieve if they work closely together. By working with the community to define local priorities we can begin to enable and empower people and communities to support preventative approaches and behavioural change which reduce the demand on public service and produce improved outcomes for people locally. The ward plan process aims to draw the community into thinking of issues and solutions and begin to consider their contribution to the community and their personal responsibility. The key is to establish a partnership process that will not be overly demanding on resources to deliver it whilst at the same time maximising the important contributions that communities, voluntary organisations and public bodies can make to delivering better outcomes.

Section 1: Introduction to Bowling and Barkerend Ward Plan

| Ward | Bowling and Barkerend |
|-----------------------------|---|
| Ward Officer | Ishaq Shafiq |
| Partners involved | Bowling and Barkerend Ward Councillors. Services: Bradford East Area Co-ordinator's Office (Ward Officer, Warden Manager, Council Wardens, Youth Service Manager, Youth Ward Lead, Street Cleansing Manager, Clean Team Supervisor), Neighbourhood Policing Team, Incommunities, Places for People, Manningham Housing Association, CBMDC Traffic & Highways, Children's Services, Bradford East Health Hub, Children's Centres, CBMDC Parks and Recreation and Environmental Enforcement. Community: Friends of Groups, older peoples groups, community centre representatives across the ward, community development workers, Better Start Bradford, faith centres and other voluntary organisations. |
| How does the ward plan work | Ward plans throughout the district engage with the communities identified in the boundary of each ward. The assessment summaries the strengths using both statistical and qualitative information. Each year the plan sets out agreed actions in each ward with the support of a Ward Officer to work with others in seeking solutions. Ward plans are agreed and accountable to the Area committees in each constituency. |
| How to get involved | If you would like to get involved please contact the Ward Officer Ishaq Shafiq on 01274 431066. |

Section 2: Summary of the Bowling and Barkerend Ward Assessment

| ropalation | The ward of Bowling and Barkerend covers the area to the south east of Bradford city centre and contains a mixture of housing and industrial areas. As of the 2011 census, the population of Bowling and Barkerend Ward was estimated to be 20,618. According to the 2011 Census, 67.4% of the population of Bradford and District is White ethnicity (including White British and White Other). For England as a whole, this figure is 85.4%, and for Yorkshire and the Humber 88.8%. In Bowling and Barkerend, 42.7% of the population is White and 45.2% of the population is of Bangladeshi, Indian or Pakistani (largest group) ethnicity. There has been an increasing population of Eastern European communities and also |
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| | asylum seekers and / or refugees in particular of Syrian origin moving into the ward. Higher birth rates |

| continue to be notable; the area has a significantly high population of 0-25 year olds in line with other Bradford district inner city wards. Data highlights a growing population of older people. Higher birth rates, growing number of children and young people and an increasing older population all add pressure upon the infrastructure of education, health and housing provision. |
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| The Bowling and Barkerend ward connects and leads into the Bradford City Centre and is a key gateway linking Leeds and Bradford. The ward is part of the Leeds City Region initiative and also part of a City Connect programme, a £28 million cycle friendly scheme. There are strong community organisations including Communityworks, Karmand Centre, Otley Road and Barkerend Environment Group, The Anchor Project, The Vine, Bangladeshi Community Association and several active residents groups. Within the Karmand Centre there is a large outdoor cricket area run by the BD3 Sports Association. In addition, there are two children's centres in the Ward. The school infrastructure continues to be enhanced with an additional new build secondary school anticipated to be opening in Fenby area by September 2015 and extension of Karmand nursery provision increasing from 40 to 120 places. The school community provides a useful platform for engagement and gives opportunities for partnership working within schools. Many of the schools have community rooms / spaces and offer a range of activities to parents e.g. sewing, ICT, exercise etc. Compared to other Wards of Bradford, with the exception of the adjoining Ward of Bradford Moor, the area has significantly high numbers of faith buildings (mosques, temples and churches). The ward benefits from very strong active citizenship through the faith sector. There are opportunities to increase active citizenship across the ward; in some areas this would need more support and encouragement, using different methods to reach the hard to reach. Some of this could be achieved by continuing to improve through day to day work of Council Wardens, Ward Officer, Community Development workers, Youth Workers, parental support workers engaging one to one with residents on their environmental and community safety issues, connecting them with services; also through specific projects\clean ups in areas where residents want to see change. This could be developed to help sustain the work. There are a range of |
| Residents not taking responsibility for the cleanliness of streets, including un-adopted backstreets and other public spaces (dropping or not picking up litter and dumping unwanted waste items on verges streets and open spaces rather than using waste sites or Bulk Waste collections) remain a priority. Environmental issues such as street litter, feeding vermin, untidy gardens, fly-tipping and waste around |
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fast food premises are commonly raised at community engagement events by Wardens, Councillors and other community groups and also remain a significant issue across the ward. Trade waste containment and litter from fast-food take-away premises continue to be a big issue particularly along key gateways such as Leeds Road, Barkerend Road, Killinghall Road and associated side streets. There has been an increase in new food businesses. Surprisingly, 91.2% of people in the Ward are overall satisfied with the local area and this is higher than the Bradford East Area and District averages of 80.5% and 86.8 respectively. Residents who perceive litter or rubbish as a problem at 30% is relatively higher than the District average (26.2%) but below the Bradford East Area average (26.2%). The percentage of streets failing on litter is high for the Ward (23.2%) compared against the Bradford East area (19.1%) and double the district average (11.8%). The ward ranks top in the district for reported fly-tipping the Bradford District as more residents are now logging complaints formally with the Council. The number of fly-tipping hotspots has actually decreased as residents are more informed about how to report environmental concerns to the Council.

Safer Communities

Overall there has been a downward crime trend across the ward i.e. less crimes. However, the percentage of overall crime ranks the Ward second district wide. Most community tensions raised within the ward relate to perceptions of high levels of anti-social behaviour associated with driving, speeding and parking as well as drugs related activities. Low levels of engagement between residents and local services makes creating positive changes in deprived communities more difficult. Previous user satisfaction survey highlights the percentage of people who are satisfied with how the Police dealt with the issue they reported (86.9%) ranked the Bowling and Barkerend the top most satisfied Ward against other Neighbourhood Policing Teams (NPTs). However, the perception of drug use and dealing by NPTs shows the ward's NPT ranks a close second / third with a high percentage of residents who think that there is an issue with drug use and drug dealing (top is Manningham NPT, followed closely by City NPT and Bowling and Barkerend NPT). Theft from vehicles ranks the ward fifth district wide against all over wards. The percentage of robbery per 1000 population now ranks the ward second highest still (2.4%) but the number of incidents is lower in comparison to the year before. The ward ranks the second highest for road traffic collisions per 10,000 population at (2.0%) almost double the Bradford East average (1.1%) and district averages (0.9%). There is a clear evidence base for more road safety work and traffic and highways works to be considered. Domestic Violence as a percentage of the population ranks the ward second highest district-wide (source Police data sets 2013). The ward ranks as the third highest Ward for burglaries per 1000 population across the District.

Inequalities Health and wellbeing

The all age, all cause mortality rate per 1000 population (8.5%) is higher than the Bradford East average (6.7%) and district average (6.0%). The diabetes hospital admission per 1000 populations (15.6%) ranks the Ward sixth highest now (previously second highest in 2012 across the district). This is reflective of the population make up for the ward. Coronary heart disease mortality per 1000 population (1.3%) is high and compared with the Bradford East (1%) and district (0.9%) averages. The percentage of people who find it difficult finding money to pay for heating and hot water (39%) is high matching the Bradford East average (39%) but significantly higher than the Bradford average (23.8%). In line with other inner city areas, the Ward continues to have a higher birth rate per 1000 population (21.3%) which is higher than the Bradford East average (19.5%) and district average (16.2%). There is a lack of access to NHS dentists across the area and people find it difficult to get GP appointments when they need them, which probably lead to inappropriate use of the local hospital A&E department. People have access to information on healthy lifestyles (diet and exercise) but there remains much to be done to create positive behaviour changes that impact on health. It is particularly difficult to engage men and Eastern European residents on health issues.

Incomes employment and housing

According to the Index of Multiple Deprivation 2011, Bowling and Barkerend has very high levels of deprivation. All of the ward's population live in neighbourhoods that fall within the 20% most deprived in England. The ward is ranked 4th most deprived out of 30 wards in Bradford in terms of its average deprivation scores. It also ranks badly across all seven domains which make up the multiple deprivation score. There is an increasing East European population drawn to the area by cheap, poor quality private rented housing, often with informal tenancy arrangements. Unemployment is a significant issue - the total job seekers allowance claimants ranks the Ward the third highest district wide (9.6) compared with the Bradford East (7.0%) and district (5.3%) averages. Not much change compared to 2013. As in previous years, the job seeker allowance claimants aged between 18 – 24 years (16%) ranks the ward fourth district wide much higher than the Bradford East average (13.7%) and district average (11.2%). This is positive – Ward ranked top in 2012. The ward has an extremely high number of children receiving free school meals (27.4%), overcrowded households (18.2%) places the ward as the second highest area district wide over double the district average (8.0%). Key Stage 4 educational attainment A-C (45.4%) is low. There are high levels of welfare benefit claimants, including Job Seekers Allowance claimed by young adults. There is a need for more support to make people job-ready and into training and employment. In terms of housing a proportionately high number of privately owned homes are empty for lengthy periods compared to other areas, whilst social housing is popular locally with a high number of

| Children and young people | 'bids' per property available. Exploitation of people in housing need on limited income leads to overcrowded and poor quality housing being occupied, often by central and eastern European migrants. Advice services and ESOL classes help address these issues, but again more is needed. The birth rate in ward is higher than the Bradford East Area and district averages. Qualification rates for young people leaving school are low and work with NEET (not in employment education or training) young people aims to help create young people than are ready for training and employment. 5.4% of young people are Not in Education, Employment or Training (NEET) slightly higher than the Bradford East area (5.5%) but lower than the Bradford district average (5.9%). Many young people live in poverty and a high number of children receive free school meals. Statistically children living in poverty ranks the ward second highest district wide (37.6%) against area average (31.4%) and district (25.8%) averages. A higher proportion of young people than the district average become 'looked after' by the Local Authority. More work is needed to impact on obesity in children and young people. Although there are a number of youth projects and clubs across the ward but more is needed, particularly to draw in girls and young women. |
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| Stronger Communities | Volunteering overall is low across the Ward. However, there are many people involved with faith based organisations as volunteers delivering community benefit activities which might not be seen as volunteering by those taking part in this work. There is a need to improve active citizens within the Ward. There are some very successful projects in the area such as the Friends of Bowling Park who have developed a strong network of volunteers that take part in activities ranging from litter picking, running a café, gardening club to fun days and youth engagement activities. The population ethnicity mix White, South Asian and Eastern European communities is a challenge. This diversity creates challenges, in an area where it is felt that people from different backgrounds don't necessarily get on well or treat each other with respect and there are community tensions. |

Bowling and Barkerend Ward Plan 2016 - 2017

| 1.0 Cle | 1.0 Cleaner Greener | | | | |
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| Code | Priority | What can Services contribute? | People Can | Named person responsible | |
| 1.1 | Reduce litter, fly-tipping and the number of untidy gardens by working jointly with communities, partners and businesses | Re-launch the Proud of BD3 project and network Council Wardens patrol and target hot spot areas with days of action, enforcement and education supported by partners across all sectors Clean Team focus on hot spot areas Environmental Enforcement target hot spots in partnership with Ward Teams and Ward Partnership Ensure businesses have trade waste contracts in place and responsibly store / dispose of waste NPT joint home visits with Wardens, letter drops and enforcement patrols encouraging reporting of environmental anti-social behaviour / fly tipping Housing Associations liaise and work closely with Council Services and undertake estate walkabouts and report issues Information to residents at Forums and other community events and | Community litter picks / clean ups involving residents, schools and Friends of Groups Work through Street Life initiative World Environment Day (5 June) project with Youth Service Become members of the Proud of BD3 group and actively support ORBE / Anchor Project environmental sessions across schools and community centres Report fly-tipping and litter Report incidents in detail Community street champions Encourage private landowners to defend their land and clean up promptly Promote on-line and Council App for reporting issues Businesses to take more responsibility for trade waste and litter Faith led and faith based environmental projects More focussed school led | Council Ward Officer Area Operations Manager Community groups Police Ward Officer Housing Associations Development Workers Schools Faith Centres Better Start | |

| | | presentations to raise awareness of Council services and Council powers Warden and PCSOs to issue FPNs where needed Promote online reporting for litter dropped from cars Support active citizenship and organise litter picks with residents and services in hotspot areas School based educational work | educational work Better Start Better Place improving play and outdoor spaces and educational programme – growing with your baby | |
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| 1.2 | Reduce the number of blocked gullies | Support BD3 Oil Recycling Project and encourage roll out within the ward focussing initially in BD3 Ward Officer, Council Wardens, Highways and Gullies Section liaison to determine streets to be cleaned Ward Officer organises Days of Action involving relevant partners including NPT | Community to report blocked gullies Community to lend assistance with gullies / cleaning programmes – removal of local vehicles to assist with access Community assistance to identify problem areas Education around pouring of oil/fat down gullies and other waste | Council Ward Officer Area Operations Manager Gullies Manager Police Ward Officer Community Groups Residents |
| 1.3 | Support the roll out of the new bin policy encouraging residents to adopt recycle supporting waste minimisation. | School recycling facilities and education Ward officer and Warden raising awareness of what can be recycled at home, at Household Waste centres and other places locally Presentations to Neighbourhood Forums, community groups, parents | Residents take responsibility for their own household waste by recycling more of what they produce | Council Ward Officer Area Operations Manager Friends of groups Schools |

| | | groups and schools Focussed door-to-door work in Undercliffe and other neighbourhoods where recycling rates are lower to increase uptake of recycling by residents Work during National Recycling | | Third sector |
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| 1.4 | Reduce dog fouling in hot-spot locations | Council Wardens and NPT promote Green Dog Walkers Scheme and carry out education and enforcement in hotspots Schools, community centres and other voluntary sector contacts promote scheme at school assemblies / other engagement opportunities along with littering campaigns | Recruit volunteers to promote the Green Dog Walker scheme Use social media to spread the message and host promotional stall at community events Schools support delivery of school based sessions Third sector partners support delivery of engagement events | Council Ward Officer Area Operations Manager Police Ward Officer Schools Friends of Groups |
| 2.0 Saf | er Communities | | | |
| Code | Priority | What can Services contribute? | People Can | Named person responsible |
| 2.1 | Ensure residents are aware of basic crime prevention measures and encouraged to report local priorities to reduce burglary, vehicle crime, drugs associated crime and anti-social behaviour | Providing targeted support to the most hard to reach residents PCSOs / Wardens promote Neighbourhood Watch Schemes, Crimestoppers, OWL and undertake reassurance patrols Police and Council ASB teams take action such as warning letters, escalating this where appropriate to Court action Discussions at Ward Partnership | Neighbourhood Watch encourage residents to form groups Report suspicious activities to improve intelligence base Community Centres and Groups Provide information on Europrofile locks and other safety measures; security marking of valuables etc Residents support establishment of Cold Calling Zones Police invited to attend community | Police Ward Officer Area Operations Manager Council Ward Officer All community centres and third sector groups |

| | | Team meetings with partners utilising intelligence to support cross partnership interventions | engagement events such e.g. street cafes, fun days, youth groups etc • Community groups encourage individuals to sign up to OWL – Online Watch Link | All faith centres |
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| 2.2 | Reduce drugs related crime and anti-social behaviour by encouraging communities to report intelligence | Youth Service / CD Worker to work with young people to raise awareness of drugs use and their effects as well as consequences of anti-social behaviour Ward Officer / Wardens / CD worker to encourage reporting information to Crimestoppers Ward Officer / NPT/ Wardens / CD Workers to promote and encourage residents to join Neighbourhood Watch Schemes Holiday and detached provision for young people Support delivery of Police Camp – 4 weeks each year | Neighbourhood Watch encourage residents to form groups Community groups and faith centres encourage people to sign up to OWL – Online Watch Link Report suspicious activities | Police Ward Officer Area Operations Manager Council Ward Officer Third sector and faith groups |
| 2.3 | Improve road safety encouraging people to drive and park responsibly | Offer schools educational programmes through the Road Safety Team – supporting pedestrian safety and raise awareness of consequences of not using seat belts, child seats and use of mobile phones Regular Police and Wardens educational and enforcement work | Community Centres raise awareness of support available for drug and alcohol issues Encourage reporting Engagement via faith centres and school networks Work with School Clusters to develop a drugs educational approach / school based project | Police Ward Officer Youth Worker Safer Schools Road Safety Council Ward Officer |

| 2.4 | Anti Social Behaviour - Police to tackle low level crime before its escalates | • | parking and to support walking Warden, Police and Ward Officer talks to parents and other groups about parking issues Police Roads Team to host enforcement action days for speeding, mobile phone, seat belt and other driving contraventions and promote success stories Council Wardens and NPT identifies hotspots via Ward Partnership Team agree actions needed on ASB issues and in specific cases Joint work by Police, Council and Fire Service to identify Fire ASB hot- spots and co-ordinate actions through WPT meetings Establish gaps in services for young people or information through | • | Community groups and residents To work with the police and wardens reporting incidents, complete diary packs and encourage others to report Deliver diversionary activities for young people LACO organise and deliver sessions with Eastern European Communities around alcohol | Police Ward Officer Council Ward Officer Fire Service Youth Service LACO Community Centres and third sector |
|-----|---|---|---|---|--|--|
| | | | discussion with providers Holiday and detached provision for young people Support delivery of Police Camp – 4 weeks each year Education through information giving and crime prevention advice to | • | consumption raising social and health issues to encourage sensible consumption LACO organise and deliver sessions with Eastern European Communities around alcohol consumption raising social and | groups |

| | | residents in hotspot areas Promote the 101 number and Online Watch Link (OWL) to residents Enforcement Police to patrol Youth Service undertakes outreach work to talk to young people on street corners and in parks (identify three priority projects with Youth Service) Develop further sessions for activities for young people Police and Youth Service to liaise closely about young people they come in to contact with | health issues to encourage sensible consumption | |
|------|--|--|---|---|
| | qualities, health and Wellb | | | |
| Code | Priority | What can Services contribute? | People Can | Named person responsible |
| 3.1 | Connecting people to services; focus on the whole person or lifestyle, not the condition | Access GP services difficult to access (long waits or difficult to book appointment): CCGs/Public Health work with GPs Connecting people to pharmacies: Public Health information on repeat prescriptions Prepare and educate people on using medicines Medicines Amnesty Promote Pharmacy First Promote NHS Direct Bowel screening: NHS England | Residents to report issues to public health teams, CCGS and health watch Residents take part in health checks Range of access points for support / sign posting from community centres across the ward promoted by third sector Residents sign up to access services Work through Street Life project LACO are commissioned to deliver | All services Public Health CCGs GPs Schools Various health services Third Sector LACO Better Start Bradford |

| | | Action Plan, help people understand info sent to their homes Work with health services, community groups and other partners to promote take-up of: Breast screening Cervical screening TB Diabetes check Health MOTS Stop smoking services Information promoted through Forums, fun days, schools and through other community engagement events | almost 100 sessions around health and well-being for individuals and families across the Bradford District focusing on Eastern European Communities • Better Start Bradford – 22 work streams to be delivered across three Wards reducing a broad range of health inequalities for children and families below the age of four (detailed delivery programme in place); linking children and families to health services is integral to the project and educating people on making informed healthy life style behavioural changes |
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| 3.2 | Increase community support for older people who are socially isolated and lonely | Champions Show the Way provide activity groups and set up additional in areas of need with help of volunteers Creative Support / Incommunities Floating Support provide a service to accompany isolated residents to groups and activities Age UK promote awareness of services and support available Community Development Workers raise awareness of gaps in service and/or areas of need | Community Centres provide and promote activities Community Groups encourage membership Be Neighbourly promote initiative Encourage groups and residents to discuss loneliness as an issue to reduce stigma and support those at risk Encourage volunteering Council Ward Officer Community Development Workers Third sector groups Older People's Groups e.g. East Bowling Pensioners Club |

| 4.0 Inc | 4.0 Incomes Skills and Housing | | | | |
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| Code | Priority | What can Services contribute? | People Can | Named person responsible | |
| 4.1 | Reduce problem debt and effects of Welfare Reform | Community centres commissioned to run advice services locally; district wide Citizen Advice Bureau (CAB) provide debt advice Credit Union encourage and promote membership Trading Standards provide advice sessions on loan sharks and high interest loans Neighbourhood Service map emergency food provision in Ward and ensure relevant agencies aware Schools/Children's Centres be alert for problem signs and ensure take-up of free school meals | Community Centres provide debt advice or signpost to CAB and other services Assist those in need by donating to food banks, food projects and other charities Faith groups to encourage donations to charities for those in need Encourage reduce, re-use and recycle and other self-help strategies Pass on skills to others e.g. make do and mend, cooking, grow your own, sewing Encourage skill swaps | All services All centres Ward Officer All schools | |
| 4.2 | Support bringing back empty homes into use and promote good standards of privately tenanted housing | Wardens to undertake patrols and report issues Empty Homes Advisor to work with landlords / owners to secure and bring properties back into use Empty Homes Advisor to provide updates at Ward Officer Team meetings Private tenants informed about their rights to encourage good standard of housing conditions | Residents and Community Groups to report issues to Wardens and Council Contact. Community Groups to promote support available regarding empty properties at community events, venues and Community Websites | Council Ward Officer Area Operations Manager Empty Homes Team | |

| 4.3 | Support individual into training, education and / or employment | Job Centre/ Aspire- I provide training and skills, signposting, employment and volunteering opportunities Children's Centres support and advice to parents Youth Service NEET support and interventions Incommunities Open fields and Employment support Schools education and careers advice | Community Centres and voluntary groups provide support for IT access, self-employment, skills and education Local Firms/business encourage placements and job opportunities Volunteering and mentoring in community | Community Centres Job Centre Children's Centres Youth Service All Schools Local businesses | | |
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| 5.0 Ch | 5.0 Children and Young People | | | | | |
| Code | Priority | What can Services contribute? | People Can | Named person responsible | | |
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| | | Train youth and adult volunteers to volunteer with young people and support local youth clubs Support young people's educational achievements Showcase and celebrate positive achievements of young people | community use of The Greenway Centre • Support Safeguarding Week events – October. • Local volunteers to support youth activities. • Run holiday and summer scheme provision | |
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| 6. Stro | nger Communities | | | |
| Code | Priority | What can Services contribute? | People Can | Named person responsible |
| 6.1 | Support, encourage and develop opportunities for residents to volunteer to get involved in a wide range of activities and projects connecting people from different faiths, ethnicities and ages | Work with young people, people of different racial backgrounds, faiths, cultures and ethnicities to encourage their own involvement in local projects Support the Big Lunch – in June and link into national Volunteers Youth Service recruits and train volunteers to build capacity in sessions and increase the support to work with young people Support the development of Friends of Groups Encourage residents to report issues to agencies and Council services and explore community responses as part of the solutions approach | Involvement of local residents in residents groups and other voluntary organisations Involvement of volunteers at local community centres and faith organisations and in running activities for others Support the Big Lunch – in June and national Volunteers week 1-7th June Residents encouraged developing self-help approaches and community solutions to local issues where appropriate | Council Ward Officer Youth Service Third sector including faith groups Residents |

| Develop snow warden networks Support community groups to access funding opportunities internal and external to the Council | | |
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