

**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**

**POLICY DEVELOPMENT GROUP - WEDNESDAY, 10 JANUARY 2018**

Report Title	<b>CONTRACT FOR THE PROVISION OF COMMUNITY ENGAGEMENT ACTIVITIES – BUILDING CONFIDENCE IN COALVILLE PROJECT</b>
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Purpose of report	To provide Policy Development Group with an opportunity to review the performance of the Coalville Project’s Community Engagement contract
Council priorities	<p>Building Confidence in Coalville</p> <p>Value for Money</p> <p>Homes and Communities</p> <p>Green Footprints</p> <p>Business and Jobs</p>
Implications:	
Financial/Staff	As explained in the report.
Link to relevant CAT	N/A – This contract has been monitored by the Coalville Project programme board.
Risk Management	Delivery risks have been the responsibility of the contractors. Contract risk has been managed by the Head of Economic Development.
Equalities Impact Screening	None
Human Rights	None
Transformational Government	N/A
Comments of Head of Paid Service	Report is satisfactory

Comments of Deputy Section 151 Officer	Report is satisfactory
Comments of Monitoring Officer	Report is satisfactory
Consultees	None
Background papers	<a href="#">Coalville Project update - report to Cabinet - 3 May 2016</a>
Recommendations	<b>POLICY DEVELOPMENT GROUP NOTES THE OUTPUTS AND OUTCOMES ACHIEVED VIA THE CONTRACT FOR THE PROVISION OF COMMUNITY ENGAGEMENT ACTIVITIES FOR THE BUILDING CONFIDENCE IN COALVILLE PROJECT</b>

## 1.0 BACKGROUND

- 1.1 Deana Wildgoose and Julia Burkin (known as the “Coalville Heroes”) were appointed at the start of June 2016 to deliver an 18 month contract of community engagement activities in support of the Council’s programme of work aiming to Building Confidence in Coalville. The contract concluded on 2 December 2017.
- 1.2 Contract performance has been reviewed on a monthly basis by the Coalville Project programme board (which presently comprises the Chief Executive, Strategic Director of Place, Head of Legal and Support Services, Head of Planning and Regeneration, Head of Economic Development (programme manager), Environmental Protection Team Manager, Communications Team Leader, and Finance Team Leader).
- 1.3 Contract performance review meetings, supported by performance reports submitted by the contractors, have been held between Deana Wildgoose, Julia Burkin, the Head of Economic Development and the Stronger & Safer Communities Team Manager (responsible for Green Footprints), on a regular basis, with additional meetings arranged in order to deal with specific issues, busy periods or urgent opportunities.
- 1.4 The Council has prioritised the regeneration of Coalville since 2015, and expects this to continue for the foreseeable future. At its outset the “Coalville Project” pursued a broad range of workstreams, mainly focused on physical regeneration opportunities, such as improvements to building frontages in the town centre, creation of a new leisure facility that will benefit the whole of North West Leicestershire but directly help attract visitors to Coalville and consideration of how to optimise economic use of a range of Council assets.
- 1.5 It was recognised that success for the Coalville Project would depend upon more than physical changes, so a number of complementary workstreams were established: extensive engagement with the range of Coalville’s stakeholders (including Members, businesses, community representatives and Council staff) has stimulated idea generation, then delivery (e.g. the Coalville Colour Run organised by local charity Living Without Abuse); development of relationships with specific organisations such as Coalville Heritage Society and Coalville Town Team has led to joint working on projects such as the Coalville timeline (mounted on hoardings along Hotel Street during 2017) and combined Christmas in Coalville celebration events; and development of a visual identity for Coalville (known as “Choose Coalville”).
- 1.6 The Contract for the Provision of Community Engagement Activities – Building Confidence in Coalville Project (known as the “Coalville Heroes” contract) further

extended the range of local engagement activities, enabling specific focus on a number of important outcomes: engagement of young people to shape and contribute to the future of Coalville; engagement of schools including links to the heritage of Coalville; and establishment of volunteering opportunities in support of the Council's Green Footprints activities.

1.7 It was additionally envisaged that the Coalville Heroes' activities would enhance any bid that the Council might make for related external funding (for example to Heritage Lottery Fund), and that they would establish and manage a hub that would host their activities and offer other events that would attract and involve people from Coalville's community.

1.8 Cabinet approved the establishment of the Coalville Heroes contract on 3 May 2016.

## **2.0 HUB**

2.1 NWLDC and the Coalville Heroes have explored a number of options for creation of a hub including: the Council's redundant toilet block on Mantle Lane; the garden / shed at Leicestershire County Council's Resource Centre; a vacant unit at the Belvoir Centre (with the agreement of a peppercorn rent by the landlord). Each was eventually considered to be either unsuitable, not possible, or not sensible once all details were considered.

2.2 During May 2017, NWLDC agreed a lease for Coalville Heroes' use of Unit 17 of Coalville Market Hall until the end of their initial contract.

## **3.0 HERO PROJECT CIC**

3.1 The Hero Project CIC is the community interest company established by Deana Wildgoose and Julia Burkin, together with two other directors, during the course of the Coalville Heroes contract. It is this organisation that they are seeking to sustain.

3.2 Any future contractual relationship between NWLDC and the Coalville Heroes would be administered through the Hero Project CIC, in order to support the ongoing establishment of this organisation.

## **4.0 WHAT DID THE CONTRACT ACHIEVE?**

4.1 The Coalville Heroes have prepared a comprehensive document setting out their achievements during the course of this contract, including a quantitative analysis of outputs targeted and an outline of the impact of activities delivered (attached as **Appendix 1**). It should be noted that Appendix 1 is not co-authored by NWLDC – as such, where views are expressed, or claims made, they represent the views of Deana Wildgoose and Julia Burkin.

4.2 The Head of Economic Development would like to draw attention to the following key achievements, some of which are mentioned in the Coalville Heroes' report:

**Christmas Time - A Song for Coalville** – Members will recall the extensive coverage of Coalville's first Christmas Song, performed by students from King Edward VII College, supported by local primary schools and Mount Saint Bernard's Abbey - [to view on YouTube click here](#) .

**Street art** – Media interest generated by the appearance of the big banana on the doors to Coalville's Market Hall. Also, creation of a healthy eating mural on the wall of the newly assigned Community Garden in Coalville Park. The Coalville Heroes have invented a

'creative caravan' and trailer that have been brought to many events, enabling all ages of people to use art to express themselves.

**George Smith exhibition** – a celebration of this social reformer's contribution to Coalville and the nation, including an exhibition at Coalville Market Hall, some of which was later shown in the Council Offices, and creation of a billboard poster, still to be seen on High Street.

**SuperKitchen** – Coalville Education Partnership is now a SuperKitchen partner organisation (“[Superkitchen] promote #socialeating as a positive response to food waste, food poverty and social isolation”) receiving regular deliveries of food that would otherwise go to waste, allowing CEP to offer social eating opportunities to Coalville's community.

**Young people survey** – in support of the wider Coalville Project Coalville Heroes supported 700 young people to express their view of Coalville's present and future. The results have informed NWLDC's ongoing prioritisation of projects that support Coalville's regeneration.

**Famous Fifty** – creation of this enormously successful project involved more than 1,000 local people of all ages and Coalville Heroes report more than 3,000 visitors during the exhibition in the Market Hall (see Appendix 1 for more information). The fifty soldiers are now being hosted by Coalville's Co-operative supermarket and the Coalville Heroes are seeking opportunities to further develop this project during 2018.

- 4.3 This report does not comment on the Coalville Heroes', or the Hero Project CIC's performance on other contracts, but it is noted that a range of additional contracts have been secured during the lifetime of the NWLDC contract, all of which are complementary to the main contract and offer further outcomes for Coalville. For example the Sport England contract mentioned in the Coalville Hero report became “Fit and Fed”, an innovative scheme combining activity and development of healthy eating habits for targeted young people.

## 5.0 LEGACY AND SUSTAINABILITY

- 5.1 The Coalville Heroes contract was structured in order to provide an 18-month period of 'core funding' in the form of an hourly rate of pay for each of the contractors (approximately 1,800 hours each over the 18 month contract period). In addition, an operational budget of £25,000 was allocated to support the costs of delivery.
- 5.2 It was intended that this period of funding would enable the Coalville Heroes sufficient time to identify and secure additional sources of funding in order that delivery of community engagement activities in Coalville could continue beyond the end of the initial contract and the Hero Project CIC could generate sufficient income to become a sustainable organisation.
- 5.3 In November 2017, the Coalville Project programme board agreed to extend the period of support for a further 18 months in the form of: i) a financial subsidy to cover the cost of the rental of Unit 17 of Coalville Market Hall (100% subsidy for 12 months, reducing to 0% subsidy over the following 6 months); ii) allowing the Coalville Heroes access to the remainder of the original operational budget that was not committed at the end of the initial contract (currently estimated to be £4,200) in order to support the cost of future delivery in Coalville. The Hero Project CIC is currently considering whether to accept this offer.

- 5.4 NWLDC has agreed that both of these amounts can be used as 'match' for future funding applications being made by Hero Project CIC.
- 5.5 The Coalville Heroes report (Appendix 1, page 9) provides their comments on the legacy of their contract and ideas for potential future delivery. It is recognised that many of their projects have been achieved through developing partnerships with other individuals and organisations and in some cases it is the partner organisation that is enabling delivery to continue beyond the end of the Coalville Heroes contract e.g. NWLDC's Housing Team is delivering the Sheltered Housing Monthly Lunch Club.

## **6.0 FUTURE COMMUNITY ENGAGEMENT CONTRACTS**

- 6.1 The Coalville Project programme board continues to consider the need for future community engagement activities in support of the overall aim to regenerate Coalville. In addition to the Coalville Heroes contract, Officers have been supporting projects such as:
- i) installation of the Coalville timeline along hoardings on Hotel Street, in partnership with Coalville Heritage Society
  - ii) creation of a Coalville area heritage strategy through collaboration with all of the Coalville area's heritage organisations (including Hero Project CIC)
  - iii) development of new and bigger events for Coalville's residents and visitors e.g. Colour Run, ballet at Century Theatre
  - iv) projects involving local students and creative people in a range of cultural pursuits, working in partnership with existing organisations and partnerships
  - v) larger scale commemorations to recognise the importance of 2018 in relation to the First World War, building on NWLDC's regular Remembrance events
  - vi) further development of Hello Heritage, a two-week celebration of heritage assets (physical or social) across the whole district
  - vii) further establishment of connections between Coalville's residents and businesses and the National Forest, with a current focus on the pilot Timber Festival during July 2018 (the first international forest festival in the UK)
  - viii) ongoing support to Coalville Special Expenses Working Party's programme of events in Coalville, including Coalville by the Sea, Music in the Park, Picnic in the Park and Christmas in Coalville
  - ix) a future programme of events to run on the redeveloped Marlborough Square, following the Council's £1.1million investment.
- 6.2 As such, careful consideration is being given to the need for, and the type of, community engagement activities that are needed for the future, in addition to the examples stated above. If further community engagement activities are sought NWLDC will express what outcomes we are hoping to achieve, request clarity of the cost and benefit of each project and require proposals for the future sustainability of each project. As is usual practice, the supporting procurement process will identify which applicant is best placed to deliver activities on behalf of NWLDC. If NWLDC decides to procure future community engagement activities the Hero Project CIC will be invited to apply, as part of a competitive tender process.

## **7.0 ISSUES, CHALLENGES AND CAPACITY BUILDING**

- 7.1 The Coalville Heroes delivery of the community engagement contract has achieved outputs above and beyond those targeted, through activities that NWLDC might never have thought of or achieved, due to the level of creativity, pace and engagement brought by Deana Wildgoose and Julia Burkin. This has been very much welcomed and applauded.

7.2 However, the Head of Economic Development has been made aware of a range of issues related to the delivery of the contract. Each was raised directly with the contractors in order to reach agreement on actions to be taken including apologies, mitigation of problems or building Hero Project CIC and volunteer capability in order to avoid repeat problems e.g. Data Protection and Safeguarding training were provided. Only a small number of issues led to formal action being taken by NWLDC related to contract performance: an early escalation process was agreed in to order to prevent this, giving the Coalville Heroes an opportunity to resolve issues.

## **8.0 MEMBERS AND OFFICERS**

8.1 Many of NWLDC's elected Members have become involved in the Coalville Heroes activities and have praised what they have seen or experienced, most recently related to the Famous Fifty exhibition. The Head of Economic Development would like to highlight the work of the many Council Officers that have necessarily or voluntarily become involved in arrangements surrounding Coalville Heroes delivery. On many occasions, Officers have provided support, or fixed problems, at very short notice, perhaps beyond the call of duty.

8.2 Finally, the Head of Economic Development would like to put on record her congratulations and thanks to the Coalville Heroes for all that has been achieved via the Community Engagement contract.

8.3 Future community engagement activities in support of the Coalville Project will be managed by the Coalville Project programme board in accordance with existing delegations and reported to Members via regular reports to Cabinet.