

<b>Subject:</b>	<b>Allotments: response to Notice of Motion</b>		
<b>Date of Meeting:</b>	<b>16 November 2021</b>		
<b>Report of:</b>	<b>Executive Director Economy, Environment &amp; Culture</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Robert Walker</b>	<b>Tel:</b> 01273 294349
	<b>Email:</b>	<b>Robert.walker@brighton-hovegov.uk</b>	
<b>Ward(s) affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE****1. PURPOSE OF REPORT AND POLICY CONTEXT**

- 1.1 At its meeting on 21 September 2021, the Environment, Transport & Sustainability Committee agreed to receive a report on allotments in response to a Notice of Motion. This report provides the response.

**2. RECOMMENDATIONS:**

- 2.1 That Environment, Transport & Sustainability note the response to the Notice of Motion.

**3. CONTEXT/ BACKGROUND INFORMATION**

- 3.1 The Notice of Motion requested a report on options for improvement and which provided some specific information.

- 3.2 Breakdown by site of the different sizes of plot (i.e. full/half/third)  
Please see Appendix 1 – *total half lots* and *total whole plots* columns.

Whole Plot Total	1,376
Half Plot Total	1,439
Quarter Plot Total	44

Plot figures correct as of 08/12/2021, please note that plot total includes lettable plots, both tenanted and vacant. It also includes limited mobility beds as whole plots.

- 3.3 Breakdown by site and plot type of rent that was paid during the last accounting period  
Please see Appendix 1 – *site rent total invoiced amount* column.

- 3.4 Breakdown by site and plot type of plots that are currently unlettable  
Please see Appendix 1 – *total unlettable* columns

Unlettable plots can include plots removed from the allotment database due to re-mapping/numbering of sites or plots. It can also include plots removed from the database to be allocated to site huts and parking areas.

A smaller number of unlettable plots are caused by excessive shade or other mitigating environmental factors, these are managed for wildlife, used as storage for materials or planted as orchards.

3.5 Breakdown by year of the number of people who have joined the allotment waiting list and paid the £17 charge, and how the funds have subsequently been spent

Financial year	Administration fee	Number of allotment applicants paid	Total amount paid
2017/18	£16	144	£2,304
2018/19	£16	393	£6,288
2019/20	£16/£16.90	466	£7,692.80
2020/21	£16.90/£17.20	853	£14,461.50

The spend of this money is not separately accounted for

3.6 Breakdown of the resources that are allocated to the Allotment Service

The budget for the Allotment Service within Cityparks is -£20,800. This budget covers an Allotment Officer, and an Administrator, two maintenance posts, one van, a range of power tools and materials. This excludes water supply and any other central costs such as billing. Water costs are typically between £30 and £40 thousand but for reasons which are expanded upon in 3.10 no up to date figures are available. Additional funding also comes from planning gain for site improvements and Property Services Planned Maintenance Budget for water infrastructure projects. The detail of Cityparks budget is shown below.

Budget area	Budget (£)
Direct Employees	94,610
Indirect Employees	390
Premises Related	3,470
Supplies and Services	17,080
Third Party Payments	3,650
Other Grants Reimbursements	-6,000
Customer and Client Receipts	-134,000
<b>Allotments Total</b>	<b>-20,800</b>

3.7 Breakdown of annual expenditure by site

Expenditure by site is not recorded.

3.8 Description of the role of Allotments Officer

The Allotment Officer is one role within the Allotment Service. The role of the Officer and the wider team is to:

1. Oversee the maintenance, lettings, waiting lists and rule enforcement (including termination of tenancies) across the city's 37 allotment sites.
2. Programme and deliver allotment maintenance requirements.
3. Maintain and update the Allotment Service database of 8000 tenants and applicants' personal details and ensure this information is stored and handled in compliance with GDPR legislation, accurately recorded and shared with the council's finance team to ensure tenants' invoices are correctly issued.

4. Develop, support and manage the Volunteer Site Representative network, which is essential for the allocation of plots and reporting any site or tenancy issues.
5. Develop strategy, policy and procedures for the Brighton & Hove Allotments Service through delivery of the Allotments Strategy 2014-2024).
6. Oversee, monitor and report on delivery of projects that contribute towards delivering the Allotments Service and Allotment Strategy (including collaborations with other teams in the council and external partners & funding applications).
7. Work within the Allotments Service budget and budgets provided by Section 106 contributions and the Community Infrastructure Levy, for the delivery of the allotment site improvements.
8. Instruct contractors in respect of allotment site works, arrange invoicing and approve completed works within constraints of the Allotments Service budget.
9. Respond to and investigate complaints and enquiries from members of the public, landowners, other departments, alongside providing professional advice and guidance.
10. Ensure complaints, enquiries, appeals, FOIs, SARs, police requests, and councillor enquiries etc are responded to.
11. Inspect every plot in the city at least three times throughout the growing season and issue notices regarding any breaches of tenancy agreements and subsequently follow these up to either ensure compliance with current allotment rules, resolve any appeals, or enact terminations of tenancies that may result from this process.
12. Maintain the Allotments Service web pages and ensure that all information provided, and the online application processes and forms, are kept up to date.
13. Maintain up-to-date knowledge of legal aspects and best practice in delivery of allotment provision through professional membership of the National Allotment Society. As the only Allotments Officer in the council, the post holder will be called on to give specialist technical advice and guidance on allotments and service policy issues to senior managers and councillors.

3.9 *Detail on which recommendations in the Allotment Strategy have been implemented and which remaining outstanding*

Please see Appendix 2 – Allotment Strategy Action Plan Update.

Please note, there were 82 actions in the original strategy action plan. These have subsequently been refined which involved amalgamating some actions and removing repetition. Presently, there are 25 actions outstanding, which are detailed first in Appendix 2. Those completed appear later in the document.

3.10 *Estimate by site of annual cost of water leaks*

Data and costs pertaining to water leaks are not available. Appendix 1 – *water usage* column – provides the direct reading water usage from January 2018 for 12 months. Further water readings are to be taken at the end of October.

We were able to monitor water consumption approximately through automatic meter readers many of these have now failed and not been replaced. The billing

information coming from the supplier does not accurately reflect a year's use. When we are able to appoint to the vacant posts we will return to the previously used method of working consumption ourselves from manual meter readings.

The next major water infrastructure replacement is planned for Weald Allotments partially funded by a £25K allocation from planned maintenance budget. Larkhill and Racehill Allotments have water improvement requirements identified.

3.11 Detail on when and why regular joint liaison meetings between Allotments Service staff, BHAF and other key stakeholders stopped

Meetings between allotment staff the Brighton & Hove Allotment Federation (BHAF) have not been consistent. The Allotment Project Officer now has regular meetings with the Committee, but prior to this, meetings with the Allotment Federation Committee were not regular. More recently this has been partially down to time pressures caused by low levels of staffing during the pandemic but as officers have found these meetings unproductive they have only happened when requested by BHAF. The last meeting between the allotment officer and BHAF was on the 13-3-19.

There are three different types of meeting attended by council staff and BHAF members, listed below, as well as allotment association meetings and AGMs. Liaison and Forum meetings happened regularly up until COVID, Strategy meetings have recently restarted in preparation for the strategy review:

- Liaison Group meetings between the BHAF Committee and council Allotments Service to discuss what is happening within the Allotments Service and raise issues of importance to allotment tenants. The last liaison meeting with BHAF members was 13/03/19.
- Allotment Forum Meetings, which have replaced the previous Site Rep meetings, are held three times a year. They provide a platform for Site Reps to engage with each other and the council. The meetings seek to engage with plot holders and gather the views of other stakeholders, voluntary and community groups and people on the waiting list. Any issues arising from Forum discussions lead to future liaison meetings to address these issues.
- Strategy Meetings take place amongst council staff to undertake regular discussions and analysis of the data gathered from plot holder consultation, as part of the delivery of the Allotment Strategy.

3.12 Total amount that has been raised by voluntary donations from plot holders.

As at 12/07/2021, the following donations have been made:

Year	Donation Amounts
2020/21	£6507.35
2019/20	£4829.48
2018/19	£6245

**4. Options for improvement**

- 4.1 Appointing to the current vacant posts within the service will improve the service to plot holders.

4.2 The strategy review also has the potential to improve the service as will setting out clearly defined roles and the relationship between BHAF and the council

4.3 Providing office accommodation for Cityparks also has the potential to improve the service.

## **5. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

- Options for running the service in a different manner were considered as part of the creation of the allotment strategy this is scheduled to be reviewed in 2024

## **6. COMMUNITY ENGAGEMENT & CONSULTATION**

6.1 There has been no community engagement and consultation on this Notice of Motion however there was extensive consultation on the Allotment Strategy and Open Spaces Strategy.

6.2 The Allotment Strategy 2014-2024 was built with a commitment to being led by the allotment community, with significant consultation and engagement built into the process. This included:

- Two very detailed surveys – of plot holders (808), community lots (9) and of people on the waiting list at the time (901) – which between them gathered over 1700 responses and generated an enormous wealth of information and opinion
- A consultation event with over 50 attendees
- A facilitated focus group with 12 site representatives
- Interviews with key council staff

6.3 Allotments are a key feature within the Open Spaces Strategy. This Strategy was subject to significant consultation as part of the Big Conversation, which had 3542 responses to the questionnaire. This engagement included:

- Working with Community Works to reach out to their membership of 450 third sector groups including: disability, special needs, the elderly and those less able to access the internet
- Visiting Whitehawk Library and health hub to speak to a disability / specialist group to complete a response with their service users
- Sending flyers to every school in the city
- Distributing 6000 leaflets via the Friends of Parks groups and community groups
- Displaying posters in the city's main parks
- Publishing tweets and Facebook posts
- Advertising in community newsletters

## **6. CONCLUSION**

6.1 This report provides Members with a response to a Notice of Motion.

## **7. FINANCIAL & OTHER IMPLICATIONS:**

Financial Implications:

7.1 There are no direct financial implications arising from the report.

*Finance Officer Consulted: John Lack*

*Date: 27/10/2021*

Legal Implications:

7.2 There are no direct legal implications arising from the report.

*Lawyer Consulted: Hilary Woodward*

*Date: 22/10/21*

Equalities Implications:

7.3 Allotments have a positive impact on physical and mental health. Disabled people rate the benefits of allotments higher than people without, the Allotment Service engages with a range of vulnerable people and people who may be less able to access services, for example through community plots. The Allotment Strategy builds on this good work and improve access to the service.

Sustainability Implications:

7.4 Evidence from the consultation completed to develop the Allotment Strategy shows many plot holders adopt sustainable practices. Allotments cover a significant area of land and are an important component of the city's green infrastructure. Through delivery of the Strategy, work is being done to encourage minimum use of chemicals, minimise water wastage and encourage biodiversity.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Allotment Summary
2. Allotment Strategy Action Plan Update

### **Background Documents**

1. [Allotment Strategy](#)
2. [Open Spaces Strategy](#)

**Appendix 1: allotment summary (08 December 2021)**

Allotment Site	Total Plots	Total Lettable	Total Unlettable	Total Vacancies	Total Half Plots	Total Whole Plots	Total Quarter Plots	Site rent total invoiced amount	Water usage (cubic metres)
<b>CAMP SITE</b>	162	150	12	4	102	48	0	£6,309.62	461
<b>CHARLTONS</b>	7	7	0	0	6	1	0	£279.55	68
<b>CHATES FARM</b>	11	11	0	0	2	9	0	£364.00	
<b>COLDEAN</b>	39	39	0	10	23	16	0	£1,287.55	284
<b>COLDEAN - limited mobility</b>	6	6	0	6	0	6	0	n/a	
<b>CRAVEN ESTATE</b>	1	1	0	0	0	1	0	£166.40	
<b>CRAVEN VALE</b>	157	154	3	18	72	82	0	£6,506.89	1293
<b>EASTBROOK FARM</b>	123	122	1	27	77	45	0	£4,729.07	845
<b>FALMER</b>	8	8	0	3	0	8	0	£301.76	
<b>FOREDOWN</b>	39	39	0	13	28	10	1	£1,176.70	310
<b>FOREDOWN- Limited mobility</b>	6	6	0	3	0	0	0	£30.00	
<b>HILDESLAND</b>	26	25	1	1	3	22	0	£814.03	
<b>HOGGS PLATT</b>	25	25	0	0	14	11	0	£1,152.32	
<b>HOGGS PLATT EXTENSION</b>	8	8	0	0	2	6	0	£235.87	
<b>HORSDEAN</b>	51	51	0	1	32	19	0	£2,318.88	486
<b>KESTON</b>	70	69	1	2	44	25	0	£2,972.22	473
<b>LARK HILL</b>	17	17	0	3	0	17	0	£548.11	246
<b>LOWER ROEDALE</b>	153	152	1	11	49	92	11	£8,143.63	1583
<b>MANTON ROAD</b>	34	33	1	5	23	10	0	£1,419.98	204
<b>MILE OAK</b>	77	77	0	8	37	40	0	£3,663.55	533
<b>MOULSECOOMB ESTATE</b>	216	204	12	22	119	81	4	£10,176.00	1525
<b>MOULSECOOMB PLACE</b>	10	10	0	0	0	10	0	£728.00	180

Allotment Site	Total Plots	Total Lettable	Total Unlettable	Total Vacancies	Total Half Plots	Total Whole Plots	Total Quarter Plots	Site rent total invoiced amount	Water usage (cubic metres)
<b>NORTH NEVILL</b>	119	118	1	9	39	79	0	£4,591.22	1137
<b>OLD WATERWORKS</b>	33	32	1	1	22	10	0	£1,283.78	536
<b>OVINGDEAN</b>	21	21	0	0	18	3	0	£755.04	160
<b>PANKHURST AVENUE Lower</b>	6	6	0	0	0	6	0	£282.88	0
<b>PATCHAM COURT</b>	27	27	0	1	17	10	0	£1,130.18	728
<b>PEACOCK LANE</b>	9	9	0	1	3	6	0	£279.47	92
<b>RACE HILL FARM</b>	81	75	6	18	44	31	0	£3,462.44	541
<b>ROEDALE VALLEY</b>	266	266	0	15	98	168	0	£14,734.14	1670
<b>ST MARKS</b>	9	9	0	1	8	1	0	£293.28	124
<b>ST.LOUIE HOME</b>	71	69	2	13	40	29	0	£2,944.08	338
<b>TENANTRY DOWN</b>	260	258	2	5	175	76	7	£13,201.32	2459
<b>THOMPSON ROAD</b>	37	37	0	6	28	9	0	£1,443.52	245
<b>WALPOLE ROAD</b>	40	40	0	1	12	28	0	£1,822.08	572
<b>WAVERLEY CRESCENT</b>	8	8	0	0	6	2	0	£197.60	61
<b>WEALD</b>	466	460	6	15	228	218	14	£22,599.74	9945
<b>WEALD - limited mobility plots</b>	10	10	0	7	0	10	0	£27.88	
<b>WHITEHAWK HILL</b>	174	173	1	17	50	120	3	£7,612.67	1375
<b>WINDMILL HILL</b>	27	27	0	1	18	5	4	£1,009.63	4
<b>Totals (Including Limited Mobility Beds)</b>	<b>2910</b>	<b>2859</b>	<b>51</b>	<b>249</b>	<b>1439</b>	<b>1,376</b>	<b>44</b>	<b>£130,331.53</b>	

**Plot figures as of 08/12/2021, please note that plot total includes lettable plots, both tenanted and vacant. It also includes limited mobility beds as whole plots.**

### Percentage of plot sizes of let & lettable plots. 09/12/2021

Plots less than 62.5m <sup>2</sup>	1.07%
Plots 62.5m <sup>2</sup> (standard quarter plot)	1.49%
Plots larger than 62.5m <sup>2</sup> and less than 125m <sup>2</sup>	8.47%
Plots 125m <sup>2</sup> (standard half plot)	44.43%
Plots larger than 125m <sup>2</sup> and less than 250m <sup>2</sup>	11.44%
Plots 250m <sup>2</sup> (standard whole/full-size)	32.48%
Plots larger than 250m <sup>2</sup>	0.62%

### Total plot vacancies (from previous performance indicator reports)

Current total vacancies, excluding limited mobility plots. 16/06/21	<b>184</b>
Total vacancies, excluding limited mobility plots on 20/01/20	<b>196</b>
Total vacancies, excluding limited mobility plots on 23/10/19	<b>259</b>
Total vacancies, excluding limited mobility plots on 27/03/19	<b>237</b>
Total vacancies, excluding limited mobility plots on 17/10/18	<b>115</b>

Plot occupancy is rarely 100%, as plots are constantly being given up and relet throughout the year. The current vacancies are the result of tenants giving up their plots in response to receiving the yearly allotment bills, which are sent out in October/December.

The Service has issued polite reminders instead of official notices this year due to the Pandemic restrictions affecting primarily our elderly tenants and some have chosen to relinquish plots on receiving a bill if they have been unable to make good use of or maintain their plot through the pandemic period. We have also lost many longstanding tenants who's next of kin have recently informed us of their passing when receiving the yearly invoice.

A small number of sites have not had recent letting events due to the Volunteer Site Representatives being unable to continue in their role because of health concerns and we will be allocating plots on these sites early next year.



**Appendix 2: Allotment Strategy Action Plan Update**

*1. Social inclusion and Participation*

ACTION	OWNER	TIMESCALE	OUTCOME	NOTES
1a. Allotment provision for both the population as a whole and for vulnerable groups, to be regarded as an effective intervention for the prevention of ill health, and evidence of the health benefits cited in the allotment plot holder's survey to be incorporated into the city's Joint Strategic Needs Assessment and decision making about public health.	BHAF/ Project officer/ Public health	6-12months	Following an investigation evidence provided to the Joint strategic Needs assessment.	
1b. Analyse the survey findings to demonstrate the health benefits of having an allotment	BHAF/Food Partnership & Public Health	3 Months (dependant on University survey results)	To understand better the possible health improvements of having an allotment.	Note that for both 1a & 1c, BHAF is funding study to quantify benefits of allotments – so these questions may be answered at least in part from this work.
1c. Work to be undertaken on the Social Return on Investment of the allotment service for the city looking at if			To understand the saving made	

participation by certain groups can lead to savings in health / social care costs.	BHAF/ Food Partnership/ Public Health	3-6months (for handover of research)	to health/ social care cost by having an allotment.	
1d. As part of the equalities impact assessment, access to the service to be reviewed to ensure that those that those who most benefit would participate including: <b>-communities at risk of poor physical and mental health (see later) for example via community plots,</b> <b>-fast tracking opportunities for certain groups (perhaps via GPs) or specific promotional work with certain communities.</b>	BHAF/Public Health/ Equalities/Proj ect officer	3-6months	Making a better connection with allotment sites and the communities of poor health.	
1e. Information about allotments to be included on the city's Information Prescription website and include in any future work on social prescribing	BHAF/ Public health	3-6months	Allotment information on social prescribing.	
1f. With 1 in 20 people in Brighton & Hove having a disability (and strong evidence of the benefits of allotments for people with disabilities) more to be done to promote allotments to them via disability support organisations. To include detailed information about the options – easy access, limited mobility, co-working, and community plots. Site Reps and the Allotment Officer to monitor the demand for limited mobility and easy access plots. Limited mobility plots at all sites to be promoted to people on the waiting list who have indicated that they are interested in a limited mobility plot (rather than just the site they are waiting for).	project officer/ BHAF/ Site reps/	3-6months	To promote accessibility plots to people with disabilities.	

1g. Greater diversity amongst the plot holder community to be encouraged and barriers to this identified and addressed.	Site associations/ BHAF/ Allotment Off.	6-12 months	Encouraging diversity	Linked to 1f
1h. The City Council's public health team to consider if there is scope for public health budgets funding some of the concessions thereby in the long-term moving the subsidy for this concession away from plot holders towards health and wellbeing budgets.	Public Health/BHAF/ Project officer.	3 months	To explore additional funding Public health.	
1j. Opportunities for Site Reps to take part in training about accessibility issues (including for example understanding mental health or physical access) could be provided. These courses are often run by the voluntary and community sector and Site Reps could be signposted to them or they could be run for Site Reps as part of an ongoing programme of training. Some courses may be free for others there may be a small charge for which funding would need to be found.	Project officer/ site reps/ site associations	3-6 months	To explore training around physical disabilities & mental health for site reps.	
1k. Promote opportunities for people on the waiting list to learn about organic growing for example at BHOGG and the Whitehawk Community Food Project, co working opportunities & open days.	Project officer/Site association/ Alan Phillips?	3-6 months	Signpost waiting list people to organic growing.	

## 2. Governance and Democracy – Site level

ACTION	OWNER	TIMESCALE	OUTCOME	NOTES
<p>2a. The <u>Governance: How Allotments are managed</u> section includes reference to work to make the governance structures of allotments more representative of the demographics of plot holders.</p> <ul style="list-style-type: none"> <li>-Site rep elections</li> <li>-Training &amp; Support</li> <li>-Formal processes for complaints, disciplinary.</li> <li>- The Site Rep role to be clarified, supported, and strengthened</li> <li>-Encouraging diversity amongst the site rep community</li> </ul>	Project officer /BHCC/ Site associations/ BHAF	3-6 months	To encourage diversity within the governance structures.	
<p>2b. Site Associations to be encouraged to make formal links with the Allotment Federation, ensuring the Federation's accountability. A sense community to be fostered, with shared ideas and learnings to better improve the allotment community.</p>	BHAF/ Site associations/ BHCC	6-12months	To encourage collaboration between site associations & BHAF.	
<p>2c. At least one, and ideally 2-3 sites to pilot self-management (see also <u>Participation and Self-Management</u>) to explore whether this model could be more cost effective.</p>	The Weald site association	6-12 months	To support self-management pilot schemes at 2-3 sites.	

2d. Greater diversity within the site rep community to be encouraged and barriers to this identified and addressed.	Site associations/ BHAF/Allotment Officer	6-12 Months	Encouraging diversity	
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3. Governance – BHCC-BHAF liaison and relationship with the allotment service, other stakeholders

**To be added as a priority – clear complaints procedures for tenants including protocols and training for BHCC staff**

ACTION	OWNER	TIMESCALE	OUTCOME	NOTES
3a. The Allotment Liaison group will oversee implementation of the allotment strategy and track progress.	Project officer	3 months	Oversee the implementation of the strategy.	New liaison group. Confirm all stakeholders that will form this group.
3b. Rules to be clarified and streamlined – with an emphasis on overarching key principles but allowance for: <ul style="list-style-type: none"> <li>a degree of site-specific flexibility, as some rules are needed for some sites but not for others</li> <li>different styles of growing</li> </ul>	Project officer/BHCC/ Allotment forum/ Site reps	3-6 months	Rules to be clarified and streamlined. With flexibility	.

<ul style="list-style-type: none"> <li>• Enforcement</li> <li>• Three-year review of rules by allotment forum</li> <li>• Different rules for community groups?</li> <li>• A clear delineation between which rules are enforced by the council, and those to be looked after by the Site Reps. A hierarchy of rules to be considered.</li> <li>• The Allotment Rules to be subject to a 3-year review, led by the Allotment Forum (if necessary informed by a working group) to ensure that rules are up to date with current policy and that they are enforceable on a practical level.</li> </ul>			<p>for sites and their needs and review of the rules every three years.</p>	
<p>3c. Site representatives have an important role in helping new plot holders choose appropriate size plots at the letting stage, ensuring that people are aware of the time commitments for different sized plots; and in future</p>			<p>To give site reps training and understanding</p>	

facilitating when people choose to upsize or downsize. The Allotments Officer to hold a workshop for site representatives to explain the new processes for both large and small sites.	BHCC/BHAF	3 months	of how to manage new plot holders and their plot sizes.	
3d. A clear policy to be developed on what happens to someone's waiting list position if they refuse a plot they are offered; or if they don't show up.	BHAF/ BHCC/Site reps/Allotment officer	3 months	To give guidance on people who continually refuse vacant plots.	process needs to be reviewed with feedback from site reps.

#### 4. Improved site management

ACTION	OWNER	TIMESCALE	OUTCOME	NOTES
4a. Plot turnover efficiency to be improved, to reduce the number of vacant plots, how long plots are vacant and increase income. This can be achieved through -support for site reps. (see Appendix 5: Recommendations on the role of Site Reps – further detail) -enforcement of rules by BHCC -Mentoring for new plot holders	Project officer/BHCC/Allotment	3-6 months	To improve the turnover of vacant plots.	A steady turnover of plots will happen when training for site reps, rules review & enforcement &

- The figures which the council allotment service compile on number of vacancies at different sites to be shared with Site Reps via the allotment forum.	service/Site reps			growing opportunities waiting list people.
4b. Work to identify sites where the worst problems are for water leakage in order that any maintenance work can be prioritised.	Project officer/Water & energy teams	3-6 month	To repair water leaks.	
4c. A new ICT system implemented which would streamline the waiting list management and allotment service in time savings.	Project officer/BHCC	6-12 months	To implement new ICT system that contributes to time savings for the allotment service.	
4d. Information on being safe to be included in the new plot holder's pack and on BHAF's website.	BHAF/ BHCC Admin team	3 months	Info on security for new holders	More to be done for safety on site. (rules cover conduct behaviour, contact the police & advise

the allotment officer).

				the allotment officer).
4e. Reviewing the billing and invoicing process. Making direct debits, paperless invoicing the norm to use less paper and seamless payments.	Project officer/ BHCC/allotment officer	3-6 months	To use automatic billing as the primary way of invoicing	
4f. Opportunities for people who want to volunteer (not just by joining committees) to be established for example helping with open days, mentoring new "allotmenters" or taking part in routine maintenance.	BHAF/ Site associations/ Site reps	3-6 months	To encourage more volunteering and mentoring.	
4g. At least one pilot to look at how some elements of site management and maintenance could be undertaken more cost effectively by plots holders or site associations, for example fence maintenance or rubbish removal (without full self-management).	Project officer/Site associations/ site reps	6-12 Months	To pilot elements of self-maintenance	