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STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE

WEDNESDAY 26 MARCH 2014 7.00 PM

Bourges/Viersen Room - Town Hall

AGENDA

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1. Apologies for Absence

2. Declarations of Interest and Whipping Declarations

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification " that has been disclosed to the Solicitor to the Council. Members must also declare if they are subject to their party group whip in relation to any items under consideration.

3. Minutes of the Meeting held on 15 January 2014

4. Call In of any Cabinet, Cabinet Member or Key Officer Decisions

The decision notice for each decision will bear the date on which it is published and will specify that the decision may then be implemented on the expiry of 3 working days after the publication of the decision (not including the date of publication), unless a request for call-in of the decision is received from any two Members of a Scrutiny Committee or Scrutiny Commissions. If a request for call-in of a decision is received, implementation of the decision remains suspended for consideration by the relevant Scrutiny Committee or Commission.

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There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Dania Castagliuolo on 01733 452347 as soon as possible.

Emergency Evacuation Procedure – Outside Normal Office Hours

In the event of the fire alarm sounding all persons should vacate the building by way of the nearest escape route and proceed directly to the assembly point in front of the Cathedral. The duty Beadle will assume overall control during any evacuation, however in the unlikely event the Beadle is unavailable, this responsibility will be assumed by the Committee Chair.

Committee Members:

Councillors: M Lee (Chair), S Day (Vice Chairman), P Kreling, G Simons, Johnson, Forbes and J R Fox

Substitutes: Councillors: D Over, N Shabbir and B Saltmarsh

Further information about this meeting can be obtained from Dania Castagliuolo on telephone 01733 452347 or by email – dania.castagliuolo@peterborough.gov.uk



MINUTES OF A MEETING OF THE STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE HELD IN THE BOURGES & VIERSEN ROOMS, TOWN HALL, PETERBOROUGH ON WEDNESDAY 15 JANUARY 2014

Present: Councillors Lee (Chairman), Kreling, Over, Johnson, Forbes and Fox

Also Present:	Councillor Casey	Cabinet Advisor to the Cabinet Member for Recreation and Waste Management
Officers in Attendance:	Gary Goose Adrian Chapman Dominic Hudson Lisa Helin	Safer and Stronger Peterborough Strategic Manager Head of Neighbourhood Services Strategic Partnerships Manager Strategic Client Manager

Dania Castagliuolo Strategic Client Manager

1. Apologies

Apologies were received from Councillor Simons and Councillor Day. Councillor Over was in attendance as Substitute for Councillor Simons.

2. Declarations of Interest and Whipping Declarations

There were no declarations of Interest.

3. Minutes of the meeting held on 19 November 2013

The minutes of the Strong and Supportive Communities Scrutiny Committee meeting held on 19 November 2013 were approved as an accurate record.

4. Call In of any Cabinet, Cabinet Member or Key Officer Decisions

There were no requests for Call-in to consider.

CRIME AND DISORDER SCRUTINY COMMITTEE SITTING FOR ITEM 5 AND 6 ONLY

5. Safer Peterborough Partnership Plan 2011 – 2014

The Safer and Stronger Peterborough Strategic Manager introduced the report, which was presented to the Committee to seek their views and input in to the development of the new Safer Peterborough Partnership Plan.

The success of the Safer Peterborough Partnership Plan from 2014 onwards would be a key determinant to the quality of life of people who lived, worked and visited the area.

The development of the plan would be further informed by a detailed strategic assessment and information obtained through public consultation events and the neighbourhood panel process.

The plan would be further discussed at the Safer Peterborough Partnership Board meeting in January, and returned to the Strong and Supportive Communities Scrutiny Committee at its next meeting. Members were asked to note the direction of travel of the Safer Peterborough Partnership Plan, to make suggestions as to items for inclusion therein and to note that the draft plan would, when produced, return to the Committee for discussion and debate in order that an agreed version could be recommended to Cabinet for approval.

Observations and questions were raised around the following areas:

- Members queried what the national average was for theft from person. The Safer and Stronger Peterborough Strategic Manager advised Members that the national average was around 30%.
- Members queried whether any of the crime indicators had increased or decreased since the last report. *Members were informed that there was a monthly change overview that they could refer to on page 39 of the report. If a rolling trend had been maintained this was because the winter had been mild, freezing weather deters criminals.*
- Members queried whether dwelling burglary had decreased. *Members were informed that there was a sustained period during 2013 where dwelling burglary was less than 50% which then crept back up to 50% over the month of December.*
- Members queried what action was being taken with regard to the issue of pick pockets in the city centre. Members were advised that the success in tackling pick pockets had been down to the joining of partners who were working together to raise awareness among the elderly and other target groups. The message had been given without raising fears. There had been further success on the investigation side where a female pick pocket from Corby had been caught in Peterborough and received a four year prison sentence with an Antisocial Behaviour Order.
- Members were advised that a further successful area of work was the development of four Microbeat areas where a bulk of the work carried out was around Quality of Life issues. By tackling early signs of crime areas would improve. If areas were left to degenerate, people would not take pride in their neighbourhood. The Safer Peterborough Partnership was looking to start work on the Westwood and Ravensthorpe area, concentrating on low level crimes.
- Members commented that on page 11 of the report, the background was set for the Safer Peterborough Partnership Plan and queried whether there was anything the Committee had not covered in previous meetings that required scrutiny. *Members were advised that the significant changes of structure within the Local Authority and its effect on the efforts to drive down crime and disorder, could be an issue they may like to look in to.*
- Members were concerned for the high number of crimes reported in rural areas and requested up to date figures.
- Members queried when they would receive a draft of the Safer Peterborough Partnership Plan. Members were advised that the Safer Peterborough Partnership would like to receive ideas from the Committee of what they would like included within the plan.
- Members suggested that no radical change should be made to the Peterborough Partnership Plan.
- Members commented that most crimes committed were alcohol related. *Members were informed that alcohol would feature largely in the Safer Peterborough Partnership Plan and there would be a closer working relationship with Council's licensing department and the constabulary to try to resolve issues around alcohol.*
- Members commented that page 31 of the report was headlined, Vulnerable People and Groups, and queried how the Safer Peterborough Partnership dealt with people with mental health issues and the vulnerable who got caught out by internet fraud and pyramids. *Members were informed that Vulnerable People and groups was part of the current plan and this theme would continue through 2014 onwards. There were Countywide services in place for victims and Witnesses Needs Assessments conducted, which looked at different levels of vulnerability. Locally there was a Victims Champion in place to help vulnerable people.*

RECOMMENDATION

The Committee recommends that the refreshed Safer Peterborough Partnership Plan remains a three year plan.

ACTIONS AGREED

The Committee agreed for the Governance Officer to circulate the report regarding Crime and Disorder in Rural Areas to Members.

The Committee also agreed for the Safer and Stronger Peterborough Strategic Manager to:

- 1. Circulate a briefing note covering:
 - a) Crime In Rural Communities
 - b) The impact of the restructure and how it will effect efforts to reduce crime and disorder.
- 2. Circulate information on attendance of Peterborough City Councillors at the Police and Crime Panel meetings.
- 3. To bring the draft Safer Peterborough Partnership Plan to the next meeting on 26 March 2014.
- 4. Report back to the Committee on internet fraud calls and if the necessary questions were asked to determine whether a person was vulnerable and if the local police were informed.
- 5. Investigate the possibility of refusing alcohol licenses in troubled areas within the city and the possibility of reducing the hours in which local shops were allowed to sell alcohol.
- 6. Investigate the possibility of adding a supplementary tax on alcohol licenses in the city.

6. Fly-Tipping Prosecutions

The Safer and Stronger Peterborough Manager introduced the report and advised Members that the report was an update on Fly-Tipping prosecutions undertaken by the local authority. Fly-Tipping was the term used to describe the act of the illegal dumping of rubbish. The most common fly-tipped waste was household waste. The type of waste had in the past included a single plastic bag, larger items such as furniture, white goods such as fridges and freezers, tyres, a bathroom suite and hazardous waste such as oil drums. Hazardous or not, the dumping of waste was illegal and came with a serious cost to the offender. Fly tippers, if found guilty, could be fined up to £50,000 in a Magistrates Court, face unlimited fines in the Crown Court as well as Community Punishment Orders or prison sentences of up to five years. The relevant legislation was Section 33 of the Environmental Protection Act 1990. The Council was required to forward figures to Government in relation to allegations of Fly-Tipping. The most recent figures showed the following for the first six months of this current financial year:

- 3806 registered issues of fly-tipping and associated offences
- 1097 investigations for fly-tipping and associated offences
- 1839 disposal by fixed penalty notice
- 76 warning letters were issued
- 7 cautions were issued
- 47 prosecutions were instigated

These figures indicated an extremely high level of activity by the Neighbourhood Environmental Enforcement Team.

Members were asked to note the level of activity in relation to fly-tipping and associated offences and the approach taken by the council to ensure the city maintained a clean environment.

Observations and questions were raised around the following areas:

- Members were concerned that the current system the Council had in place for rubbish collection was not cost effective and suggested Peterborough went back to free collections as they felt this would alleviate the issue of fly-tipping.
- Members suggested that scrap collectors could be encouraged to go and collect the big items of household waste.
- Members commented that the speculation of their constituents was 'why should they pay for the rubbish to be picked up when it gets collected for free if they dump it'.
- Members queried how many people had been convicted of fly-tipping in the last 18 months. Members were advised that the report demonstrated lots of investigation and people who were investigated would have to pay fines and this was far more beneficial than taking people through court for prosecution.
- The Head of Neighbourhood Services gave the committee a brief update on action being taken to prevent fly-tipping. Peterborough City Council was working closely with colleagues from the contracting team and Enterprise. A whole new approach was being pulled together which included piloting and reporting prosecutions in the newspapers and on the internet, to gain public awareness.

ACTION AGREED

- 1. The Committee agreed for the Safer and Stronger Peterborough Strategic Manager to circulate a briefing note to Members reporting on the cost of previous free twice yearly household item collections compared to how much the removal fly-tipping was currently costing the city.
- 2. Members agreed for the future pilot to be reported on at a Committee meeting.

7. A Strategy for Culture, Recreation and the Arts for Peterborough

The Cabinet Advisor to the Cabinet Member for Recreation and Waste Management introduced the report which engaged Committee Members on the approach the council was taking, and framework for, a new Strategy for Culture, Recreation and the Arts for Peterborough. Whilst the Strategy would be a council document, the intention was that it was a strategy for the whole of Peterborough. Culture and leisure were long-established priorities of the council. Five years on from the publication of the last strategy a fresh look was being taken at the council's approach and priorities.

Observations and questions were raised around the following areas:

- Members commented that Peterborough lacked a portable stage and suggested that one was invested in. The Cabinet advisor to the Cabinet Member for Recreation and Waste Management advised members that the possibility of Peterborough having its own portable stage was being investigated. This was a good idea as it would prevent hire fees.
- Members commented that Peterborough was a cold spot on the indicators. Money was being received from the National Portfolio Organisations and if Peterborough could not turn round the money, then the funders would take the money elsewhere.
- Members commented that there were lots of fields covered in the diagram on page 49 of the report and queried what few subjects would have the best and biggest impact. *Members were advised that one of the hidden agendas within the Culture Strategy was to make it exciting and attractive to the big funding organisations. Education was key and music was one of the cultural pillars of the strategy.*
- Members suggested that social media was used to advertise events as a lot of the events in Peterborough went unnoticed.
- Members commented that the report did not mention excellence and community events. There were talented people in Peterborough and they needed to be accessing the right support.

ACTION AGREED

The Committee agreed for the Culture Strategy to be brought to the Strong and Supportive Communities Scrutiny Committee meeting in June 2014.

8. Forward Plan of Key Decisions

The Committee received the latest version of the Council's Forward Plan of Key Decisions, containing key decisions that the Leader of the Council anticipated the Cabinet or individual Cabinet Members would make during the course of the following four months. Members were invited to comment on the Plan and, where appropriate, identify any relevant areas for inclusion in the Committee's work programme.

ACTION AGREED

The Committee noted the Notice of Intention to Take Key Decisions

9. Work Programme 2013/2014

This was an opportunity for Members to review the Work Programme for 2013/14 and discuss possible items for inclusion.

ACTION AGREED

Members noted the work programme and agreed for the following items to be added to the work programme:

- Fly-tipping Pilot
- Cultural Strategy

The meeting began at 7.00pm and ended at 8.35pm

CHAIRMAN

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STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 5
26 MARCH 2013	Public Report

Report of the Joint Scrutiny Committee

Contact Officer(s)

- Adrian Chapman, Assistant Director for Communities and Targeted Services Tel: 01733 863887
- Paulina Ford, Senior Governance Officer Tel: 01733 452508

SCRUTINY IN A DAY OVERVIEW REPORT: UNDERSTANDING AND MANAGING THE IMPACTS OF WELFARE REFORM ON COMMUNITIES IN PETERBOROUGH

1. PURPOSE

1.1 The purpose of the report is to provide the Committee with the overview report (attached at Appendix 1) detailing the outcomes from the Joint Scrutiny in a Day event held on 17 January 2014 which looked at understanding and managing the impacts of welfare reform on communities in Peterborough.

2. **RECOMMENDATIONS**

2.1 The recommendations from the Joint Scrutiny in a Day event are detailed in the attached report at Appendix 1.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

3.1 The issues of welfare reform and tackling poverty affect the entire Sustainable Community Strategy. The Strategy is developed to build a bigger and better Peterborough and it is essential that our communities are supported and given the right opportunities to help achieve this.

It is hoped that, by adopting some of the core principles of the Strategy, we can holistically address some of the risks and harness some of the opportunities identified during the Scrutiny in a Day event. These principles include:

- A focus on outcomes, not organisations
- Addressing the root cause of issues by adopting a preventative approach
- Doing things differently for less through innovation
- Ensuring we prioritise and maintain a clear focus

4. BACKGROUND

4.1 The 2012 Welfare Reform Act is making the biggest change to the welfare benefits system since the 1940's. These changes will have a direct impact for most benefit claimants, which for some will be significant. There may also be a number of indirect and unintended consequences, some negative (such as overcrowding in housing) and some positive (such as greater innovation leading to new employment schemes).

Between 2012 and 2018, a number of important changes will come into effect on a range of welfare benefits such as housing benefit, council tax benefit, tax credits, disability living allowance and incapacity benefit amongst others. Welfare Reform will affect people both in and out of work.

The Act will also see the introduction of Universal Credit, which aims to simplify the current benefits system by bringing together a range of separate benefit payments into one single streamlined payment process.

Welfare Reform will have an impact on how the Council and its partners deliver support, advice and services to the public.

In July 2013 each Scrutiny Committee and Commission agreed to participate in a groundbreaking joint 'Scrutiny in a Day' event, entitled 'Understanding and Managing the Impacts of Welfare Reform on Communities in Peterborough', to develop an in-depth understanding of the issues and opportunities and to scrutinise responses on this cross-cutting agenda. The event, held on January 17th 2014, provided all Scrutiny Councillors and other participants with a chance to understand the Government's strategy on Welfare Reform, and how it affects Peterborough.

This report provides an overview of the event and its consequential outcomes.

5. KEY ISSUES

5.1 A series of key issues and recommendations for further debate and exploration by each Committee or Commission are set out in the attached report.

6. IMPLICATIONS

6.1 The attached report provides an overview of the outcomes from the event. It is likely that, as work is developed and actions taken forward following discussion at committee, there will be implications across the Council and within our partner organisations, but at this stage these implications are not known. As each recommendation and line of enquiry is taken forward, separate and more detailed reports will be presented to committee identifying these implications in more depth.

7. CONSULTATION

7.1 None

8. NEXT STEPS

8.1 The attached report will be presented to each of the Council's five Scrutiny Committees and Commissions during March and April 2014. Members will be asked to discuss, debate, refine and finalise their key lines of enquiry and recommendations in order that they can be added to the relevant meeting schedules for the 2014/15 municipal year.

Officers will also continue to work with the Centre for Public Scrutiny to define and calculate the return on investment achieved as a result of this intensive scrutiny approach, and will support the CfPS who wish to produce a case study based on our experience of the event which can be shared nationally.

9. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 None

10. APPENDICES

10.1 Appendix 1 - Scrutiny in a Day: Understanding and Managing the Impacts of Welfare Reform on Communities in Peterborough – Overview Report



SCRUTINY IN A DAY

17th January 2014

Understanding and Managing the Impacts of Welfare Reform on Communities in Peterborough

Overview Report

March 2014



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Introduction

The 2012 Welfare Reform Act is making the biggest change to the welfare benefits system since the 1940's. These changes will have a direct impact for most benefit claimants, which for some will be significant. There may also be a number of indirect and unintended consequences, some negative (such as overcrowding in housing) and some positive (such as greater innovation leading to new employment schemes).

Between 2012 and 2018, a number of important changes will come into effect on a range of welfare benefits such as housing benefit, council tax benefit, tax credits, disability living allowance and incapacity benefit amongst others. Welfare Reform will affect people both in and out of work.

The Act will also see the introduction of Universal Credit, which aims to simplify the current benefits system by bringing together a range of separate benefit payments into one single streamlined payment process.

Welfare Reform will have an impact on how the Council and its partners deliver support, advice and services to the public. The Council will need to work even closer with local partners across the public and civil society sectors, and with businesses in delivering the changes that Welfare Reform brings. Key to the successful implementation of Welfare Reform will be ensuring that the Council and local partners have an agreed strategy and understanding of the issues and how they can be addressed. Given the scale and impact that changes will bring each of the Council's Scrutiny Committees and Commissions have a strong interest in understanding these impacts on their areas of work and in making recommendations to manage these impacts.

Each Scrutiny Committee and Commission therefore agreed to participate in a ground-breaking 'Scrutiny in a Day' event, entitled 'Understanding and Managing the Impacts of Welfare Reform on Communities in Peterborough', to develop an in-depth understanding of the issues and opportunities and to scrutinise responses on this cross-cutting agenda. The event, held on January 17th 2014, provided all scrutiny councillors and other participants with a chance to understand the Government's strategy on Welfare Reform, and how it affects Peterborough.

This report provides an overview of the event and its consequential outcomes, and sets out a series of issues and recommendations for further debate and exploration by each Committee or Commission.

Further work is underway to identify the longer term impacts of and benefits from the event in order that these can be more widely shared and used to influence and shape policy and practice across Peterborough.

Context to welfare reform and poverty

The Scrutiny in a Day event, although primarily focussed on welfare reform, was organised against a backdrop of the broader issue of tackling poverty.

Britain has some of the highest levels of child poverty in the industrialised world. It is estimated that some 3.5 million children and young people in the UK live in relative poverty (defined as living in households with an income of 60% or less of the median household income).

The Child Poverty Act 2010 sets challenging UK-wide targets to be met by 2020. These targets are to:

- reduce the number of children who live in families with income below 60% of the median to less than 10%
- reduce the proportion of children who live below an income threshold fixed in real terms to less than 5 per cent.

In 2012 the Welfare Reform Act received Royal Assent. The Act legislates for the biggest change to the welfare system in over 60 years.

The Act has been designed to deliver £18bn savings from the national welfare budget as announced in the spending review 2010, and a further £12bn savings by 2018 announced in the budget of March 2012.

One of the Government's priority aims in reforming welfare benefits is to make the system of benefits and tax-credits fairer and simpler, protecting the most vulnerable in society and delivering fairness both to benefit claimants and to the taxpayer. It also seeks to recreate the incentive to get more people into work by ensuring that 'work always pays'.

According to the last available figures, the East of England has an unemployment rate of 7.2%¹, which is less than the national average. Peterborough has an average workless household² rate of 16.6%³, slightly higher than the regional average of 15.4% but lower than the national average of 18.9%. However, Peterborough has higher levels of poverty than many other areas in the country, with 24.3% of Peterborough's population considered in poverty (higher than the English average of 21.4% and the regional average of 16.9%).

¹ House of Commons Research paper 12/04, Jan 2012

² Where the household contains at least one adult of 16-64 years old.

³ "Households by the combined economic activity status of household members by area (Jan – Dec 2011)", Office for National Statistics, September 2012

Centre for Public Scrutiny Return on Investment Model

The Scrutiny in a Day event was organised with the support of a cross-party, cross-committee working group. The working group benefited from the generous support and advice of the Centre for Public Scrutiny (CfPS) who provided three days of funded support via one of their scrutiny expert advisers, Brenda Cook.

The CfPS is a charity whose principal focus is on scrutiny, accountability and good governance, both in the public sector and amongst those people and organisations who deliver publicly-funded services.

Brenda Cook advised the working group on the 'Return on Investment' model for scrutiny developed by the CfPS, and it is this model that was used as the tool for measuring the impact of the event and subsequent workstreams.

The Return on Investment model is based on four stages of a scrutiny journey (figure 1 below refers):

- 1. **Identifying and short listing topics**: understanding the potential impacts and opportunities the city faces as a result of welfare reform
- 2. Prioritisation: being clear about what aspects of welfare reform we want to focus on
- 3. **Stakeholder engagement and scoping**: broadening out the review to draw in the experience and expertise of partners and members of the public
- 4. **Undertaking the review:** and then estimating and evaluating the impact of the scrutiny process, and testing the ways in which a potential return on investment may be calculated

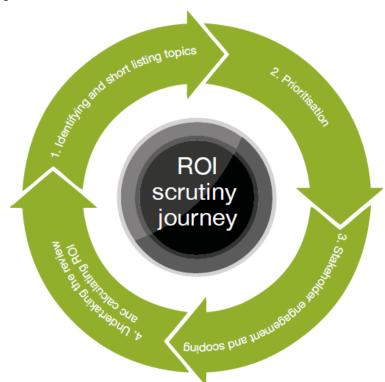


Figure 1:

Officers are currently working with the CfPS to calculate the returns on investment that can be attributed to the event. Some of these are already evident and are happening, including:

- New relationships being formed between different individuals and partners, leading to different processes and procedures being introduced that make best use of resources
- New investments or expert support from the private sector into organisations such as the Foodbank and Carezone
- Young people from City College Peterborough's John Mansfield Campus learning about the risks of excess credit and inappropriate borrowing

Other returns on investment will evolve and emerge throughout the course of the year, depending upon which lines of enquiry each Committee or Commission chooses to pursue. However, even at this early stage we can be confident that some of the returns on investment will be linked to:

- Greater connectivity between partners to deliver more seamless support services to people adversely affected by welfare reform
- New schemes that develop volunteering, training or employment opportunities
- A focus on reducing gambling, particularly on the High Street
- Greater and more consistent investment in preventative programmes, including quality advice and guidance, appropriate financial products, housing related support and reducing criminality

The Scrutiny in a Day Event – Format and Overview

The event combined sessions designed to inform and educate councillors, to connect councillors with service providers and support organisations, and to enable councillors to consider workstreams, lines of enquiry and recommendations that their respective Committees might wish to pursue during 2014/15.

A copy of the programme for the event is attached at appendix 1.

A wide range of councillors, council officers, and partner agencies attended the day. The Joint Scrutiny Committee was made up of the following Councillors:

Joint Scrutiny Committee:

Cllr Nick Arculus Cllr Chris Ash Cllr Sue Day Cllr Lisa Forbes Cllr John Fox **Cllr Judy Fox Cllr Chris Harper Cllr Jo Johnson Cllr Nazim Khan** Cllr Pam Kreling **Cllr Diane Lamb** Cllr David Over **Cllr John Peach** Cllr Brian Rush Cllr Lucia Serluca Cllr John Shearman **Cllr Ann Sylvester Cllr Nick Thulbourn** Al Kingsley - Independent Co-opted member

Other Councillors in attendance were:

Cllr Charles Swift, and

Cabinet Members:

Cllr Graham Casey Cllr Wayne Fitzgerald Cllr Nigel North Cllr David Seaton Cllr Marion Todd Cllr Irene Walsh

In addition, we are extremely grateful to the wide range of council officers and partners who helped to organise and facilitate the event.

Set out below is a summary of each of the various components that made up the programme for the event. The morning sessions were held without members of the public or the media present, to enable participants to focus on learning more about the subject, whilst the afternoon sessions were all held in public.

Morning Sessions

Welcome and Introductions

Brenda Cook, expert adviser from the Centre for Public Scrutiny and facilitator for the event, welcomed all attendees and set out the objectives for the day.



Opening Address

Gillian Beasley, the Council's Chief Executive, gave the opening address stating how innovative the event was. Gillian also set out the opportunities that could come from the event and the subsequent year of scrutiny, and how critical this was in the context of supporting our citizens and strengthening our communities.

Overview of the Reforms

Julie Coleman from the Department for Work and Pensions and Keith Jones from Peterborough Citizens Advice gave an overview of the breadth of the reform agenda, including the scale of some of the changes being made. They confirmed the recent news that the funding being used in Peterborough to deliver the Community Assistance Scheme (the Local Welfare Provision from the Department of Work and Pensions) was to be withdrawn from 2015/16.

The Wider Context: Poverty in Peterborough

Jawaid Khan from the Council's cohesion team and Sharon Keogh from Carezone gave an overview of the wider issue of poverty and its impacts in Peterborough. Sharon then shared a number of real case studies, bringing to life the reality for some of the clients her organisation supports.

Development Session 1: The Experience

Participants were invited to experience five scenarios, each drawn from real experience in Peterborough, that articulated the impacts of welfare reform or poverty, the support available to people affected by these issues, and the temptations that some people turn to in order to help them cope. The five scenarios (attached for information at appendix 2) were acted out by council officers and staff from partner agencies.





Development Session 2a: The Evidence

Participants were invited to learn more about the facts and figures associated with welfare reform and poverty, through the medium of a short interactive quiz. Voting buttons were used to answer a series of questions that were designed to challenge people's understanding and knowledge of the issues and to expose some of the key facts. In advance of the event, councillors were provided with a pack of information and evidence (see appendix 3), and this part of the event was designed to pick out the key points from that pack. The questions asked and their respective answers are included at appendix 4.



Development Session 2b: The Reality

Participants were invited to meet a small number of Peterborough residents who have been directly affected by welfare reform. This was an opportunity to hear the reality that some people were facing, and we are grateful to those who volunteered to attend and to the various partner agencies that supported them.

In addition, this session provided an opportunity for participants to view a series of displays and information from a wide range of partner organisations, specifically:

- Accent Nene
- Age UK Peterborough
- Anglia Rainbow Savers Credit Union
- Axiom Housing
- Care and Repair Home Improvement Agency
- Carezone (Kingsgate Community Church)
- City College Peterborough
- Council 0-19 service
- Cross Keys Homes
- DIAL Peterborough
- Foodbank (Kingsgate Community Church)
- Health Watch
- Heataborough
- Home Group
- Hyde Housing

- Job Centre Plus
- Peterborough and Fenland MIND
- Peterborough Citizens Advice
- Peterborough Council for Voluntary Service
- Public Health Live Healthy Team
- Ready to Switch

Afternoon Sessions

The Impacts

The Shontal Theatre Company were commissioned to deliver a performance entitled 'Bust' which exposes the issues of excessive credit and inappropriate borrowing in a domestic setting, and the impacts that changes of circumstances can have on a family. The hard hitting performance involves actors acting out a domestic scenario, with interludes for the audience to engage and comment on what they've seen.

Feedback from Development Session

Brenda Cook summarised the initial feedback from the morning development sessions in order to focus the participants on the more detailed discussions and debates to be held during the afternoon. During the morning sessions participants were invited to post ideas and questions in ballot boxes that were located throughout the areas being used. These were reviewed during lunchtime, enabling Brenda to summarise the key points. Brenda identified four common themes:

- 1. There are many different organisations that are engaged in supporting people in poverty and people who are relying on benefits, welfare or support, but how well are organisations working together? How well are organisations signposting to each other? And can the current practise be improved?
- 2. The impact of gambling, and the prevalence of gambling in Peterborough, and also the amount of money that's involved in the gambling industry. What can the Council do in relation to gambling? What stance can we take? Is there a need for education in schools, or for young people to see some of the figures that the councillors were given earlier? What action can be taken?
- 3. The issues associated with educational attainment and young people, and why Peterborough is so poor when measured against other areas at Level 4 and above. What can be done? What can we as a Council do to address that, working with partners?
- 4. The issue of managing debt: how is this dealt with? What can be done to improve it?

Public Engagement

This session provided an opportunity for members of the public who were in attendance to ask any specific questions or make any points they felt were relevant. Nobody chose to ask anything at this point, although it should be noted that various members of the public who did attend contributed to the discussions at other times throughout the afternoon.

Joint Scrutiny Committee – the Big Questions

Brenda Cook facilitated a question and answer session during which a range of issues and queries were responded to in order to prepare scrutiny councillors for their more detailed discussions. The questions asked and the answers provided is attached at appendix 5.

Individual Scrutiny Committee and Commission Meetings

Each of the Scrutiny Committees and Commissions met separately to develop a list of recommendations and lines of enquiry, formed as a result of the day's various sessions (although unfortunately the Scrutiny Commission for Rural Communities had insufficient numbers of Scrutiny Members present to meet during this session). The various recommendations and lines of enquiry developed during this session are set out in section 4.

Final Remarks, Next Steps and Close

Councillor Irene Walsh, Cabinet Member for Community Cohesion, Safety and Public Health, gave closing remarks, commenting on the impact and diversity of the event and the wide ranging topics discussed. Councillor Walsh reaffirmed our collective commitment to supporting people affected by welfare reform and poverty.

Recommendations and Lines of Enquiry from each Scrutiny Committee or Commission

Four of the five Scrutiny Committees or Commissions produced a shortlist of key lines of enquiry or recommendations that those present felt they may want to focus on during the 2014/15 municipal year. These are set out as follows:

Creating Opportunities and Tackling Inequalities Scrutiny Committee

- 1. To explore the impact of welfare reform on young people and their attainment in mainstream education.
- 2. To identify barriers to work and explore how early years provision, support and related services can help parents into employment.
- 3. To understand the impact and needs arising from welfare reform and ensure that initiatives such as Connecting Families can meet these needs.

Strong and Supportive Communities Scrutiny Committee

- 1. To explore the impact of the cessation of the Local Welfare Provision funding from Department of Work and Pensions and develop recommendations to Cabinet on how the Peterborough Community Assistance Scheme can be sustained.
- 2. To raise awareness of the ongoing reforms, the impacts and support available with communities, councillors and partners. Develop opportunities for sharing experiences caused by welfare reforms between communities, councillors and partners.
- 3. To explore opportunities of how investing in local community groups can help to prevent and tackle poverty.
- 4. To receive a report on the extent of gambling within the city and develop actions to mitigate the impact of gambling such as education, awareness raising and prevention.

Scrutiny Commission for Health Issues

- 1. To create an accessible, visible and customer-orientated access point for advice.
- 2. To receive and scrutinise a report from Public Health on planned initiatives relating to healthy eating, food and nutrition along with the links to poverty and other lifestyle factors.
- 3. When receiving the Public Health report above, to look at links between the nutrition and uptake of school meals and educational attainment.
- 4. To receive and scrutinise a report on the impact of poverty on public health and explore how investing in measures to tackle poverty can improve health outcomes.

Sustainable Growth and Environment Capital Scrutiny Committee

- 1. To consider the Council's response to gambling and to devise a holistic approach to combatting the economic threats posed by gambling and vice
- 2. To understand the role that the voluntary sector can play in helping the council to deliver its key objectives. To foster closer links into and between the voluntary sector and review how the Council can support this
- 3. To scrutinise the Affordable Housing Capital Strategy to enable the Committee to consider recommendations relating to social housing.

Scrutiny Commission for Rural Communities

As the remit of the Scrutiny Commission for Rural Communities is cross-cutting, members will consider which of the recommendations and lines of enquiry above they wish to pursue alongside new suggestions that have emerged since the event.

Next steps

This report will be presented to each of the Council's five Scrutiny Committees and Commissions during March and April 2014. Members will be asked to discuss, debate, refine and finalise their key lines of enquiry and recommendations in order that they can be added to the relevant meeting schedules for the 2014/15 municipal year.

Officers will also continue to work with the Centre for Public Scrutiny to define and calculate the return on investment achieved as a result of this intensive scrutiny approach, and will support the CfPS who wish to produce a case study based on our experience of the event which can be shared nationally.

Finally, when agreed by each Scrutiny Committee and Commission, this report will be shared with all who participated in the event as well as with our wider partnership networks to help define and guide our work programmes for the coming years.

Further information on this report is available from:

Democratic Services Team

Chief Executive's Department, Town Hall

Bridge Street

Peterborough, PE1 1HG

Telephone - (01733) 747474

Email – <u>scrutiny@peterborough.gov.uk</u>

APPENDIX 1: SCRUTINY IN A DAY PROGRAMME

Understanding and Managing the Impacts of Welfare Reform on Communities in Peterborough

Programme

Joint Meeting of the Scrutiny Committees and Commissions: Scrutiny in a Day

Friday 17th January 2014

Town Hall 9am – 4.40pm

Session 1: 9am to 1pm – Development Session for Councillors

9.00 – 9.30 Arrivals, registration and coffee

9.30 – 9.35 Welcome and introduction to the day

Brenda Cook, Centre for Public Scrutiny

9.35 – 9.45 **Opening address**

Gillian Beasley, Chief Executive, Peterborough City Council

9.45 – 10.00 Overview of the Reforms

Julie Coleman, Department for Work and Pensions and Keith Jones, Peterborough Citizens Advice

10.00 – 10.15 The Wider Context: Poverty in Peterborough

Sharon Keogh, Kingsgate Community Church and Jawaid Khan, Community Cohesion Manager for Peterborough City Council

<u>10.15 – 12.15 Development sessions:</u>

Session 1

10.15 – 11.15 **The Experience**

An interactive walk-through of the impacts of welfare reform, the support available and the temptations facing individuals and families.

Session 2a

11.15 – 11.45 **The Evidence**

Gary Goose and Ray Hooke, Peterborough City Council

An interactive workshop to better understand data and evidence on poverty and deprivation

Session 2b

11.15 – 11.45 **The Reality**

An opportunity to hear from local residents who have been impacted by welfare reform and an opportunity to meet with agencies providing frontline support to people.

11.45 – 12.15 Sessions 2a and 2b repeated

12.15 – 1.00 Lunch

1pm to 4.40pm – Joint Scrutiny Event – Open to Public

1.00 – 2.00 Theatre Production 'Bust'

Shontal Theatre Company to perform 'Bust' production: a young couple who manage to attract a portfolio of debt leading to a change in personal circumstances.....

2.00 – 2.10 Feedback from the Development Session and Introduction to the Afternoon

Brenda Cook, Centre for Public Scrutiny

2.10 – 2.30 Public Engagement

An opportunity for members of the public to give evidence on the impact of welfare reform Facilitated by Brenda Cook, Centre for Public Scrutiny

2.30 – 3.10 The Big Questions

Facilitated by Brenda Cook, Centre for Public Scrutiny

3.10 – 4.10 Joint Scrutiny Committee Workshops

Explore key lines of enquiry and develop recommendations

4.10 – 4.30 Feedback from Workshops

Facilitated by Brenda Cook, Centre for Public Scrutiny

4.30-4.40 Closing Remarks and Next Steps

Councillor Irene Walsh, Cabinet Member for Community Cohesion, Safety and Public Health

APPENDIX 2: SCENARIOS USED IN THE 'EXPERIENCE' SESSION

The Experience Session – Zone Scenarios

The following scenarios were used to set the scene for the Experience Session, during which council officers and staff from other agencies acted out different situations that brought together the impacts of welfare reform and poverty, the support that is available to people affected, and the temptations that are open to them.

Zone 1: Charlene

Charlene is a single mum with school age children. She has a history of receiving benefits for her disability, but following a recent reassessment, Charlene has been told that she is no longer eligible for disability benefits.

Charlene has now got a part time job, but on minimum wage. She is finding it difficult to pay her bills and provide food for the family. To make matters worse, her cooker no longer works and needs replacing. Charlene needs to find £300 urgently as she cannot provide a hot meal for her family.

Zone 2 – The McGuire Family

The McGuire family consists of Mr & Mrs McGuire and two children. Both parents have been unemployed for a number of years and receive benefits. Due to the changes in the Council Tax scheme, the family are now required for the first time to pay an element of Council Tax.

The family live in a House of Multiple Occupation (HMO). Conditions are very poor effecting the family's health and wellbeing.

The family have problems managing their money properly and are in debt. The children are often given convenience foods (ready meals, junk food etc.) and are in poor health. The parents see the black market as a way of making some quick money through the sale of illegal tobacco /alcohol.

<u>Zone 3 – Andy</u>

Andy is a private tenant aged 32. He has been renting a 1 bedroom self-contained flat from his landlord for the last 4 years. The rent is £400.00 per calendar month. When he started renting the flat he was working full time, but was made redundant and has been unable to find another job since.

Andy is in receipt of housing benefit which covers his rent. Due to changes in Housing Benefit rules, Andy's benefits have reduced from £400 per month to £242 per month.

Andy is unable to meet the shortfall in his rent and is now in arrears. He currently owes £1400.

After numerous threatening phone calls, the landlord has now told Andy that she will be visiting the property at 11am today and if he's not out of the property she'll "get some guys round" to forcibly remove him and his belongings. Andy is considering turning to crime as a means of covering his debts

<u>Zone 4 – Denham</u>

Denham is a single father living in a four bedroomed house. He has two children, both boys, one aged 7 and the other 14 who attend different schools. Due to the changes in housing benefit from the Spare Room Subsidy, his benefit has been cut by 25%.

Denham's new job means he has to leave the house at 6am. This means that the children have no one to get them ready for school.

The school is concerned about the lack of attendance of the younger child and the disrupting behaviour in class. The school has asked to meet with Denham on a number of occasions. Denham is also concerned that the older son is hanging around a group of older boys known for anti-social behaviour and being a bad influence.

Denham is struggling to cope and turning to alcohol.

<u>Zone 5 – Dave</u>

Dave moved to a small village with his partner six months ago in a bid to make a fresh start after they kept arguing and Dave's partner started becoming violent. Dave doesn't work as his partner preferred him to stay at home and look after the house, however the rent and bills are all in Dave's name at his partner's insistence. Since they moved, the arguments got worse; Dave's partner cut him off from his friends and family and stopped him going out. Then one day Dave's partner simply took the car, his things and left.

This left Dave alone in the village, isolated without a car and no income. His bills are mounting and Dave is getting into debt. Dave doesn't know anyone locally because his partner didn't allow him to socialise.

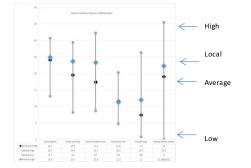
Dave starts to visit his local pub daily and uses the fruit machine to pass the time, he occasionally wins and starts to think this a means of getting himself out of debt.

APPENDIX 3: DATA AND INFORMATION PACK

Scrutiny in a Day - Information pack guidance notes

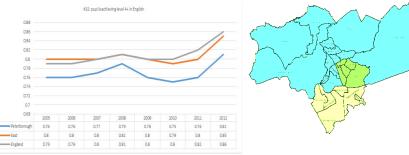
This evidence pack has been developed to assist with the scrutiny in a day "Tackling the effects of the welfare reform" event. The information contained within has been sourced predominantly from open data with some local datasets included and has been grouped, where possible, into themes relevant to each of the five scrutiny committees. The most recently available data has been utilised where possible. This pack has been designed to allow questions to be raised as opposed to providing definitive answers. Where possible, Peterborough has been shown as a comparison to all other Local Authority areas in England, with a proportion showing a localised "drilled down" element.

A guide to interpreting the data.



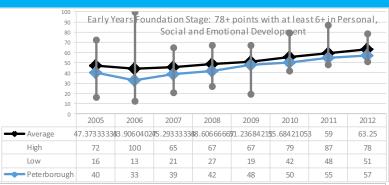
Stock Charts - are a quick way to look at a broad range of data. The maximum and minimum ranges are shown as the highest and lowest points of the line, with Peterborough featuring a blue diamond and the national average shown as a black diamond, these charts will either be shown across a time range, or across a range of themes.

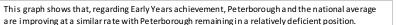
	Homeless Acceptances per 1,000 by Local Authority, 2013 Q2
5	
4	
3	
2	
	PETERBOROUG 0.97
1	
0	



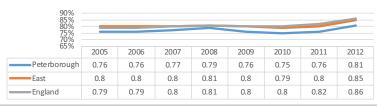
Line Charts - These are utilised for displaying trends over time. The horizontal X axis shows the date range while the vertical Y axis will show either a number (i.e.. age) a rate (i.e.. per 1000 population) or a percentage (i.e.. a proportion). All Line charts in this evidence pack utilise the same colour themes. Blue = Peterborough, Orange = Maps - All maps that have been utilised within this evidence pack are based on ONS defined Output Areas within Peterborough Unitary Authority Ward boundaries and are shown as shaded "heat maps" based on the relative values or rates relevant to each

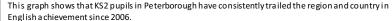
Column Charts - These charts are utilised throughout this document primarily as a way of demonstrating where Peterborough is placed in a national context. Each column represents a Local Authority in England and Wales. Peterborough will always be represented as a green column with its respective data label visible. Lowest volumes/rates will always feature to the left, where highest volumes or rates will appear to the right.

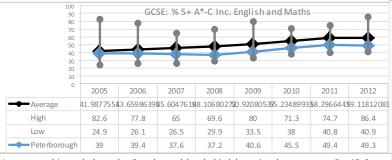




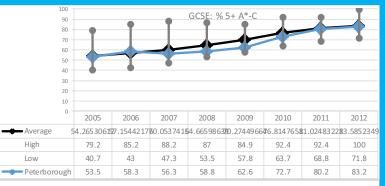








In contrast, this graph shows that Peterborough lags behind the national average regarding A*-C a chievement in English and Maths in GCSE.

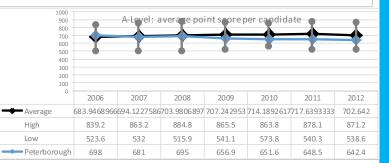


This graph shows that, despite a minor dip from 2007 to 2010, the percentage of students achieving 5+ GCSEs at A*-C grades is in line with the national average.

KS2: pupils achieving level 4+ in Maths

85% - 80% - 75% - 70% - 65% -	_							
0378	2005	2006	2007	2008	2009	2010	2011	2012
Peterborough	0.73	0.74	0.77	0.76	0.78	0.76	0.78	0.79
East	0.75	0.76	0.77	0.78	0.78	0.79	0.79	0.83
England	0.75	0.76	0.77	0.79	0.79	0.79	0.8	0.84

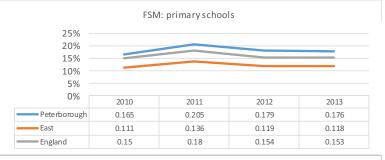
This graph shows that, while Peterborough is improving in KS2 pupils a chieving level 4+ in Maths, it is at a slightly slower level when compared to regional and national progress.



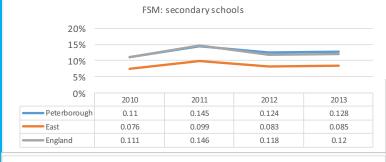
This graph shows that, beginning in 2009, Peterborough's average A level score per candidate has fallen below the national average.

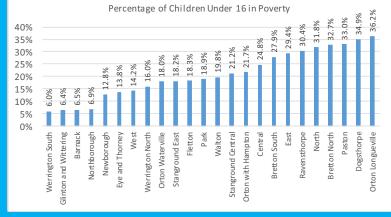
Creating Opportunities and Tackling Inequalities

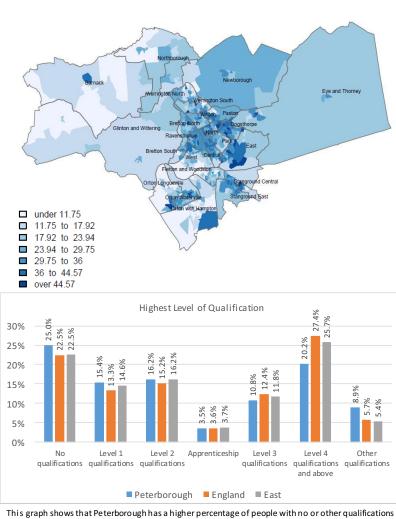
Creating Opportunities and Tackling Inequalities



The set wo graphs demonstrate that Peterborough has a marginally larger percentage of pupils receiving free school meals than England and a considerably larger a mount than the region.



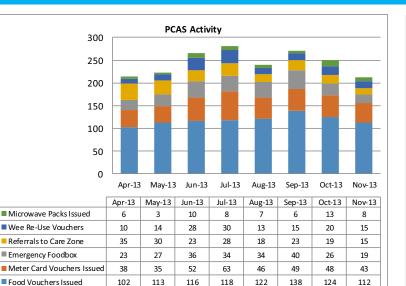




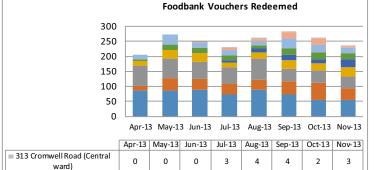
than the region and country. It also demonstrates that Peterborough has a significantly lower percentage of people with level 4 qualifications (degrees and above) than the region and country.

KS501EW0014 (No Qualifications)

ω



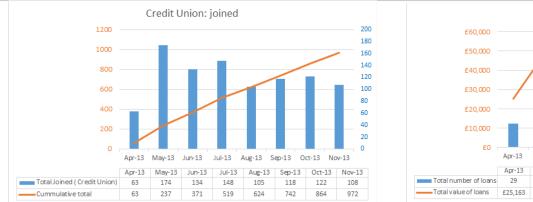
Creating Opportunities and Tackling Inequalities



ward)	0	0	0	3	4	4	2	3
Orton	0	0	2	7	7	21	21	7
Stanground	14	33	17	17	15	33	25	16
Bretton	7	18	20	16	10	21	24	23
Salvation Army (Central ward)	0	0	0	8	13	19	14	24
Paston	14	30	28	17	19	28	23	31
Westgate	67	64	57	52	71	42	41	39
Gunthorpe	17	41	37	38	33	43	57	40
Dogsthorpe	86	87	88	73	90	74	55	55

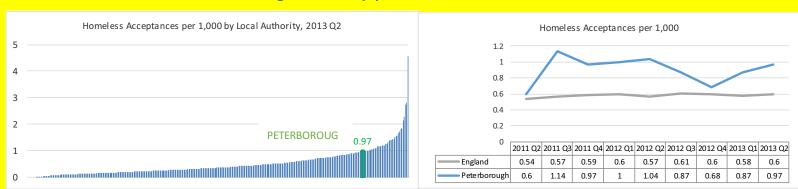
Credit Union: loans

These above two graphs firstly demonstrate the activities of PCAS of which the majority activity was issuing food bank vouchers. Accordingly, the second graph shows the food banks where vouchers were redeemed, the major three location were Dogsthorpe, Gunthorpe and Westgate.



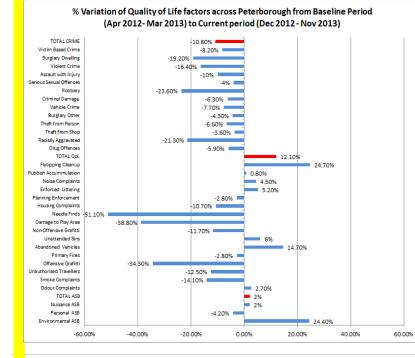


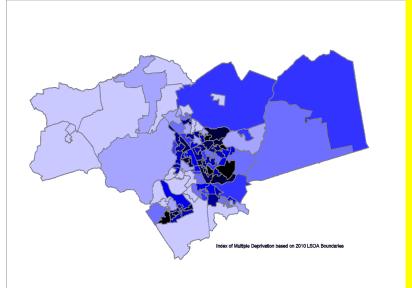
The bottom two graphs track the number of members of the credit union and the amount and value of loans approved.



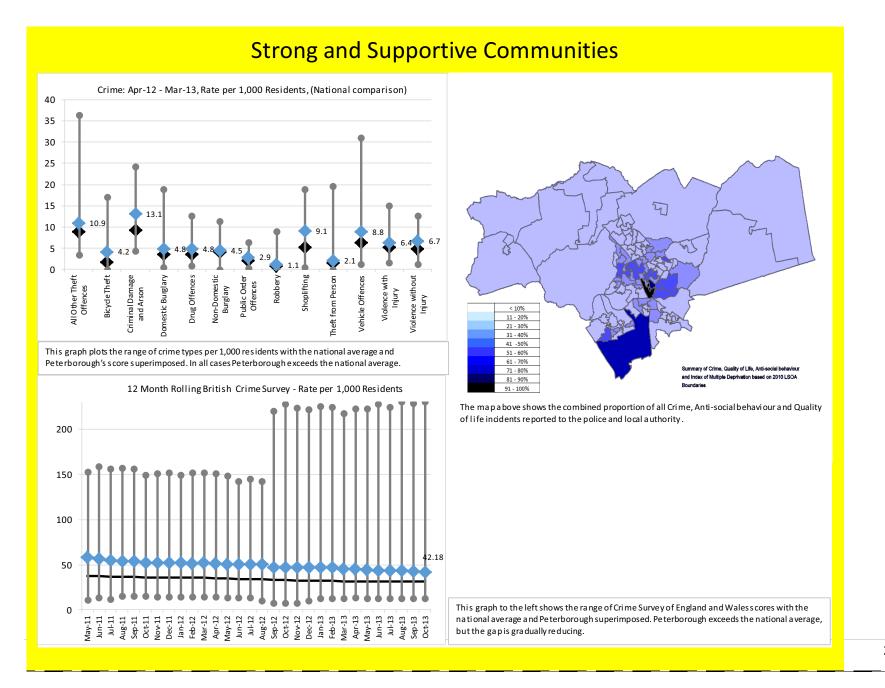
Strong and Supportive Communities

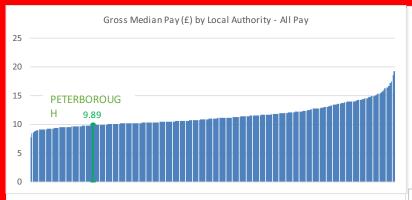
This above graphs show that Peterborough has consistently recorded homelessness acceptances as a rate per 1,000 population in excess of the country. Accordingly Peterborough lies at the higher end of all local authorities in England.





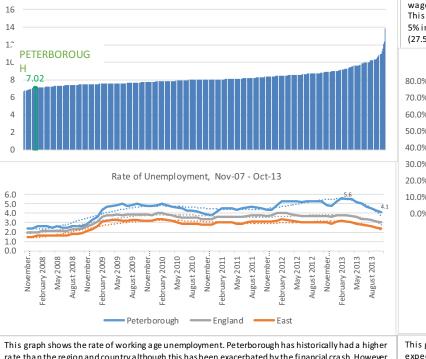
The map above shows the overall rank based on the 2010 Indices of Multiple Deprivation by LSOA-The darker the area, the more deprived it is (and the lower the rank is). When compared to 2007 IMD rankings there is little change. This is the most recent IMD data available. IMD scores will be refreshed in 2014.



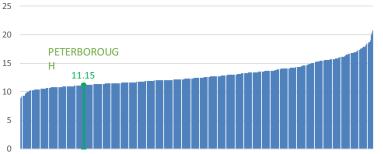


Gross Median Pay (£) by Local Authority - Part-Time Pay

Sustainable Growth and Environmental Capital

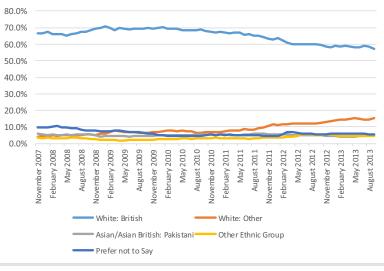


rate than the region and country although this has been exacerbated by the financial crash. However, during the last couple of months, Christmas hiring seems to have reduced the gap. Gross Median Pay (£) by Local Authority - Full-Time Pay



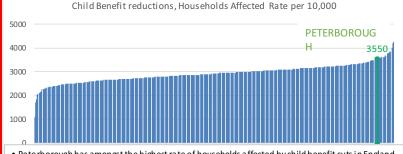
Residents of Peterborough earn comparatively less than the national median of all British local authorities. The is especially so regarding Peterborough's part-time employees whose median wage is a mongst the very lowest in Britain after having experienced an annual reduction of 6.8%. This places Peterborough as 359th of 373 comparable local a uthorities and well within the lowest 5% in the country at 3.8%. Peterborough's part-time employees accordingly account for 22,000 (27.5%) of Peterborough's 80,000 employees.

Percentage of Top 5 Ethnicities Claiming JSA, Nov-07 - Sep-13



This graph shows the proportion the top 5 ethnicities contribute to Jobseekers' claims. As would be expected, White British contribute the most although this has been in gradual decline for the past few years. White Other contribute a distant second and has been increasing for roughly the same

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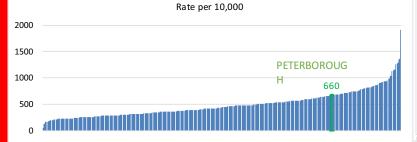


Sustainable Growth and Environmental Capital

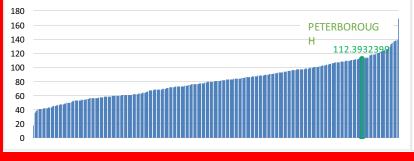
 Peterborough has amongst the highest rate of households a ffected by child benefit cuts in England and Wales with 3,600 (36%) per 10,000 households affected. This puts Peterborough at 365th of 379 comparable local authorities and well within the top 5% of local authorities most affected at 3.7%.

• Peterborough has amongst the highest rate of households a ffected by tax credit cuts in England and Wales with 2,720 (27.2%) per 10,000 households affected. This puts Peterborough at 372nd of 379 comparable local a uthorities and well within the top 5% of local a uthorities most affected at 1.8%.

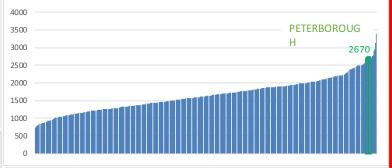
Housing Benefit reductions: Local Housing Allowance, Households Affected



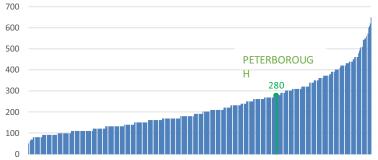
1% Uprating, Financial Loss per Working Age Adult, £ per Year



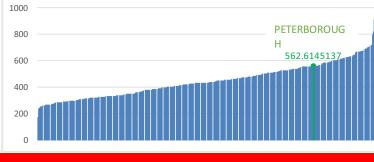
Tax Credit reductions, Households Affected Rate per 10,000



Housing Benefit reductions: Under Occupation (Bedroom Tax), Households Affected Rate per 10,000

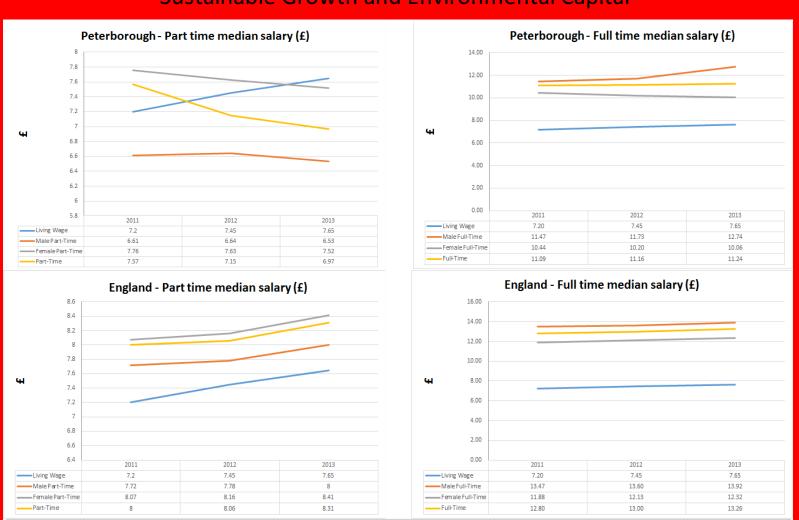


Total reductions, Financial Loss per Working Age Adult, £ per Year





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Sustainable Growth and Environmental Capital

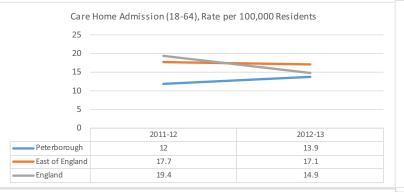
The living wage (not inclusive of London) is currently £7.65, the current minimum wage is £6.31, therefore, in Peterborough, part time males salary rs are significantly lower than the living wage, and broadly in line with the minimum wage. These graphs also show that Peterborough's hourly wages are lower than the region and country. as well as demonstrating that female part-time workers are paid in excess of their male counterparts and vice versa regarding full-time wages.

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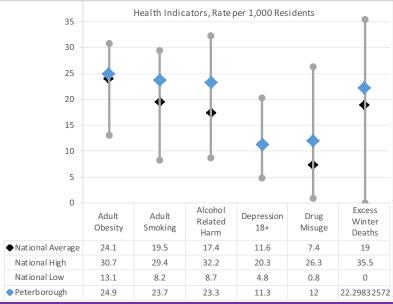
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Health Issues



The above two graphs show that Peterborough has less care home admissions per 100,000 people than the region or country, although the trend for the ages of 18-64 suggests Peterborough will soon exceed both in this area.

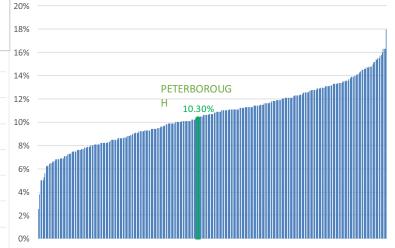
This graph belows hows the range of various health indicators per 1,000 residents with the national a verage and Peterborough's score superimposed. These show that Peterborough exceeds the national average in all but one indicator, that of Depression 18+.



Care Home Admission (65+), Rate per 100,000 Residents

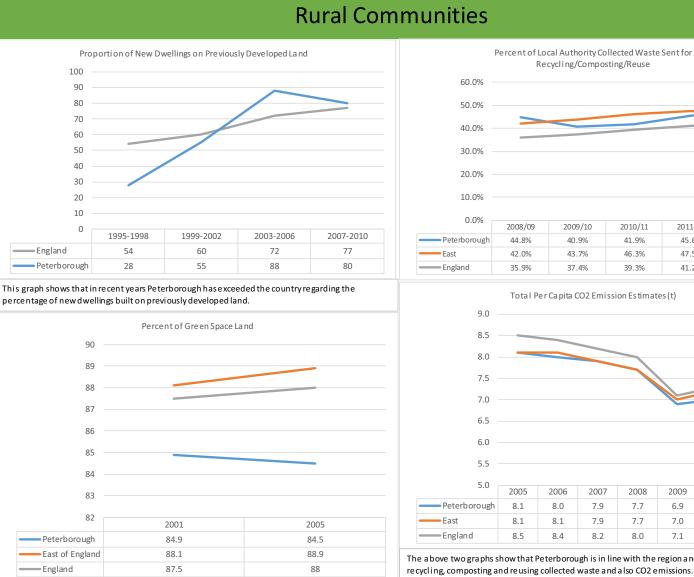


Percentage of Household's Experiencing Fuel Poverty by Local Authority

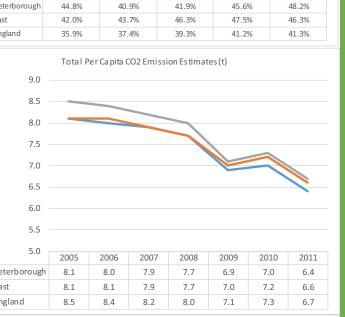


• Peterborough's rate of fuel poverty is 10.3%, better than the median of all comparable English local authorities of 10.7%. This places Peterborough 150th out of 326 local authorities with a percentile of 46%.

• The re is a significant range in households experiencing fuel poverty in Peterborough's 104 LSOAs. The highest was 35.8% in one of Central's 6 LSOAs which accounted for 177 households, while the lowest was 3.1% in one of Orton Waterville's 5 LSOAs which accounted for 23 households. Across the 104 LSOAs Peterborough's average was 10% while the median was 9.4%.



While the percent of green space land appears to have increased at both a regional and national level, Peterborough has noticed a very slight reduction.

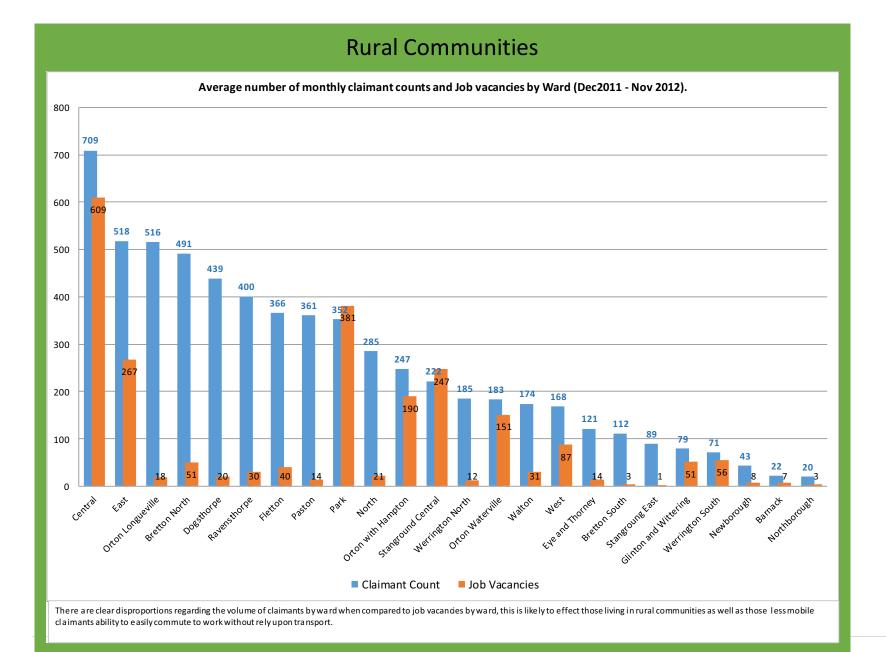


2011/12

2012/13

The above two graphs show that Peterborough is in line with the region and country regarding recycling, composting and reusing collected waste and also CO2 emissions.

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APPENDIX 4: THE 'EVIDENCE' SESSION QUESTIONS AND ANSWERS

N.B. Correct answers are bold and underlined

Question 1

What is the Median Gross annual pay in Peterborough?

a) £15,756	<u>b) £20,799</u>	c) £23,539	d) £26,925
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Question 2

There are approximately 40,000 children living in Peterborough, what % are classed as living in poverty?

a)	6%	b) 11%	c) 18%	d) 24%
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Question 3

In 2001, 6% of households lived in either a council house/Registered Social Landlord property, what is the % 10 years later in 2011?

	a) 4%	b) 6%	<u>c) 13%</u>	d) 19%
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Question 4

What proportion of Peterborough's over 16 population have NO qualifications?

a) 5%	b)15%	<u>c) 25%</u>	d) 35%
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Question 5

Of Peterborough's 16-74 year population, what % is in full time employment?

a) 23% b)33% <u>c) 43%</u> d))53%
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Question 6

Of Peterborough's 16-74 year population, what % is classed as unemployed?

a) <u>5%</u> b)8% c) 12% d)16%

Question 7

With the aforementioned question in mind, what proportion of prison entrants are unemployed?

a) 24% b) 36% <u>c) 54%</u> d)62%

Question 8

Peterborough has 80 Fixed Odd Betting Terminals spread over 20 licensed premises across the city, each arguably in the most deprived areas of Peterborough. How much money was lost over the last 12 months in these 80 machines?

a) £40,000 b) £300,000 c) £1 million d) £4million

Question 9

With the last question in mind, how much money was actually gambled/put into these machines over 12 months?

a) £1 million b) £5 million c) £50 million <u>d) £100 million</u> (£127,363,700, equivalent to £1,103 per voteable adult)

Question 10

England and Wales has circa 7500 wards, each has been ranked according to its deprivation levels based on the Indices of Multiple Deprivation, With 1 being the least deprived and 7500 being the most deprived, where on this scale do you think Peterborough's least deprived ward sits and where does Peterborough's most deprived sit?

Least deprived is Glinton ranked 1337

Most deprived is Central at 7256

Question 11

The Peterborough Community Assistance Scheme has been in operation since April 2013. From then up to December last year, what is the average number of loans given out each month by the Credit Union?

	a) 22	b) 45	<u>c) 95</u>	d) 327
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Question 12

How much on average does the credit union effectively loan out?

b) £ 58 b) £92 <u>c) £376</u> d) £820

This equates to an average of over £31,000 being loaned out per month.

APPENDIX 5: TRANSCRIPT FROM THE 'BIG QUESTIONS' SESSION

Question: We had the scenarios about people with not a lot of money buying ready meals and snacks and also the food banks. Is there anywhere or anybody that gives out recipes that people can use where they can buy bigger bags of say, rice and pasta and mixer. Is there anything out there where there are recipes whereby people can put down the cost of buying ready meals?

Answer: Through the public health service we work with a range of different communities, and it's not just about the recipes. In some cases and for some of the members in our communities it's about some very basic early learning about how to prepare and actually cook the food, so the support we provide goes beyond just providing recipes and looking at particular food which preserves longer, but also helping people choose the correct food and helping them prepare and cook that food, which we've found to be quite a challenge in certain communities. So we undertake that type of work both within communities – we run educational programmes within schools and we try and go the most appropriate place to access the people rather than seeking members of a community to try and find that information. We use a range of different health champions in the community that allows us to access those communities that are in most need.

Question: I was going to make the comment that eating properly is essential to both physical and mental health, and if people are suffering from a lack of money, that's going to be exacerbated. Now, I know that people try their hardest to help with food parcels, but a food parcel doesn't give a family a proper diet, certainly it doesn't give people fresh fruit and I was wondering what was being done to address this? And I can't help but add that as one of the richest nations in the world, it seems utterly appalling that we have to even consider this type of thing.

Answer: First of all, we are aware that giving people good menus would be something that we've got to look to in the future and we are working with volunteers, but just coping with what we are doing is taking our priority at the moment. The Food Bank gives out shopping lists to people which have been worked out nutritionally by the Trussell Trust and we know that it's all tinned food, dried food and we haven't got fresh food and we haven't got facilities to store that at the moment, but we are aware of it and we are thinking further ahead in the work we're doing. And we're aware that with some people we have to ask a question: do you have a tin opener? So there are problems out there which we are trying to cope with.

Question: One of the things we were able to see this morning looking at the Experience Session was looking at a number of different 'zones' and feedback looking at everything from adolescent intervention to domestic abuse, and there seemed to be a recurring theme: that many of those individuals access the services by referral, because they wouldn't have had access directly or known of the different services available. It seems that with lots of agencies and partners together today, there must be some kind of common ground on how we can improve awareness for the general public so they could access directly some of these services.

Answer: I'm primarily responsible for crime reduction, however it's much wider than that and I think we've accepted that one of the things we really need to work upon in the next phase of our work is being proactive in getting the messages out. We've got a very strong partnership in the field we've been working in.

One of the strongest partnerships, I daresay, in the country around community safety and crime, so we've got a strong statutory membership that works well together. The key for us, as I say, is in being more proactive rather than just waiting for referrals and I can assure you that that will be something that's in our plan for the next three years. It's one of the key things we've already identified and we will make sure that it happens. In particular, picking up on a meeting that we had earlier this week – it's not just the city, it's the rural areas as well which have very distinct issues for us.

Answer: We are going out and visiting all the community groups in Peterborough that are registered with us (PCVS) – we've got about 500 registered groups at the moment. Every week we have views of groups that have come forward – we had Women's Groups that have come just last week saying that they want to set up. So I think it's important that the questions that we're asking those groups are: what are the issues that you're facing? What are you currently doing to support people in your community? So I think that's the place that we need to get information to those groups out about what's available, to make sure that they are aware.

Question: Can I come back on that? I think it's a positive strand, because there's so many things discussed this morning that I wasn't aware of and we've confirmed other people couldn't access. Perhaps the suggestion for consideration is: rather than lots of individual groups finding means to spread the message, if they were consolidated, it might be a more effective way.

Answer: Just two things I wanted to come back on. One is that we do have a new communities directorate that does bring together the services we're talking about alongside the adolescent intervention services and all of the 0-19, and interestingly we do have a meeting actually set up with PCVS to look at how we can bring the services the Council provides – targeted services – with the voluntary and communities sector. In terms of letting people know, we do actually have a locality tool that is a web-based tool that is updated on a termly basis, which is services available to children and families at the moment, but we actually want to extend that to wider services, so we are going to build on that and I'd be happy to send that link out again.

Question: Do the members of the voluntary sector here look to leadership from the City Council, or would we be better funding a separate body to co-ordinate a response to the welfare changes? Because I'm conscious that we're delivering the welfare changes, so we're not necessarily the people that people would automatically come to for assistance.

Answer: What we have done very recently is gone out to the whole of the voluntary sector and asked them if they would be interested in setting up a partnership for voluntary organisations to look at how we can meet things that are coming up in the city and some of those partners are here today. I think of course the issue for us is – our intention – is to look at all of the issues that are coming up, we know that there's a strategy that you are currently delivering with the Council that was written with the voluntary sector. So we know that what we need to do as a sector is come back to you and say "this is how we think the best outcomes can be delivered", which may not be just about helping people fill out benefit forms. It might be about the whole need of a family, of their carers involved and basically we need to be able to come back to you and say that we've made a difference.

So the voluntary sector partnership and the community involvement partnership are coming together to do that. Where the challenges are, of course, as always, are around resourcing. What we're doing is coming back to local authorities and saying "with this amount of money, we can make this much difference". I also want to say something I think is very important – there are a lot of groups out in the communities – 98% that we believe with a little bit of resource could be delivering a lot more than they're currently doing. I've been in contact with people on the ground – they're the people that can be trusted to be honest about what's happening and where we can really make the changes.

I think it's also important to recognise that every time someone walks into a voluntary sector organisation, it's an opportunity for us to make a difference in that person's life all round.

Question: One thing that happens is that many people see councillors as the one-stop-shop. They come to us for the signposting that's been referred to, and I think that picks up from what was said earlier. What would be handy for me as a councillor and what I think would be even more handy for new councillors, is to have a list of all the agencies that are there to help and what they specialise in, so we can say – "have you tried so-and-so". Not that you'd do it off the top of your head and you're thinking it as you're there talking, but it would be handy to have a checklist in front of you, and I wonder whether other people would find that useful and whether our offices have considered that. I find trawling through the Council website when you're in a hurry is a hard slog.

Answer: I think that's something very practical we can do fairly easily from today, and I think it would be useful to have one set of information and not have multiple sets of information, so assuming there is general support for that approach, I think that's something that could be achieved.

Question: Peterborough is growing in its population and its diversity. Since often that growth in diversity is unplanned, how is it that we can work together to ensure that the poverty level of the people that are coming in are not going to be majorly affected. How do we work together to alleviate that?

Answer: I work as Community Cohesion Manager at the Peterborough City Council. In fact, it is very important that in tackling poverty that none of the communities are left out, whether they are new or settled communities. It's very important, particularly in groups that PCVS mentioned such as the Timorese, and other community groups are not left out because of the language they use, but the bulk of the issues dealt with are as I say, as evidenced by the people that are seeking help at least, are coming largely from the British White communities. But the Councillor is absolutely right – it's important for us to make sure that the others are not neglected and that's an important part which in the city is being done by the Community Cohesion Board and the work that we do with the Diversity Forum is linked with that.

Question: Can I just follow up on the question given by the Councillor and the reply given by the Community Cohesion Manager? People in the main, and we've been talking about councillors and their situations – Councillor Khan's and Councillor Peach's wards are a lot more challenging than mine. Five years ago I had five percent Eastern Europeans. This year, in my ward, I have 20%. In some wards there are 25%. One thing that came out to me this morning and worried me a great deal was the fact that one out of every eight is White British and the changing pattern in the population. Now, I can't speak these languages, and we're the councillors that represent, and there's been a 140% increase in those that have come from Eastern Europe in the past four years. They may be in poverty, but they don't know how to come to me and I don't know how to go to them, so how do we look into that?

Answer: We've been talking about this within the new Communities Directorate and saying that what we need to do now is more around community development, but when we talk about is getting into the community to identify people that can help us to provide information to the different people from the different cultures and that's something we're keen to major on in this coming year.

Answer: In my own church we have a big international community and we've found that by nominating a representative to each group that they can then come forward to the clergy and say that they've got problems. The East Timorese were one in particular, as they are a young community of young men especially living on their own, living in multi-occupancy houses.

The other thing we have being set up is an African Group being set up because we see that our African population is growing within our church. I think that churches have a role in this to help the Council by realising what they've got in their own churches, and there are many international churches using the state churches here in Peterborough and it's trying to keep up with them. And unfortunately, some of the groups split – they're not happy with their church leaders, so they go off, but I am aware of where people are from various groups, but I'm sure the churches could help.

Answer: I'd like to respond to the support available to the councillors, because it is a crucial area. So apart from the community development work that we've talked about and also the important work that the faith communities are doing – I think this could be a good opportunity for us to see what support we can give to the councillors. It's not about training for languages – it's about understanding the way of life of different communities. So in fact that could be something we can explore further with the Democratic and Governance services to see what we can do in terms of understanding different communities. We've done something similar for the Roma community and I know City College are in the process of organising it further, so that could be one of the starting points and I can discuss details with Governance services on that.

Answer: As a businessman and some academics and people from voluntary sectors – I'd watch this space because we're actually going to trial something in Peterborough which is about exactly this issue, which has been hopefully picked up nationally, which is a cross-language communication device, which allows doctors, legal professionals and people like ourselves to communicate without the language knowledge. So the issue has created an opportunity which looks like it could work.

Question: Helping people with crisis support is perhaps when people first go to the voluntary services – how do you currently help people in poverty that maybe have long-term mental health problems in the long term?

Answer: We are part of the community assistance scheme so we do provide support with crisis in the short term, but it isn't what we provide long-term support with, but we do provide support with the recovery style which looks at all aspects of life – everything that encourages living full life in the community, so money, employment, having a social life, hobbies is all part of that. We have a 12-step recovery program which is an outcomes-focused model that looks at the whole life. But there are links between poverty and depression, and they go hand-in-hand.

Question: I don't think any individual or family has a single-issue problem and if our approach to solving problems is to hit each crisis as it comes, we'll end up with families still in crisis. One example in a very small way in which St. Marks is trying to get to the root of a person's lifestyle and choices is we've partnered with the Hope Into Action project which is based in Peterborough. Between us we've purchased a house in our ward and we've installed three tenants there – three young men who we look after. So they have to make their way in life – they've had problems with homelessness, drugtaking and employability and we're applying a team of people who are befriending them over the long period, which could be years, in order to help them turn their lives around and become practical, valuable citizens which they want to be, but they find they're trapped within the lifestyle they've been brought up in. But it's about building that long, healthy relationship rather than just hitting individual crises.

Question: This is one of the key strands you picked up on at the beginning and I guess links into lifestyle and choices which, I guess, is the gambling theme that was highlighted this morning, and some of the numbers were presented during the quiz session. It appears there's less controls over the licensing of gambling than there is perhaps for alcohol, but I wonder if there was any grand plan of what can be done locally to limit the proliferation moving forward?

Answer: There is a national campaign for local authorities to come together to use aspects of the Localism Act to restrict the number of gambling shops on the high street. That would be one approach. We, like many authorities, have been asked to sign up to that. We are currently producing thoughts on whether that's a viable option, but I've had some discussion with Simon Machen to limit the number of licensed premises.

Answer: The largest difficulty we face is that under the planning system there is the ability to change the use of a property from one thing to another without the need for planning permission. Local authorities do have the opportunity to remove those automatic rights, but all that does is require someone to apply for planning permission for that change of use which they otherwise wouldn't have to do. If you're in a situation whereby planning permission is required for that change of use, what you've got to have if you're going to refuse those planning applications, is a body of evidence that can demonstrate that the new use into this area would be proven to cause harm, and that's where the challenge lies.

Question: I just wonder if there's been any studies done it really affects the amount of gambling – the number of gambling establishments. So for example if on a particular road there's a couple of gambling establishments and a third one wants to open, does that increase the amount of gambling in that area, or will those who want to gamble go to the existing two? I actually do think there's too many gambling establishments around, but I wonder if there's been any studies on whether the actual numbers increase the amount of gambling or if it just spreads it around a bit?

Answer: I don't know if we have the answer, but not meaning to pass the buck at all, I wonder if that wouldn't be a recommendation by the Sustainable Growth Committee this afternoon?

Question: Most people claiming benefits are actually genuine and I believe there's a stigma attached to claiming benefits. As a result people that are disabled might be more at risk of being a victim of a hate crime. What are the Council doing to reduce that, to protect vulnerable people in our city and to take that stigma away?

Answer: I don't know if I can say from my perspective whether there is stigma attached to being a benefit claimant. I can't answer that positively or negatively. But the issue around vulnerable groups and vulnerable people is something that we started people on over the course of this current year to try and make sure that our services were proactive in identifying vulnerable groups, and we've already discussed how many groups there may be in the city that could be vulnerable to different types of issue. That's a theme that will carry on in earnest through the Safer Peterborough Partnership throughout the next year, and as has been said the reorganisation of the Council into a communities directorate gives more scope and grip around that issue and it should be more joined up now than it has been in the past, so I think the direction in which we're travelling is positive. However, the issue of stigma I can't make a comment on.

Answer: I think it's hard to feel generally whether there is a stigma or not. I think some people feel about benefit claimants in a different way to how others do. So whereas some may sit in judgment, others may not necessarily. I think nowadays due to the financial crisis there's less negativity because I think there's an understanding that some people have found themselves in a difficult situation. So the fact is, however, that the benefits system has been and is sometimes exploited and when you have a situation where there is a degree of exploitation, there'll be a degree of negativity around it. I mean – even bankers have a stigma now.

Answer: I feel a lot of the stigma could be self-perceived, which is a difficult one to tackle – if people feel they're letting themselves down. Certainly one thing I've found in the Council offices there's no stigma at all. Certainly with housing, Sean has been fantastic and his team are very good at sorting out those sorts of problems – they're all too willing to help, and the same goes with benefits departments too.

Answer: On stigma being self-inflicted. I meet a lot of people who want a job and don't have one, and they feel shame that they can't provide what they want to provide for their families – when schools come with letters saying it's another £40 for a trip somewhere, it's a real challenge. Having been involved in giving out some money to people in need from another charity. People cried when they were given it – cried because they needed it, cried because they've been given it, but they also there was an element of "why do I need this – I shouldn't need this, but I do".

Question: Has anybody actually looked at the impact that Universal Credit will have on Peterborough, bearing in mind online applications, if people don't know how to fill in the forms. How will that impact on Peterborough?

Answer: The welfare reform action group put together a paper on what we thought the effects of Universal Credit would be when we thought it was coming in last year, which I believe was published?

Answer: Yes, it was fairly widely circulated. Sheffield Hallam University did a study which is probably more scientific and that shows a breakdown of the costs and impact of various welfare reforms so we can circulate that.

Question: I'm interested – we talked about firefighting post-crisis. I'm interested in what the voluntary sector would say are the solutions pre-crisis. In other words – what are the solutions that they see the Council could deliver i.e. better housing, licensing issues – that type of thing. What do they think?

Answer: We feel very strongly that the first point of contact in the voluntary sector is to pick up issues that aren't picked up. If, for example, I come to Bayard Place for an issue – I'm unlikely to tell you that I'm unable to feed my child because social workers might work two floors above, and maybe a social worker will then come and take my child away. But if I go and see a voluntary sector I'm more likely to trust them and open up more to what the issues might be and to accept that.

One of the important things about our partnership is that once we've got the outcome on the table we can come back and say "this is what we think" and we know that it's a difficult budget time and there's cuts, but whatever funding may be available left over to deal with poverty – this is the best way we think it should be dealt with, we're on the ground day to day – this is the best way we think your outcomes can be achieved. And this would be up to you to decide if you agree. This decision would be made by key voluntary organisations that have seen the changes as they occur. I think I should refer to my other colleagues.

Answer: The Council don't take children into care because their parents are unable to feed them so that isn't something we would like the voluntary sector to communicate to them.

Answer: My point is that people are not likely to tell the full story to the Council.

Answer: I accept that.

Question: The economy is slowly coming out of the doldrums that it's been in and it's now growing, inflation rates are down. This is likely to lead to an interest rate increase. Do members of the voluntary sector or members of the officer team have any expectations as to how that will impact on people. Will the situation for welfare claimants and others in need get worse before it gets better?

Answer: This is a major issue we see across England and Wales. Lots of people in work doing their best to keep their families together are right on the edge. Salaries and wages haven't grown over the last two or three years but the cost of living has grown exponentially. Those people who are either in mortgage properties or whose landlords bought buy-to-let properties, if the mortgage rate starts to rise you will either see people in mortgaged or tenanted properties struggling to move forward.

So I keep lobbying the council because this is the next major issue in the city and in areas like Hampton which are relatively new communities, where people struggle to get on the property ladder in the first place, I think that'll be a key area in the city, moving forward.

Question: In the voluntary sector, if someone rung up today asking for an appointment, how long would it be until they were able to see somebody?

Answer: It depends. We do an initial assessment from everyone who comes to see us. Different people get different service. We've moved from the bad old days where we'd spend an afternoon with you and someone suffering domestic violence would have to wait in the queue. If it's an urgent issue we will try and see you in the same day or same week. We've seen demand on our service rise 35%. In the first week of January we doubled the amount of clients we saw in the same week last year, so it's a resource issue and whilst we've had increased funding from some funders, other funding from, say, legal aid, has been reduced, so it's a balancing act. But what we try and do is if it's an urgent case we try and see you in the same day or within a few days. If it's something that is challenging to you as an individual but in the real world isn't so material, you may have to wait two or three weeks, or even longer I'm afraid. It's very much down to resource and prioritisation.

Answer: We'd agree with that as well - various waiting times. If it's urgent we will see immediately, we will always do an initial assessment within two weeks. But the demand is so high – in our advocacy service which helps with a wide range of issues from housing benefits to family law, civil law, two thirds of the waiting list is benefits at the moment and welfare reform. We just cannot cope with that sort of demand, so one of the things we're trying to do to meet that demand. One thing we've done recently is introduce clinics where we have a full day where people spend 45 minutes with an advisor so we can at least get them started with the forms. But some of the clients are so ill that they can't even talk. I recently did a home visit with one of our advocates because the person was too ill to leave the house and to speak. The thought of them having to manage filling in the form is impossible. They won't be able to do it by themselves. So we are doing everything we can to meet the demand because if we're not there to help then I don't know where else people will go, so it is a concern.

Question: Migrants are lured to this country with the promise of good pay, but when they get here they find that they're exploited and given poverty pay and end up in poverty. They're basically exploited by business and landlords that take too much money for accommodation. They also end up paying travel costs and things like that. So the reality is that when they arrive here they're exploited and they're able to undercut the amount that local people will work for. So my question is an issue of enforcement – how are we enforcing the national minimum wage in this city to make sure people aren't coming here and ending up in poverty?

Answer: Do you want to hear an answer on behalf of the Council? We're looking at whether it would be feasible to introduce a living wage. What we have found is that it isn't as simple as it appears because it would have repercussions on the local authority schools as well, which would then possibly present a problem for them that we hadn't foreseen, so it's wider than just the Council. So that's what we're looking at from the Council's point of view. It's not a no, it's just we're looking at what it means.

Answer: There are some other examples of how we can eat away at these issues - you mentioned housing officers who can identify problems in accommodation and see what we're providing and they have a great relationship with other agencies such as the UKBA. So whilst it doesn't directly tackle the issue of minimum wage, it is a way of enforcing and encouraging certain behaviours from landlords, employers and so on.

Answer: I think we have good and bad examples in Peterborough, in not just the minimum wage, but living wage employers. In our day-to-day work we do come across bad examples which we treat as a social policy issue and try and address it on behalf of our clients, but on the other hand we do have examples of workers being treated equally and properly.

Answer: You heard my presentation early on this morning and seen some of the reality of what vulnerable people and those in poverty face in Peterborough. The one main positive thing out of this is the very positive working relationship between the voluntary and statutory sectors – we've broken down the barriers and have very adult, realistic conversations and we drill down, find out what the issue is and we're moving forwards in a very positive way to assist people. Predominantly that major piece of work has been funded by the DWP through the welfare support grant. That ends in March 2015. We spoke about interest rates rising, we know about zero hours contracts, we know about the minimum wage. The problems are not going to go away – potentially they will get greater. My challenge to the Council is – what are you going to do to support the vulnerable and poor in our city in March 2015?

STRONG AND SUPPORTIVE COMMUNITIES Agenda Item No. 6 SCRUTINY COMMITTEE Agenda Item No. 6

26 MARCH 2014

Public Report

Report of the Strategic Manager: Safer and Stronger Peterborough

Contact Officer(s) – Gary Goose Contact Details – 863780

SAFER PETERBOROUGH PARTNERSHIP PLAN 2011-14

1. PURPOSE

1.1 This report is to introduce the new Safer Peterborough Partnership three-year Strategic Plan (2014-2017).

2. **RECOMMENDATIONS**

- 2.1 Members are asked to note scrutinise the plan, comment and make any observations they seek fit in order that an agreed version can be recommended to Cabinet for approval.
- 2.2 This Plan is a Statutory Requirement under the Crime and Disorder Act 1998 (as amended)

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

3.1 The Sustainable Community Strategy aims to deliver a bigger and better Peterborough, through improving the quality of life for all. This Partnership Plan covers those aspects that fall within the Strong and Supportive Communities priority.

4. BACKGROUND

- 4.1 The Crime and Disorder Act 1998 requires that a Community Safety Partnership is formed, bringing together agencies who are responsible for crime and disorder across the local area.
- 4.2 The Crime and Disorder Act specifies 'responsible authorities', and in the case of the Peterborough Unitary Authority area these are specified as: Peterborough City Council; Cambridgeshire Constabulary; The Cambridgeshire and Peterborough Clinical Commissioning Group; Cambridgeshire Fire Authority; and Cambridgeshire and Peterborough Probation Trust.
- 4.3 Responsible authorities also invite other agencies who are able to contribute to the work to *cooperate* and Cross Keys Homes (representing Registered Social Landlords in the city) is one of these organisations. Other agencies, particularly from the voluntary and community sector, are also *invited to participate* in the work of the Partnership. At present these organisations are Peterborough Council for Voluntary Service, Peterborough Racial Equality Council, HM Prison Peterborough, the Director of Public Health and The One Service.
- 4.4 In addition, legislation places a *mutual duty of co-operation* upon the Partnership and the elected Police and Crime Commissioner for Cambridgeshire.
- 4.5 The Safer Peterborough Partnership is one of the partnerships that form the Greater Peterborough Partnership.
- 4.6 Section 17 of the Crime and Disorder Act 1998 places on designated authorities a legal responsibility to consider the community safety implications of their actions.

5. KEY ISSUES

- 5.1 The Crime and Disorder Act 1998, revised by the Police and Justice Act 2006, requires that the Community Safety Partnership publishes an annual Partnership Plan.
- 5.2 This plan replaces the current Safer Peterborough Partnership three-year strategic plan (2011-14)
- 5.3 The Statutory Community Safety Partnership is responsible for:
 - Reducing crime and disorder, combatting the misuse of drugs, alcohol and other substances, and reducing reoffending.
- 5.4 Scrutiny of the plan under the Crime and Disorder Act still exists and the Strong and Supportive Communities Scrutiny Committee remain the responsible Crime and Disorder Act Scrutiny Committee.
- 5.5 At the Committee's meeting in January a number of key issues were brought to Committee for debate and a view to be taken. They were:
 - Duration of the strategic plan
 - Direction of the plan
 - Inclusion or otherwise of specific categories of crime
 - Performance management and targets
 - Delivery of the plan

5.7 **Duration of the Plan**.

- 5.7.1 The Committee agreed with the suggestion of the Partnership that a further three-year period was appropriate for the reasons set out in the Committee paper at that time. This plan reflects that three-year commitment.
- 5.7.2 The Plan continues to be based on the some of the principles of the Sustainable Community Strategy and associated Single Delivery Plan:
 - Outcomes not organisations
 - Root causes rather symptoms
 - Being innovative
 - Local solutions to local issues

5.7.3 **Direction of the Plan**

- It will show our resolve in protecting those who are vulnerable within our communities.
- It will be clear about our partnership's commitment to tackling the underlying causes of offending but will be equally clear that those who continue to offend or bring risk of harm to our City will be targeted with the full weight of the criminal justice system.
- It will illustrate how we intend our approach to be sustainable and improve the lives of the people living, working and visiting our City.

The development of this plan and the continued evolvement of the community safety delivery model should ensure consistency of approach based upon the success of the previous three year plan.

5.7.4 Inclusion or otherwise of specific categories of crime

For the previous three years the partnership concentrated upon one single target – reducing victim based crime by 10%.

However, the partnership has continued to monitor on a monthly basis a whole raft of individual crime types and other quality of life indicators based upon a threat, risk and harm matrix.

This approach has allowed a focus on the system as a whole rather than focussing on one individual crime type. Impetus to reduce specific crimes has not been lost, in particular those that cause the City and its inhabitants the most harm. This has been largely achieved by a focus upon themes such as a strong focus on a good quality integrated approach to offender management and quality substance misuse services.

This plan continues to develop themes that maintain the victim at the centre of services and support/challenge those who offend, thereby helping us to continue the success of recent years with the strategic assessment providing the detail.

Therefore the Partnership will continue to measure all crime, with a specific focus on victims, as indicators of its performance. There will be no one single target measure.

Pages 15-19 of the new plan set out the key priority areas for focus for the next three years.

5.7.5 **Performance management and targets**

The Partnership have a developing performance monitoring framework based around its monthly meeting structure.

Page 14 of the new plan describes the new Governance arrangements and a tighter grip of performance indicators will be maintained by the newly formed Delivery Group to be chaired by the Assistant Director Communities and Targeted Services.

The level of scrutiny now afforded to the Partnership through this scrutiny committee ensures that all elements of the plan are publically scrutinised. It is therefore suggested that there is no change to current scrutiny arrangements.

The performance of the partnership for the duration of the previous three-year plan will be presented to the Partnership Board at its March meeting and a verbal update will be available for the committee (final data currently awaited).

5.8 **Delivery of the plan**

5.8.1 In addition to strength of the inter-agency strategic partnership for delivering community safety in Peterborough; one of the strengths of delivery is the multi-agency, single management team arrangements that are in place for the delivery arm of the partnership. This partnership arrangement moves forward from April 2014 onwards under new management and brings together a wider and stronger delivery team.

6. IMPLICATIONS

6.1 The success of the Safer Peterborough Partnership Plan from 2014 onwards will be a key determinant in quality of life of people who live, work and visit the area.

7. CONSULTATION

7.1 The development of the Plan will be further informed by a detailed strategic assessment and information obtained through public consultation events and the neighbourhood panel process.

8. NEXT STEPS

8.1 The Plan forms part of the Council's major policy framework and as such will require to be discussed at Cabinet in due course subject to this committee's scrutiny observations.

9. BACKGROUND DOCUMENTS

9.1 None

10. APPENDICES

10.1 Appendix 1 - Safer Peterborough Partnership Plan 2014-2017



Safer Peterborough Partnership Community and Safety Strategic Plan

2014/2017



SAFER PETERBOROUGH PARTNERSHIP¹

COMMUNITY SAFETY PLAN 2014 – 2017

Reviewed on an annual basis

Our Vision Statement

Peterborough Together: Building cohesive, safe and confident communities and reducing crime

1. INTRODUCTION

This plan sets out how the City of Peterborough, through the Safer Peterborough Partnership, will tackle crime and disorder over the course of the next three years.

It builds on the success of the previous three-year plan (Safer Peterborough Partnership Plan 2011-14) in building more cohesive, safer and confident communities and driving down rates of reported crime and anti-social behaviour. It will demonstrate commitment to Peterborough's preventative agenda by clear linkage with the City's Sustainable Community Strategy whilst not losing the focus on tackling here and now issues of community cohesion, crime, disorder and safety within our neighbourhoods.

This plan will demonstrate the direction of travel for making the City and its people more supportive of each other and safer.

- It will show our resolve in protecting those who are vulnerable within our communities.
- It will show our commitment to supporting communities to be more cohesive and supportive of each other
- It will be clear about our partnership's commitment to tackling the underlying causes of offending but will be equally clear that those who continue to offend or bring risk of harm to our City will be targeted with the full weight of the criminal justice system.
- It will illustrate how we intend our approach to be sustainable and improve the lives of the people living, working and visiting our City.

This three year plan will need to be flexible, adaptable and responsive to the ever changing landscape of financial restraint, the drive for localism and greater community engagement, the introduction of the new criminal justice arrangements such as the Transforming Rehabilitation Agenda, changes to funding arrangements and partner organisations all undergoing individual and significant structural reviews.

This plan and the approach set out within aims to bring long-term sustainable reductions in crime and disorder and lead in the creation of stronger, supportive and cohesive communities.

2. LEGISLATIVE FRAMEWORK

2.1 HM Government sets out certain requirements for Community Safety Partnerships (CSPs) within the Crime and Disorder Act 1998 and the Police and Criminal Justice Act 2006. One such requirement is for CSPs to produce a Partnership Plan ('The Plan').

Since the last plan was written a number of amendments have been made to the Crime and Disorder Act. The purpose of those amendments was to revoke regulations which place unnecessary prescription on Community Safety Partnerships (CSPs) and to give CSPs greater flexibility to carry out their duties in a way that is locally determined.

One specific amendment relevant to this partnership is as follows:

• The removal of the requirement for the partnership plan to set out a strategy covering a set *three-year* period (*any* period is acceptable)

There has also been some minor re-wording of the responsibilities of the partnership; for clarity the wording is now that the partnership is responsible for:

Reducing crime and disorder, combatting the misuse of drugs, alcohol and other substances, and reducing reoffending.

Scrutiny of the plan under the Crime and Disorder Act still exists and in Peterborough the Strong and Supportive Communities Scrutiny Committee remain the responsible Crime and Disorder Act Scrutiny Committee.

Additionally, the introduction of the duty of mutual co-operation between Police and Crime Commissioner and CSPs means that the CSP must take into account the Commissioners Plan in developing its own.

- **2.2** The CSP is responsible for delivery of the outcomes within this plan. The constitution of the partnership sets out the principles of how the day to day business will be conducted. This will ensure decision making processes are efficient, transparent and accountable to the public it serves.
- **2.3** The CSP brings together the responsible authorities as set down in the Crime and Disorder Act 1998, as amended by the Police and Justice Act 2006. Responsible authorities have a duty, under Section 17 of the Crime and Disorder Act, to consider the community safety implications of their actions.

Responsible authorities are:

- Peterborough Unitary Authority
- Cambridgeshire Constabulary
- Cambridgeshire Fire Authority
- NHS Peterborough (through the Clinical Commissioning Group)
- The Cambridgeshire and Peterborough Probation Trust
- **2.4** Co-operating authorities are local groups or agencies that contribute significantly to community safety. The Crime and Disorder Act makes co-operating bodies key partners in the setting and delivery of objectives. Co-operating authorities should provide data and information to improve the understanding of local crime and disorder problems, thereby benefiting the community and contributing to the core functions of their respective agencies.

Co-operating authorities within the Peterborough CSP are:

• Cross Keys Homes (representing Registered Social Landlords).

2.5 The CSP also invites others to join the partnership on the basis that they can assist in the delivery of the goals of the Partnership. These are known as Invitees to Participate. This provides the opportunity for the voluntary and community sector to be fully engaged in the work of the Partnership.

Invitees to participate are:

- HMP Peterborough
- Peterborough Racial Equality Council
- Peterborough Centre for Voluntary Services (representing the voluntary sector)
- The One Service
- The Cambridgeshire Police and Crime Commissioner
- Cabinet Member for Community Safety and Cohesion
- **2.6** As structures and needs develop the partnership is able to flex to allow new invitees to participate.

3. LINKS TO OTHER PARTNERSHIPS

3.1 The Greater Peterborough Partnership: Sustainable Community Strategy

The Sustainable Community Strategy produced by the Greater Peterborough Partnership² sets out the direction for the overall strategic development of Peterborough.

The ambition of the Sustainable Community Strategy is to deliver a bigger and better Peterborough taking advantage of the inherent opportunities we have and at the same time tackling the challenges we face in order to deliver a higher quality of life for all. This Plan sets out how the CSP will contribute to this overall vision and contribute to the outcome of:

- 'Making Peterborough more cohesive and safer' so that people of all ages and abilities can live, work and play in a prosperous and successful Peterborough without undue crime or fear of crime'.
- **3.2** The Health and Well-being Strategy produced by the Health and Wellbeing Board sets out how the City will reduce health inequalities. This Plan will contribute to work required to reduce health inequalities; particularly in the areas of substance misuse and crimes that impact on health such as illegal renting of hazardous housing, selling goods that do not meet required standards.

3.3 Other strategies and plans

Whilst this Partnership Plan sets out the key priority areas for the Safer Peterborough Partnership, it is recognised that these priorities are not delivered entirely by the CSP but are contributed to by other plans and strategies from across the full range of partner organisations.

This plan will not reproduce or duplicate much of what can be found in these other plans, in particular the City-wide Joint Strategic Needs Assessment which is being refreshed at this time.

3.4 The County Perspective

Whilst Peterborough is a Unitary Authority, it shares some of its statutory services with its administrative neighbour, Cambridgeshire County Council. This includes the Police, Fire and Rescue Service also the Police and Crime Commissioner and Local Criminal Justice Board covers across both areas. The City will continue to work with other local partnerships to ensure efficiency and effectiveness across the County and to avoid, where possible, duplication of effort for the benefit of all.

4. PROGRESS DURING THE LAST PLAN.

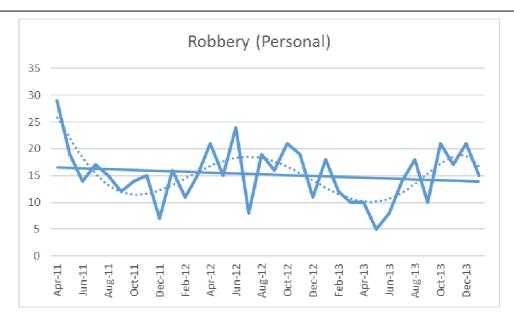
- 4.1 The previous plan marked a change in direction for community safety in Peterborough. Freed from the LAA framework, the Partnership chose one overall target supported by priority themes to underpin the target rather than concentrating on each individual crime category as a priority.
- 4.2 That target was to reduce the number of victims of crime in the City by 10%.
- 4.3 The performance framework to support grip over this target evolved during the duration of the plan enabling the Partnership to monitor each crime type based upon on a 'threat, risk and harm' basis.

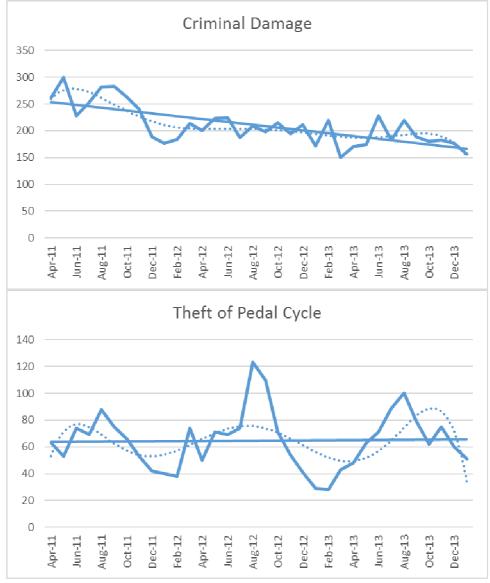
² Available at www.gpp-peterborough.org.uk

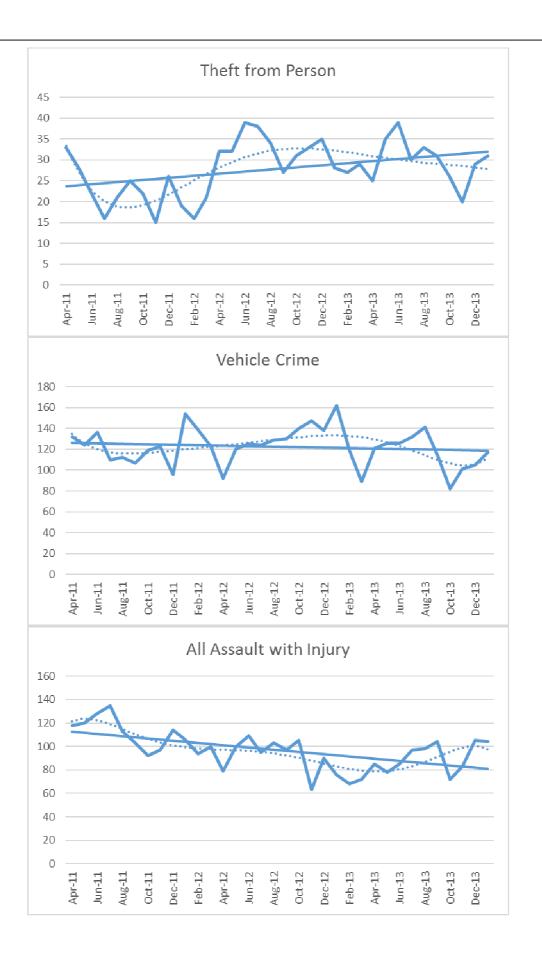
- 4.4 Progress under this approach was substantial. Whilst reported crime has fallen across the Country, reported crime in Peterborough has fallen ahead of the national average. The approach placed a focus on an integrated way of working and has thus co-ordinated activity around people and places that provided a high risk of offending/offences.
- 4.5 Some examples of this include the integrated offender management scheme which has targeted work around those individuals responsible for serious acquisitive crime with the result that house burglary has halved in the City and vehicle based crime has shown similar reductions.
- 4.6 However, there is much to do. Despite such progress, the City still falls within the bottom quartile of offences per thousand population nationally and there is a significant variation between actual crime levels and the perception of crime amongst the city's residents.
- 4.7 The success of the partnership over the last three years provides us with a platform upon which to develop sustainable interventions that chime with the Government's direction of travel for CSPs, the City's Sustainable Community Strategy and Health and Wellbeing Strategy, are cognisant of local needs and of each partner organisation's own priority work streams.
- 4.8 The following graphics show the progress by crime-type since the commencement of the last three-year plan.

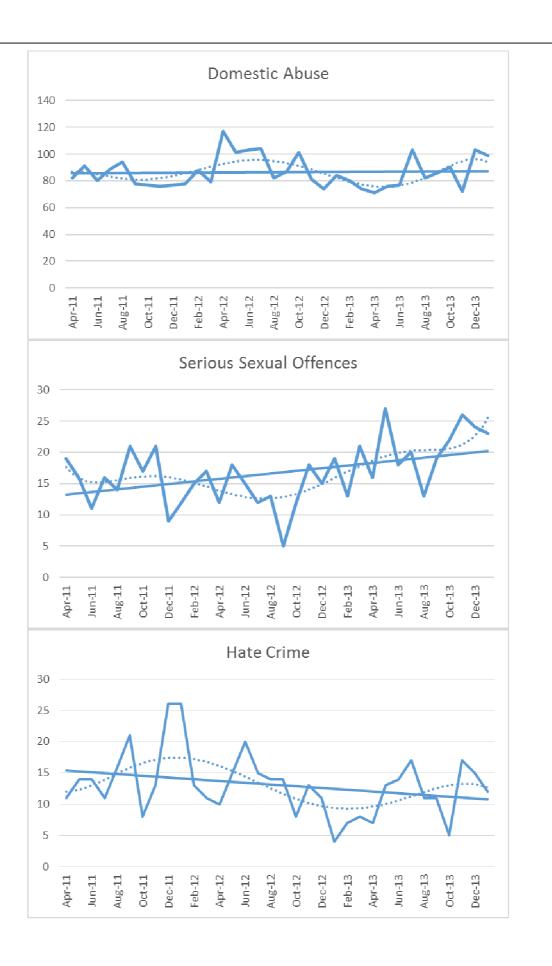


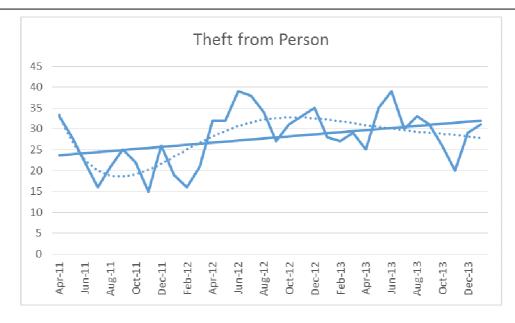


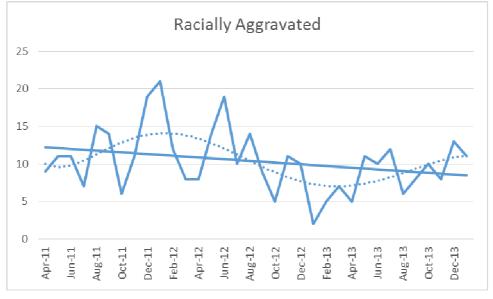


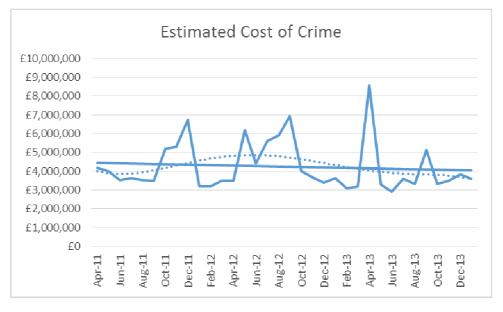












4.9 Commentary.

Overall the number of victims of crime have reduced. This is particularly so in our previous priority areas of burglary and acquisitive crime. The graphs clearly show how factors

outside the influence of the Partnership can have a significant affect upon crime, for instance crime is seasonal and in very harsh winters crime rates fall dramatically.

The increases in reported incidents of serious sexual offences is something examined by the Partnership, a proportion of these have been reports of historical abuse influenced by recent national issues.

The increase in the category of theft from person also follows a national trend and is associated in some cases with increased reports necessary to make insurance claims for theft/loss of personal electrical items but also one individual was responsible for a significant number of offences in the town centre. That individual is now in prison and has a court order not to come to Peterborough upon release.

The variations in costs of crime follow largely the effect of a single case of murder costing the City in excess of £1.4m per offence. In 2013 there were three murders reported in a short space of time (all have been detected) and thus the cost of crime increased.

5. MAKING PETERBOROUGH SAFER AND STRONGER: THE NEXT THREE YEARS

- **5.1** It is clear that whilst crime levels have fallen across the City there remains significant issues that any City the size of Peterborough will face:
 - There remains a level of acquisitive crime underpinned by a group of offenders who disproportionately commit high levels of crime by re-offending.
 - There remains a level of violent crime that requires co-ordinated partnership activity; this includes violent crime associated with our City's night time economy, some of which is drug and alcohol related and a significant level of all the City's violent crime is 'domestic violence'.
 - Our communities remain concerned about the levels of 'anti-social behaviour' as is evidenced by all neighbourhood panels having some elements of anti-social behaviour as a priority on each and every occasion; this level of concern is particularly so in our rural communities.
 - The levels of reported hate crime require scrutiny in order to achieve confidence in reporting levels.
 - Our communities remain concerned about speeding and safety on our roads.
- **5.2** The priorities of the last three years have been three-fold:
 - Reducing Crime,
 - Tackling anti-social behaviour and,
 - Building stronger and more supportive communities.

We are part-way through a positive journey in each of these areas and to change direction now would be to the detriment of this journey.

5.3 Priorities for the partnership should be just that; not priorities that are delivered as business as usual by one of our partners, but priorities that are better achieved by working in true partnership.

Thus the partnership priorities for the coming three- years will be:

- Reducing victim based crime by reducing re-offending and protecting our residents and visitors from harm
- Tackling Anti-Social behaviour, and
- Building Stronger and more supportive communities
- **5.4** These priorities will be delivered through specific areas of work managed through the Safer Peterborough Partnership's performance framework supported by the Safer Peterborough Partnership Delivery Board.
- **5.5** The three-year plan is clear that the Partnership will be committed to tackling the **underlying causes of crime and offending**, but **equally clear** that **those who continue** to break the law will be **targeted** with the full weight of the criminal justice system. It remains the Partnership's view that this approach will bring sustainable reductions in crime by preventing crime and escalation in offending further 'upstream'.

The Partnership will ensure that the direction of travel for community cohesion and safety work in the City places the law abiding citizen at the heart of its approach and one of its priority work streams will reflect this. Work will be prioritised to ensure the City benefits from modern up-to-date services for victims.

The Partnership will therefore **continue to support** our statutory agencies in delivering their own core function but will co-ordinate and lead on the work where it feels it can **provide the biggest impact - that of prevention.**

Peterborough's Community Safety Partnership benefits hugely from the positive engagement of Local Authority Directorates; Health; the City's largest social housing provider, Cross Key's Homes; Sodexo Justice Services who operate the privately run HMP Peterborough; and representatives from the voluntary sector. All add valuable contributions to tackling crime and disorder.

The integration of public health within the local authority adds an extra and important dimension in helping to tackle the long term effects of crime, as well as playing its part in preventing the opportunity for offending behaviour to deteriorate; in particular this will include targeted work around promoting and supporting more healthy lifestyles in order that the most vulnerable victims and offenders gain the support they need.

In addition, one of the country's first criminal justice based 'payment by results' initiatives operates within the City under the working title of The One Service. The One Service has engaged fully at a strategic board level and has embedded their work at a practical operational level with existing criminal justice providers.

5.6 The 'broken window theory'.

The Partnership will continue to embed the 'broken window theory' as a bedrock of our approach to reducing crime, tackling ASB and building stronger, supportive and more cohesive communities. This approach prevents escalation into more serious issues that can destroy communities, increase crime and the fear of crime and reduce cohesion.

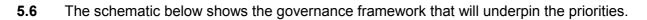
Although the broken window theory began in the USA it is equally applicable in Peterborough. It is about pride, opportunity for and fear of crime, but it is also about improving our neighbourhoods and that improvement being ultimately self-driven.

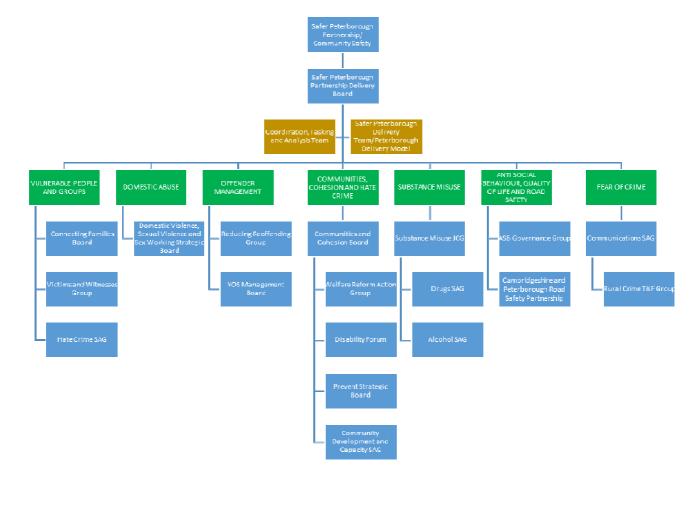
In Peterborough we have empty buildings, we have new developments that are fenced off when the developers are not working, and we have other communities that are mostly graffiti and damage free. We will work within our neighbourhoods to ensure that we do all we can not to allow empty premises to become derelict, fences to be breached and damage/graffiti that allows areas to degenerate quickly. We will utilise our neighbourhood delivery arrangements to ensure agencies respond quickly and responsibly to deal with issues before they escalate and look at longer term preventative solutions to problems as they arise.

Such an approach will ensure that the progress made during the last three-years is not lost freeing the City to consider the wider outcomes of the three priority areas alone with much greater discussion about the longer term cause and effect rather than short term target based priorities. This suggested way of working accords with the City's Sustainable Community Strategy's 'preventative agenda'.

The Partnership is committed to playing its part in moving the City forward by embracing the following guiding principles:-

- Outcomes not organisations
- Tackling root causes
- Being innovative
- Embracing localism





6. DELIVERY OF THE THREE PRIORITY AREAS

6.1 Reducing Crime – Reducing Offending and Reoffending

Integrated Offender Management and Youth Offending

The best way to reduce crime is by a partnership approach tackling those most disproportionately responsible for the bulk of that crime. National figures suggest that around only 10% of offenders are responsible for up to 50% of all crime.

This City has had considerable success over the last 12 months in reducing crime; a number of factors have lead to this but one of the main contributors is the work done around Integrated Offender Management and Youth Offending.

Integrated Offender Management is the overarching framework that encourages:

- All partners tackling offenders together;
- Delivering a local response to local problems;
- Offenders facing their responsibility or facing the consequences;
- Making better use of existing (and proven) programmes and governance;
- All offenders at high risk of causing serious harm and/or re-offending are in scope; this
 includes the Youth Offending Framework.

The approach in Peterborough, has effectively gripped offenders and managed them either away and out of offending or enabled a more agile and swifter response by partners to recapture those who are continuing to offend.

In Peterborough this approach is strengthened further by the national pilot of the Social Impact Bond, operating under the working title of The One Service, who work with all male prisoners who enter and leave Peterborough prison having been sentenced to less than 12 months imprisonment; these are some of the 10% mentioned above.

The engagement of HMP Peterborough in this area of work has also been hugely beneficial.

This approach offers people the opportunity to change their lives by focussing on the causes of their offending behaviour across a range of seven tried and tested pathways to reduce re-offending. All partners are committed to IOM and the scheme has the ability to link-up a number of other areas of work within the City to make longer-term change a real prospect (for example the Connecting Families Programme, the developing Community and Safety delivery team encompassing the 0 - 19 service, Safer Schools , Anti-Social Behaviour team).

Governance for this element of work falls across both the County-wide CCJB led offenders group and the SPP Delivery Board in view of the Partnership's statutory responsibility for reducing re-offending.

The Partnership will work with The Probation Service during the period of upcoming change and the introduction of the Community Rehabilitation Company's.

Governance for the Youth Offending Service will fall to the Youth Offending Management Board and SPP Delivery Board.

This theme will be led by (Board member to be agreed by Board)

We will continue this theme by:

- Integrated Offender Management will continue to have its own task and finish group reporting dually to the Cambridgeshire-wide CCJB IOM Strategic Group and to the SPP. The group will continue to work on opportunities for better case management tools and co-location of multi-agency staff to provide the range of joined up interventions to prevent offending.
- Ensuring continued work on the Performance Framework and more specifically on the Outcome Tool to assess which interventions are most effective and identify any gaps in meeting offender needs.
- Developing further the work with the following organisations to prevent offending and re-offending:
 - Jobcentre Plus to address the impact of the welfare reforms for the offenders, and the potential impact on their offending behaviour.
 - spire and Drink and Drug Sense to reduce number of substance misusers offending and reoffending
 - Providers of mental health services to reduce number of people with mental health difficulties offending and re-offending

Youth offending preventative service, Multi-agency support group and the 0 – 19 service to divert young people from offending and re-offending

- Supporting the work of the Probation Trust through proposed Government changes.
- Performance of the Integrated Approach to Offender Management and Youth Offending will be reported to the Board on a quarterly basis

Outcomes:

- Reduced levels of offending and reoffending linked to people with substance misuse and mental health difficulties
- Reduced level of young offenders and re-offenders
- Increased number of people in work or training, including those who have offended
- Smooth transition through Government changes

6.12 Domestic Abuse and sexual violence

Domestic abuse is physical, psychological, emotional, sexual and financial abuse that takes place within an intimate or family-type relationship and forms a pattern of coercive and controlling behaviour. Any person can experience domestic abuse regardless of race, ethnic or religious group, class, sexuality, disability or lifestyle. Crime statistics and research show that domestic abuse is heavily gender biased: usually the perpetrator of a pattern of repeated assaults is male, while women experience the most serious physical and repeated assaults.

However, the Safer Peterborough Partnership also recognises that men can be victims of domestic violence, women can perpetrate domestic violence, and that it can take place in gay, lesbian, bisexual and transgender relationships. The Partnership therefore aims to support anyone affected by this issue.

The most vulnerable in society are disproportionately affected by sexual violence, causing severe and long lasting harm to victims. There are also low rates of detection and

conviction. Direct physical health consequences of sexual violence include physical injury, sexually transmitted infections and unwanted pregnancy. Rape is associated with the most severe cases of domestic violence, and is a risk factor for domestic homicide. Long term consequences of sexual violence include: post-traumatic stress disorder; anxiety and panic attacks; depression; social phobia; substance abuse; obesity; eating disorders; self-harm and suicide; domestic violence and in some cases offending behaviour.

The partnership will continue to support the work of the Sexual Assault Referral Centre and Women's Aide and maintain links with the county wide Multi Agency Referral Unit.

The Partnership will continue to prioritise, develop and improve the City's response to Domestic Abuse.

This theme will be led by Wendi Ogle-Welbourn (Director, for Communities supported by Karen Kibblewhite (Safer Peterborough Manager, Cutting Crime, PCC)

Priorities for domestic abuse and sexual violence:

- Develop multi-agency training to improve early identification of domestic abuse and interventions and evaluate the outcomes
- Commission services to support victims of domestic abuse, including adults and children and evaluate the outcomes from these
- Commission services for perpetrators of domestic abuse both in custody and the community, and evaluate the outcomes from these
- Improve the use of the MARAC to more successfully manage high risk domestic abuse cases to better support victims and perpetrators by the development of good multi-agency plans to manage and intervene to prevent further domestic abuse
- Improve data collection, monitoring and reporting
- Improve access to services through clear pathways and services for victims and survivors, including support for male and same sex victims and survivors
- To consult young people about their views and experience of domestic abuse, to improve input in local schools and provide services for young people as victims
- To ensure prevention and awareness raising work is co-ordinated through the city and has a consistent messages
- Identify specific groups where domestic abuse features more than in other groups and target these groups through education and other appropriate interventions
- Work with Drink and Drugsense to develop programmes of intervention that target those people where alcohol features highly in incidents of domestic abuse

Strategic outcomes:

- Specialist Service Outcomes
 - Increased awareness of domestic abuse and its impact in the City
 - Increased input into local schools, educating young people on healthy relationships
 - Number of people trained in the early identification of domestic abuse
 - Number of victims and perpetrators accessing commissioned services and completion of programmes provided
 - Reduced number of repeat incidents of domestic abuse by individual perpetrators
 - > Increased number of cases where domestic abuse ceases after intervention
 - Decrease in repeat incidents of domestic abuse where the MARAC has developed a multi-agency plan.
 - Increase in the number of victims identified by the police and referred to commissioned services;
 - Increased number of perpetrators referred to Drink and Drugsense by the police following domestic abuse incident
 - Increased evidence of targeting education and intervention to groups where domestic abuse features higher than in other groups

- Increased number of adults and children receiving support after either experiencing or witnessing domestic abuse
- MARAC Data
 - Number of cases heard & Repeat Cases (CAADA data)
- Specialist Domestic Violence Court Data
 - Successful prosecutions
 - > Cases continued after victim retraction

6.13 Hate Crime

Hate crime involves any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice based on a personal characteristic. Hate crime can be motivated by disability, gender identity, race, religion or faith and sexual orientation.

The Partnership will continue to recognise the special impact of racially aggravated offences and hate crime in all its forms.

This theme will be led by M J Ladha (Chief Executive of Peterborough Racial Equality Council)

We will do this by:

- Carrying out further, in-depth analysis around all prejudicial incidents and crimes across the city to provide more detailed insight. Developing a more comprehensive performance framework that is reported back to the Board on a quarterly basis or at intervals decided by the Board.
- Re-instigating a hate crime task and finish group.
- Improve community relationships to reduce the levels of hate crime.
- Improve the way we educate people on the impact of hate crime
- Consider how we could use the concept of reparation to reduce hate related behaviours.
- Improve the provision of services to allow more people to believe they have the opportunity to talk and report hate crime.
- Increase the percentage of hate crime reported to and investigated by the police.
- Work specifically with Communities thought to under-report. (nationally identified as Gypsy, Irish Traveller and Roma, new migrant communities, disabled and transgender)
- Improving our knowledge from schools.

Outcomes: Increased confidence in reporting methods Confidence to 'baseline' levels of hate crime Number of perpetrators of hate crime engaged in reparation type activities Number of interventions in communities focused on reducing hate crimes

6.14 Substance misuse

The Partnership will continue to support the development and delivery of high class modern drug and alcohol services for the City based upon the latest Government drug and alcohol strategies.

This theme will be led by Wendi ogle Welbourn supported by Karen Kibblewhite (Safer Peterborough Manager, Cutting Crime, PCC)

We will do this by:

- Continually monitoring the performance of drug and alcohol delivery services within the City; holding them and ourselves to account for performance.
- Report back performance on a quarterly basis to the Board or at any other intervals they see fit.
- Develop specialist advisory groups for drugs and alcohol to focus on continuous improvements in prevention and treatment of substance misuse
- Ensure that drug and alcohol providers are included in other complimentary harm reduction schemes such as IOM, ASB and Connecting Families
- Develop more effective joint working between substance misuse providers, recognising that people may abstain from one substance but move to another

Outcomes

Reduction in substance misuse Reduction in the number of people who enter treatment for second or subsequent times Reduction in hospital admissions related to substance misuse Reduction in numbers of domestic abuse incidents involving substance misusers once they have received interventions Reduction in numbers of people who abstain from one substance but move to another

6.15 Victims and Witnesses

The Partnership is committed to providing appropriate and high quality services for victims across all areas of our work.

Funding for victims services moves across to the Police and Crime Commissioner from late 2014 onwards and work has begun in earnest at a county-wide level through a victims and witnesses needs assessment and the development of a victims strategy to ensure the right services for victims and witnesses are in place.

Peterborough is fully engaged in this work and the work will continue to be co-ordinated within the partnership team.

Outcomes: identified accessible services for victims and witness within the City Victims report satisfaction with services provided

6.16 Communications and Perceptions

Whilst crime rates nationally and locally have fallen, it is clear and acknowledged by the partnership that our citizens still hold a disproportionate level of fear of crime. This is particularly so in our rural areas.

We know that people's fear of crime is disproportionate to the chances of them being a victim of crime. For some people, this can be debilitating and affect their quality of life. The fear of crime of local people can be affected by many things, many of which are beyond our control such as national events such as gun and knife crime in London or the reporting of certain issues by the national press.

The partnership will develop a communications strategy and review its on-line content and processes.

How will we tell the public if we are succeeding?

The Partnership is committed to ensuring that any member of our community can have access to the information about the Partnership Plan. It is important that the public know:

- The areas of business that we consider to be most important
- What we are going to do to improve in these areas
- How we will know if we have been successful

To ensure that people have access to as much information as they wish we will:

- Publish a summary of this plan in easily understood language
- Ensure that the full plan is easily accessible to those who wish to see more detail than contained in the summary
- Report on a quarterly basis our performance against the targets this will be done in a clear and concise manner that is easily understood

- Hold a 'Face the People' session to allow the public to question the partnership about the performance
- Tell the public how they can report their fears and make sure their reports are responded to in a timely manner

We will make the Partnership Plan available in a number of ways including:

- Safer Peterborough Partnership website
- Greater Peterborough Partnership website
- Responsible authorities websites
- Hard copies of the summary to be made available in sports centres, libraries and other public buildings
- Copies of the full version of the report will be available on request

A communications working group will be lead this element of work.

Outcomes: reduction in fear of crime amongst Peterborough's residents and visitors.

6.2 Tackling Anti-Social Behaviour (ASB)

The best way to reduce anti-social behaviour over the next three years is to make ASB socially unacceptable. To make that social unacceptability sustainable is best achieved by peer support and community engagement. This is a medium to long-term aim that this plan will address.

In the short-term we will further develop a co-ordinated approach that involves local policing teams, dedicated ASB staff for complex cases, links into the City's regulatory services (pollution control and environmental health for example), links to partnership ASB teams such as Cross Keys Homes, City Youth Services and our community operations team.

We will work towards co-locating our ASB response to maximise its effectiveness, in particular in the field of information sharing, in order to resolve issues as quickly and effectively as possible. We will seek to provide specific support to the vulnerable who often suffer ASB in silence.

The Partnership will prioritise work around ASB and quality of life issues within the City; cognisant of the 'broken window theory'. Analysis has shown that there are clear correlations between ASB, criminal damage, alcohol related issues and deprivation; in addition looking more holistically at quality of life incidents, as opposed to looking at these issues in isolation, provides the opportunity to make real savings in terms of the time taken by different teams to address problems which may have been identified to more than one agency. As a result of this recognition the use of Neighbourhood Panels and Neighbourhood Delivery Team meetings to deliver local priorities are an essential form for delivery.

New legislation will be introduced by Government during 2014 and the partnership will ready itself for a smooth transition into new legislation. This new legislation aims to consolidate the number of powers currently available across agencies to combat ASB and also introduces the community trigger for accountability.

This theme will be led by (Board to determine)

We will do this by:

- Developing a City-wide anti-social behaviour strategy and development plan led by the Board.
- Continuing to develop robust case management of individual cases and an intelligence led approach to the identification of emerging trends.
- Improve and develop data sharing as a priority.
- The ASB task and finish group should be reinstated and be the lead group for developing the approach to ASB

Outcomes

Reduction in reported ASB Reduction in the number of professionals involved in the same ASB case

6.4.2 Road Safety

Road Safety is the combination of education, engineering, enforcement and encouragement activities focussed on reducing the number of road traffic casualties that occur on the highway network.

It is widely accepted that human action is involved in virtually all, and the sole cause in many collisions, whether it be through deliberate action e.g. wilful speeding, driving under the influence of alcohol or drugs; or failure to take some action, e.g. driving without due care and attention, becoming distracted (mobile phone usage), failure to maintain the car in a road worthy condition. The environment and vehicle factors contribute to approximately 20% of accidents but are rarely the sole cause, and thus often exacerbate the human action and magnify the effects resulting in a greater severity of injury particularly if excessive or inappropriate speed is involved.

The Road Safety Task and Finish Group runs under the auspice of the Cambridgeshire and Peterborough Road Safety Partnership, which is an existing partnership responsible for the delivery of Road Safety across Peterborough and Cambridgeshire. The membership of the strategic board comprises Peterborough City Council, Cambridgeshire County Council and the Highways Agency along with the Emergency Services and Primary Care Trusts. Beneath the Strategic Board there exists a series of six sub-groups focussing on particular elements of road safety namely, Safety Cameras, Intelligence, Enforcement, Education, Engineering and Emergency Services.

In 2007 the Audit Commission published its report "Changing Lanes – Evolving Roles in Road Safety" which reviewed the good progress achieved in reducing road traffic casualties. It also stated that whilst improving road safety will always be a priority, greater emphasis would need to be placed on working in partnership with the police, primary care trusts and fire services to positively impact on the attitudes and behaviours of all road users irrespective of the mode of travel.

The Partnership will contribute to Road Safety by:

- Continuing to deliver Road Safety Services within the Partnership delivery team to ensure that the numbers of those killed or seriously injured on the City's roads are reduced.
- Developing the City's road safety services through a specific road safety task and finish plan that is reported to the Board on a quarterly basis or at whatever other intervals the Board feel necessary.

• Services will be targeted to those high risk areas such as young drivers, motor cycles, speeding and will include early year's education at primary school level to deliver safety messages.

6.3 Building Stronger and more supportive communities

City Partners will continue to develop our communities utilising a multi partner approach to problem solving, community planning and driving the improvement agenda, which connects the bottom up approach through community engagement, local aspirations and local needs, with the top down, such as legislation, regional policy data and intelligence.

Whilst a key focus of this new approach will be to resolve the root causes of current issues affecting a neighbourhood, there will be an element of medium and long term planning. The ethos is to ensure that all communities have the opportunity, and are empowered, to action and influence services, with the ultimate aim being to enable communities to be more self-supportive.

The City Council's re-structured Communities and Targeted Services Directorate will play a fundamental role in this working alongside our housing partners, voluntary sector, community groups and residents associations. The joining up of youth services provision with other community facing colleagues will make a significant difference to this aspect.

6.31 Community cohesion and population change

Issues of community cohesion and population change will be monitored closely. We will consider community cohesion issues in all the work that is done by the Partnership to ensure that every community and their needs are considered in the work that is undertaken and that all have equal access to the Partnership. The creation of Council's Communities and Targeted Services Directorate will ensure strengthened links between the safety agenda and cohesion agenda.

The Partnership acknowledges that there is always more work that can be done to ensure that everyone in our city has equal access to the services that are provided and that they benefit equally from the improved safety and confidence that the work of the Partnership will bring to residents and visitors of the city

The Partnership will support activities that promote cohesion and do everything they can to get the message across that communities need to value and embrace differences and support each other to live healthy and happy lives. However, the Partnership also acknowledge that significant changes to the City's demographic can bring challenges and the potential for unrest and the development of gangs, something to which the City has hitherto been resistant.

Preventing Violent Extremism and the Cohesion Board will report to the Safer Peterborough Board for Governance purposes.

6.32 Welfare Reform, Poverty, Vulnerable Groups and People

The Partnership will ensure that vulnerable people and groups, and those at risk of becoming vulnerable, are identified and supported appropriately and not disproportionately suffer as victims of crime.

From 1 April 2013, the Social Fund and Crisis Loans will cease. This means that the Department of Work and Pensions (DWP) will no longer be providing money to deal with emergency situations. A scheme is established to support people facing hardship and requiring urgent assistance; this is called the Peterborough Community Assistance Scheme (PCAS).

This theme will be led by Adrian Chapman (Head of Community Services)

We will do this by:

- Prioritising a role within the partnership delivery team to lead and co-ordinate services for victims within the City. This role will link with the Cambridgeshire-wide work being conducted by the Office of the Policing and Crime Commissioner in readiness for the commissioning of victims services from 2014 onwards.
- Work in relation to welfare reform and its effects will be coordinated through the Welfare Reform Action Group
- Ensuring the Partnership actively contribute to the work led by Adult Social Care (Safeguarding Vulnerable Adults) and Children's Social Care (Safeguarding Children).
- Ensuring that the Partnership have more visibility and active involvement in supporting the work around Child Sexual Exploitation by the appointment of a Domestic Abuse & Sexual Violence Co-ordinator who will also lead on this area of work for the partnership delivery team.
- Developing a solid understanding of the potential impact of welfare reform upon crime and the effect this may have on performance and regularly reporting this as part of the Partnership performance framework.
- Ensuring that the Partnership strengthens its work and support of Neighbourhood Watch and other community groups and associations in order that those vulnerable in the community have greater support.
- Forge greater operational links across the various programmes with colleagues from Children's Services, in particular the Youth Offending Service.
- Scrutinising shoplifting as a specific theme as an indicator of the potential impact of welfare reform.
- Work together with businesses against crimes, including the Business Against Crime Scheme, to help develop and deliver the most effective strategies for gathering knowledge of shoplifting and its perpetrators.

7. ENGAGING WITH COMMUNITIES IN REVISING AND DELIVERING THE PLAN?

- 7.1 Over the past twelve months we have focused our efforts on addressing the need to ensure that our stakeholders and the wider public can be part of the work that we are undertaking. It is important that they feel that we have effectively:
 - Consulted with them that is to say that we have listened to them and we have responded to what they have told us
 - Informed them about what we are doing
 - Involved them wherever possible in identifying priorities, planning activity and, in some cases, delivering this activity
 - Partnered with them working together to deliver mutually beneficial outcomes
 - Made provision for the Police and Crime Commissioners Outreach Officer and the Victim Support manager to collocate with the Safer Peterborough Team.

7.2 Voluntary Sector

The partnership values hugely the work of the voluntary sector. We have worked with Peterborough Council for Voluntary Service to improve our relationships with the voluntary

sector and assist in identifying their appropriate representation. Over the coming year, we will be working with the voluntary sector to consider how we can strengthen their contribution to our work and allow them to engage as an equal partner.

8. PRINCIPLES OF DELIVERY

In working to fulfil the Partnership Plan the partners will be guided by the following principles:

- Leadership and Ownership recognising that the Community Safety Plan is owned and will be delivered by all of the partners, who have responsibility to ensure that its vision and priorities are understood in their own organisations and reflected in their own corporate documents and performance management.
- **Openness** recognising that as partners we need to inspire and challenge each other to deliver the vision of the Community Safety Plan and that this will require us to be open and honest in our communications, offering each other constructive feedback on all aspects of our collaborative performance.
- **Partnership working** recognising that every individual and every organisation has a role to play in delivering the Community Safety Plan and that we need to work together to tackle our priorities and deliver our vision.
- **Engagement** recognising throughout our work that the Community Safety Plan is a document for every individual and every organisation, and that therefore we need to work hard to involve, listen and respond to people and communities.
- **Responsibilities** recognising that the Community Safety Plan is relevant to all of the people, communities and organisations of Peterborough, we need to be informed, empowered and encouraged to take responsibility for helping deliver it.
- **Diversity** recognising that Peterborough's diversity is one of its established key strengths and that all our work should promote and celebrate diversity across all our communities and people.
- **Prioritisation** recognising that we cannot achieve all of our goals at once and that we need to take tough decisions to allocate resources to support the four priority areas in the Community Safety Plan.
- **Delivery** keeping our promises and delivering what we have committed to.

9. CONCLUSION

This Partnership Plan will continue to be refreshed on an annual basis following an updated Strategic Assessment. This past year has seen major developments for the Partnership which has been reflected in performance. The Partnership will maintain a grip on performance through the newly created Delivery Group and we will compare ourselves with others to ensure we close the gap on our peers. Over the coming year we will build on the improvements made and continue to strengthen and further develop the work of the Partnership.

STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 7
26 MARCH 2014	Public Report

Report of the Strategic Partnerships Manager – Resources Directorate

Contact Officer(s) – Lisa Helin, Strategic Client Manager: Culture and Leisure Contact Details - Email: <u>lisa.helin@peterborough.gov.uk</u> Telephone: 01733 452386

VIVACITY – ANNUAL PERFORMANCE REPORT AND DRAFT BUSINESS PLAN

1.	PURPOSE
1.1	This is an opportunity for Committee to hear from and question both officers of the Council and Vivacity, on Vivacity's performance in 2013-14 and in relation to Vivacity's draft business plan for 2014 – 2019.
2.	RECOMMENDATIONS
2.1	The Strong and Supportive Communities Scrutiny Committee is asked to review and comment on Vivacity's current performance and the draft business plan for 2014 – 2019.
3.	LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY
3.1	 Culture and leisure contribute to the following priorities in the Sustainable Community Strategy: Creating opportunities – tackling inequalities; Creating strong and supportive communities; and Delivering substantial and truly sustainable growth.
4.	BACKGROUND
4.1	Since May 2010, Vivacity, which is a charitable trust, has been providing culture and leisure services on behalf of the Council. Vivacity is one of the Council's key strategic partners. Vivacity is resourced through a Funding and Management Agreement that specifies the total sum of money made available by the Council to support the delivery of the Council priorities. This income is supplemented through additional externally-secured funding.
4.2	The Strong and Supportive Communities Scrutiny Committee reviews the work of Vivacity on an annual basis.
5.	KEY ISSUES
5.1	Summary Vivacity has delivered again an impressive range of services and events to the people of Peterborough this year. Perhaps the most notable achievement in year has been the opening of the brand new Hampton Premier leisure facility at Hampton.

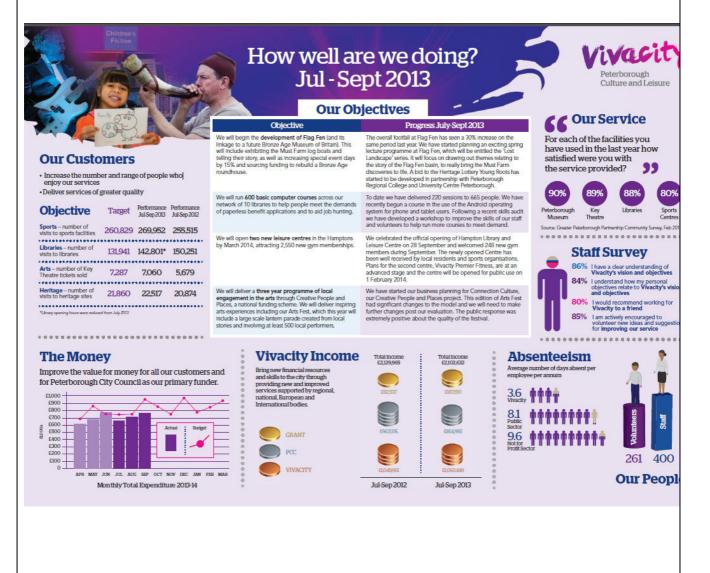
Performance – as measured in terms of visitor numbers – remains strong in respect of sports, libraries and the Key Theatre.

The Council has continued to invest in Vivacity's services, including through nearly £1m of capital improvements to the athletics track and the Lido.

In looking to the future, Vivacity is working closely with the Council to ensure that the services it provides continue to offer both a compelling, and value-for-money offer. The draft business plan reflects the need for Vivacity to continue to grow commercially in order for it to thrive as an organisation in the future.

Vivacity has adopted – with the support of the Council – a balanced scorecard to reflect its performance.

The latest version is shown below:



The Council and Vivacity also report on visitor numbers against agreed targets:

Performance Indicator	Quarterly target 2013/14	2012-13 Quarter 4 Update	2013-14 Quarter 1 Update	2013-14 Quarter 2 Update	2013-14 Quarter 3 Update
Sports - number of visits to sports facilities	226,159	295,593	254,634	269,952	295,809
Libraries - number of visits to libraries	118,150	139,414	142,801	131,500	123,511
Arts - number of Key Theatre tickets sold	18,037	10,170	11,160	6,017	29,159
Heritage - number of visits to heritage sites	14,532	16,843	22,367	22,517	8,502
Online - visitors	90,000	200,758	209399	227,936	228,777

At the core of the arts offer is the Key Theatre and City Gallery together with Peterborough Arts Festival. In addition the service have raised a significant amount of new external investment to support work in Peterborough. In total the arts service has raised £1.9m of new arts investment and levered a further £200,000 into the local creative sector.

The arts team have had three objectives, which were to

5.2

- Lower the cost of the Key Theatre to under £100,000
- Reduce costs and increase income for the arts festival
- To deliver a grant funded programmes to meet both the public and funders expectations.

The past year has been challenging and rewarding with a number of exciting developments:

- The Key Theatre hosted two residencies for theatre companies:
 - 1. NIE devised their international touring shows, North North North and Peut Etre
 - 2. 20 Stories High toured into schools and delivered workshops to 1,000 young people and 'Take-over' events at the Key Theatre, where young people showcase their productions and the theatre companies, performed their work to 1400 young people.
- In 2013 the team secured investment from Europe to support the Peterborough Arts Festival. The ZEPA partnership and international network of festivals will support festival over the next two years. Nevertheless, the challenge remains for the need to grow more audiences and develop new income streams to support this work and eventually make the festival self-sustaining.

	• The team has delivered a large scale commissioning programme. In 2013, 208 workshops with 2,597 people participating and reaching audiences of 11,103.
	• The arts development team have worked with over 70 local groups and stakeholders to develop a new approach to increasing arts engagement and participation in Peterborough.
	 In June 2013 a bid to Arts Council England was successful for a Creative People and Places project, "Connection Culture". In partnership with the Council, Vivacity have secured £725,000 for this £1.1m project which will run over the next three years. Peterborough is the only place in the East of England to have been successful in attracting this funding, succeeding due to the extensive local ownership of the plan.
	• Vivacity has worked in partnership with the Peterborough Sculpture Trust and are in the process of taking on their remit and ownership of their assets.
	 Vivacity worked with the Peterborough Music Partnership to develop two new music ensembles:
	 New Dhol Foundation Academy and Marimba Orchestra.
	 Through this programme schools were brought performances and workshops by international performers, whilst also continuing to develop the community ensembles and the Youth Music Awards.
5.3	MUSEUM, LIBRARIES AND ARCHIVES
	Museums, libraries and archives were merged in to one service during 2013, as all three areas have always played a significant role in supporting the information, education, cultural and recreational needs of the community in Peterborough, therefore the services fit natural together.
	At the core of the offer are the ten library buildings, library mobile, Museum, Flag Fen and Longthorpe Tower.
	The past year has been challenging and rewarding with a number of exciting developments;
	• The service has been part of a successful regional Arts council funded project where a partnership of 10 library authorities across the Eastern region, along with The Royal Opera House Bridge Organisation and the Norfolk and Norwich Festival Bridge Organisation will deliver a collaborative project between libraries and arts partners to encourage creative expression and critical reading among young people aged 11-16.
	• The team have developed a state of the art conservations unit at Flag Fen and transformed the onsite Museum to illustrate the new finds and put them in context of the story of the Flag Fen basin.

	• The heritage service has taken the coordination role for the City's heritage ambition establishing the heritage ambition working streams with a resulting action plan.
	• The archives service has achieved a <i>highly commended</i> in the national award, from the Archives and Records Association (UK & Ireland) in partnership with The National Archives, CyMAL and the Scottish Council on Archives, which recognises work involving volunteers within an institutional archive service.
	 The service has achieving full accreditation for the Museum, demonstrating that Peterborough Museum has achieved a quality standard that serves as an authoritative benchmark for assessing performance, rewarding achievement and driving improvement.
	 Vivacity library services has been accepted as one of just four authorities to deliver a pilot to address the fact that to date the e-book offer of all public libraries has been stymied by publisher concerns about loss of sales and infringement of the digital rights management software, the pilots will be run to resolve these concerns.
	 The heritage services will build on the successful partnership with the Natural History Museum and the National Space Centre, progress has been made to forge a partnership with the British Museum for joint working, as both originations share significant archaeological collections linked to Peterborough.
5.5	SPORTS
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5.5	 Vivacity sports services has focussed on creating increased opportunities and higher quality services by: 1. Bringing together the management of sports facilities, 2. Developing a citywide programme and pricing strategy, 3. Creating greater synergy, cost effectiveness and a single delivery model improving customer's services and value for money. Linked to a comprehensive service restructure and growth in new services in the Hamptons, the service has seen year on year improvement in attendance and participation levels. Highlights during this period have included: Supporting the Council in its multi million pound investment in modernising the cities swimming pools and leisure centres - improvements have included refurbishing gyms, dance studios, changing rooms, reception areas, sports pavilions, new all- weather

	 Developing of a new Swim Academy (learn to swim programme). 					
	 On-going development of productive relationships with major sports clubs (swimming, athletics, football, racquet sports). 					
	 Celebrating the London 2012 Olympic and Paralympic Games with a wide range of events attracting hundreds of participants. 					
	 Developing new activities for customers with disabilities such as cycling, balance and coordination classes and swimming for the visually impaired. 					
	Securing Quest quality accreditation for leisure centres.					
	 Securing Inclusive Fitness Industry standard at RFSC and Bushfield Leisure Centres. 					
	 Joint venture with the Council to open a new premier fitness facility in Hampton, producing a new model of the City. 					
5.6	2013 – 2014 OPPORTUNITIES AND ISSUES ARISING					
	Discussions have been on-going this year in respect to a number of significant challenges and opportunities for the future.					
	Vivacity has supported the Council – through the new strategic partnership forum – to achieve a saving plan for 2014 – 2015.					
	There is already an efficiency saving built into the Vivacity business plan each year.					
	In addition, and agreed by full Council in approving the Council's medium team financial plan, further immediate reductions to Vivacity funding have been agreed:					
	 Making capital investments of £132,500 in the assets that Vivacity runs on the council's behalf such as replacing the Key Theatre signage and increasing the capacity of the Regional Pool gym to enable Vivacity to make efficiency savings of the same amount, 					
	 Reducing the amount of council funding by 50% for the city's Arts Festival, Vivacity have external sources of funding and sponsorship to pay for the programme of events for the next two years. 					
	• Making better use of the Central Library building by moving the open library resource onto the ground floor and re-using the first floor to save £50,000.					
	 Increasing the income received from the new Hampton Premier gym and swimming pool generating £37k in 2014/15 					
	 Making two savings to the library service's book fund - a one off reduction of £20k in 2014/15 and an ongoing saving of £50k. 					

5.7	DRAFT BUSINESS PLAN FOR 2014 – 2019
	The draft business plan is attached to this report.
	The draft business plan has been developed by Vivacity officers – it has not yet been approved
	by either the City Council or the Vivacity Board of Trustees.
	The Committee's comments will be considered in developing a final draft.
	We would welcome the Committee's comments on the draft, and in particular whether the Committee recognises and supports the headline messages, proposed objectives and financial assumptions.
6.	IMPLICATIONS
•	
6.1	As budgets become more constrained, the Council will need to ensure the very best possible
	return on any continuing investment in discretionary services. Vivacity, as an independent
	organisation, needs to continue to explore other business opportunities to expand its services
	in the interests of its own viability in addition to the services provided to the Council.
7.	CONSULTATION
7.1	This report has been developed in conjunction with Vivacity.
8.	NEXT STEPS
8.1	The comments of the Scrutiny Committee will be considered by the Portfolio Holder and
	discussed further with the Trust.
9.	BACKGROUND DOCUMENTS
	Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985
9.1	Existing Council strategies, the Funding and Management Agreement dated 1 May 2010
•	between the Council and Vivacity.
10.	APPENDICES
10.1	Appendix 1 - Vivacity's draft business plan 2014 / 19

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MARCH DRAFT

Overview and Priorities for Business Plan 2014-19

The Next Five Years- New Priorities

Peterborough is set to grow substantially in the next few years and with an economy that has been expanding for some time, there are opportunities for Vivacity to expand its services and position itself at the heart of the success of the country's fastest growing cities. These opportunities are not just about the growing demand for services that a growing population will require, but also about the restructuring of public sector services that will provide as yet unknown opportunities across health, education, volunteering, and more all of which have the potential to generate revenue.

This upbeat note is against the backdrop of a Council, under pressure financially from central government, which is proposing to reduce its funding to Vivacity over coming years. The reduction in fee for 2014-15 is £612,000.

Looking forward the Council will not be able to provide sufficient funding to Vivacity to support all of the services currently provided. If we want to continue to deliver the current breadth of cultural services then we must both reduce net costs and find alternative sources of funding.

This business plan seeks to meet these opportunities and challenge and drive through changes through growth; in particular attracting more customers and being seen as an organisation that is committed to quality in terms of what it does and how it does things.

Our focus for the next five years is:

- Growing our income
- More people using our services
- Improve the quality of our delivery

Our Focus	What will we do:	How will we measure this (key performance indicators)
Growing our income	Take a cost centred approach to all parts of the business.	Average income per visit.
This business plan requires a 38% growth in income to achieve	Grow income generating parts of the business.	Growth of income against previous years.
financial stability.	Increase alternative sources of income.	Range of sources of income.
	Seek new business within and beyond Peterborough. We will actively engage with the Council to exploit and create new opportunities that will generate net income.	
More people using our service.	Ensure that more people use our service by continuing to be a	Number of visits.
All of our services have	marketing led organisation.	'Match' of customers to the Peterborough demographic.
capacity.	Measuring and taking action to attract people from all sections of	

We currently have an incomplete picture of our	Peterborough's communities.	
customers.	Gather best practice from others across the country.	
Improving the quality of our delivery.	Everything we do will be planned, delivered and reviewed with a degree of quality that	We will undertake and publish frequent customer quality reviews (using Net
Vivacity has always sought to embed quality	makes us proud.	Promoter Score measurements).
in all that we do- this commitment remains and is re-enforced through all we do.	Gather best practice from others across the country.	

Our Focus for the Next Five Years- Other Changes from Last Year's Business Plan

There are some areas, because of lack of resources or changing priorities which will not progress as planned or where the future is simply unknown. The main ones are:

The National Museum of the Bronze Age (NMBA) – the 2013/17 business plan set out the appointment, in 2014, of a project director to take this work forward. While the feasibility study for the NMBA is still in draft, it does point to significant capital costs (£55,000,000) and ongoing annual subsidies (£800,000). Vivacity remains committed to the principle of developing a NMBA however, given the current economic climate nationally and locally it is unlikely that this project will come to fruition in the lifetime of this business plan and there is no plan to focus significant staff time on developing the concept.

The Council's capital programme in 2013/14 contained a planned investment of £1,000,000 to refurbish the Regional Fitness and Swimming Centre pool hall- this work has been put on hold pending further consideration by the Council.

Our Aim

Vivacity is a not for profit organisation that delivers cultural and leisure services for the people of and visitors to Peterborough. It is in the business of enriching people's lives. Vivacity does this by working in partnership with a number of organisations and stakeholders. The most important of these partnerships is with Peterborough City Council and together we will:

...deliver and enable inspiring cultural and leisure activities to the residents of and visitors to Peterborough.

Our Objectives – What We Will Achieve?

During the next five years it is the objective of the Board and Staff of Vivacity to:

- \checkmark Increase the number and range of people who enjoy our services
- ✓ Deliver services of greater quality
- ✓ Improve the value for money for all our customers and for Peterborough City Council as our primary funder
- ✓ Bring new financial resources and skills to the city through providing new and improved services supported by regional, national, European and international bodies
- ✓ Support and encourage other organisations and charities working in Peterborough who contribute to the sport, arts and heritage life of the city

✓ Transform our style of working

The Vivacity Way – Our Values

To achieve this we must provide great experiences, broaden horizons through activity, learning, discovery, challenge and fun by having a focus on doing and 'doing things right' - the Vivacity Way.

The Vivacity Way is captured through a number of key words:

Customer Focused	Effective
Respect	Efficient
Integrity	Outward looking
Accountability	Embracing
Fairness	Can do
Listening	Engaged

In addition the Vivacity Way is about investing in our staff and volunteers - we will ensure that they are fully trained, supported and developed to deliver our objectives and demonstrate our values.

Our Ambition

Vivacity's aim is clear and centres on creating and enabling inspiring cultural opportunities. So far we have been extremely strong at delivering cost effective quality experiences, a challenge that has been made more difficult in times of ever reducing resources.

In the past we have struggled with our identity in terms of our strategic role for the development of the arts, heritage, sport and to a lesser extent the library service and tourism. This ambition statement clarifies Vivacity's stance in relation to this strategic role for these areas of work in the city of Peterborough. Our ambition for our core areas of work is set out below. In addition Vivacity will contribute to the development of tourism and the marketing of the city. We will do this in a way that supports and re-enforces the role of the Council in establishing the city's tourism offer.

This business plan sets out our main areas of work only and detailed programmes of work are captured in individual services plans covering archives, arts, heritage, libraries and sports.

Arts – Our Main Areas For Future Development.

Our Ambition - Within the life of this business plan we will re-enforce Vivacity's position as the lead organisation for the development of arts within the city. Working closely and in partnership with local, regional and national partners together we will support the development of the arts to raise the creative profile of Peterborough both within the city and beyond.

Bringing our Ambition to Life - Our ambition will be brought to life through the arts service plan, which details how £1,946,000 will be invested to deliver a wide range of new and existing opportunities through a team of 32 people - 20 full time equivalent members of staff. The most significant of these projects, together with their rationale, are set out below.

 Audiences at the Key Theatre are increasing, however, the commercial and catering offer is still to be exploited. In 2014 we will develop a business case for the redevelopment of the bar and develop a programme of activity to drive footfall to the bar/café. We will maximise the use of theatre rooms and studios during time when shows are not on. We will put out to tender elements of the young people's work at the theatre to increase income. We will work in partnership with other providers for example, Wildcats to create a broader commercial offer at the Key Theatre. We will make changes to the theatre programme, reducing some types of drama production and building on our family and digital offer.

- We know that we can secure public investment to support the arts festival. However, we need to grow other income and revenue streams around the festival to ensure its long term sustainability. We also need to reduce the net cost of the festival to Vivacity by £25,000 in year 2014 and ensure that subsidies reduce still further in future years.
- Connection Culture is our large scale participation and engagement project awarded through the national scheme called Creative People and Places. A full business plan has been developed for the project.
- We will work closely with Metal to further grow and embed their programmes in the city particularly on the delivery of the Creative People and Places training and development programme.
- We will review the delivery model for the City Gallery and seeking new commercial partnerships.
- We will achieve the transfer of the Peterborough Sculpture Trust and developing a wider visual and public art programme.
- We will work in partnership with Peterborough Learning Partnership to deliver the final year of music hub and working on sustainability and exit strategies.

Museum, Libraries and Archives–Our Main Areas for Future Development.

Our Ambition - Museum, Libraries and Archives have always played a significant role in supporting the information, educational, cultural and recreational needs of the communities in Peterborough. Our ambition is to develop our offer to be more vibrant, family orientated and commercial, while continuing play this important role against an increasing pressured financial resource. We will continue to act as a catalyst to support other organisations that wish to be part of bringing the Heritage ambition to life.

Bringing our Ambition to Life - Our ambition will be brought to life through the Museum, Libraries and Archives business service plan, which details how £2,225,000 will be invested to deliver a wide range of new and existing services through a team of 106 people - 57 full time equivalent members of staff. The most significant of these services and projects, together with their rationale, are set out below.

- The arrival of the boats at Flag Fen has increased visitor numbers to just fewer than 10,000 per year, but the site still lacks family appeal. The usual length of a visit is in the region of 45 minutes to an hour and we know to attract greater secondary spend and greater numbers we need to offer more. In 2014 we will start a programme of changes which will include the improvements and enlargement of the Dig Tent and the introduction of A diverse range of changing family orientated activities during half term and the summer.
- Before 2015 we will develop a two year transformation programme that will result in a quality heritage attraction that will appeal to families and receive in excess of 40,000 visitors a year.
- There are large sections of Central Library which are underused, this has been exacerbated by the closure of the Youth Access Point. We need to ensure that we make greater use of Central Library which receives over 250,000 visits per year. In partnership with the Council we will reconfigure the Central Library so the services are all offered on one floor. This will give the opportunity, in late 2014, early 2015, to let out the top floor to attract an income.

- There is going to be national coverage relating to the commemoration of the First World War. We will be running a four year programme starting with an application for funding to digitise two volumes of the Women's United Total Abstinence Council guest books from the Railway Station. Starting in 2014 we will be looking to form a partnership with the Peterborough Railway Station in order to display the digitised content
- We will open up and develop parts of the Museum such as the period shop, the Victorian operating theatre and the cellars.
- We will take part in a 12 month national pilot testing how e-lending through libraries will work in a way that satisfies the publishing industry.
- We will engage more young people in reading through a regional project will them creating arts activities that respond to books that young people are reading or have read and are passionate about .
- We will undertake root and branch review of our café and retail offers.
- Development of a number of bids will be undertaken in 2014 to enhance our offer such as "Illuminating Medieval Peterborough" where we will team up with other sites to bring into life the incredible collection of medieval wall paintings that can be found within the area.

Sports-Our Main Areas for Future Development.

Our Ambition - Our aim is to be the provider of choice for residents and visitors to Peterborough in meeting their sporting and healthy living needs. In the next 5 years Vivacity will continue to play a central role in the City's sporting landscape and place people's health and well-being at the heart of its work, contributing towards developing "healthy and active communities" by working in partnership with a wide range of organisations. We will carry on developing relationships with local regional and national agencies that generate opportunities for people to participate at the level of their choice in either a recreational, playing, competing, coaching or voluntary capacity and thereby gain health benefits, sporting success, new skills and opportunities to play, enjoy and compete if they so wish. We will actively compete to provide the best value in gym membership in the city.

Bringing our Ambition to Life - Our ambition for our work in sports, health and recreation will be brought to life through a service specific business plan. The plan details how £4,400,000 will be invested to deliver a wide range of new and existing opportunities through a team of 200 people - 128 full time equivalent members of staff. The most significant of these projects, together with their rationale, are set out below:

- Delivering a compelling gym offer is our number one priority. The number of gym membership sales are reducing due to competition from budget gym operators and economic conditions. We will re-train and mentor our sales and frontline staff to improve the customer journey. We will revise our marketing strategy to better identify prospective customers and the best way to communicate with them (2014).
- The Councils current strategy for sport and active recreation expires in 2014. A new strategy for Peterborough is required to inform future direction and investment. Sport England has offered to work with the Council and lead on the development of a new strategy. We will actively assist the Council and Sport England in the production of a new sport and active recreation strategy. We will actively work with the Council to develop a sports strategy for the City.
- The changed landscape for the provision of local health services will see services being delivered differently. This will require more partnership working to ensure customers are provided with relevant and timely health and well-being services. We will exploit this opportunity.
- Vivacity's commitment to "doing things the right way" is key to our continued success and we will open our services to external scrutiny to benchmark our process, procedures and performance using industry quality accreditation standards.
- We will continue to support the Council in carrying out improvements to leisure facilities in order that they remain fit for purpose. Additional investment in the sports infrastructure will be made by Vivacity to continue our development and invest in sports equipment to ensure customer satisfaction is maximised. All of these improvements will help raise the profile of Peterborough as a sporting destination and improve the quality of offer expected by residents and visitors
- We shall investigate ways of attracting more young people to our services.

Other Main Areas for Future Development- Support Services

Our Ambition- In order to secure the growth of Vivacity, geographically, in its maturity, and to deliver the ambitions of the arts, heritage, libraries and sports services we need to put in place a range of support functions and change programmes. These will support our ambition to be a learning organisation that never makes the same mistake twice. They will see our marketing

APPENDIX 1

heralded as customer centred, effective and cost efficient and our support systems, particularly our information technology, be considered as robust, business like and value for money. We will grow the quality of our marketing service so that is can be sold to other organisations delivering cultural services.

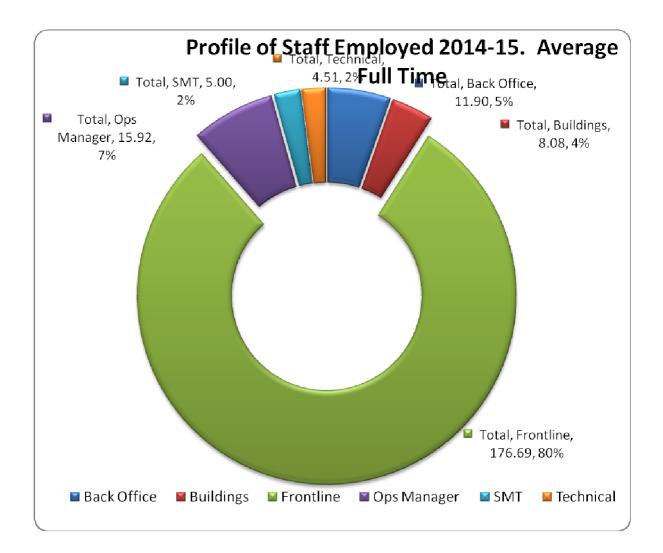
Bringing our Ambitions to Life - The support services business plan mainly focus on marketing It also sets out how £1,725,000 will be invested to support the delivery of our programmes. The most significant of these projects are set out below.

- Business Development- we will create a new business development team that will focus
 on generating efficiencies from within the business, grow new business within
 Peterborough and seek new business beyond Peterborough.
- Organisational Development- As a provider of services, our success depends heavily on the capability, commitment, engagement and motivation of our people. We know from our Employee Satisfaction Survey completed in 2013 that we need to build on the feedback and deliver consistency across all services if we aspire to be the "chosen provider" by our customers and secure income generation growth. We will ensure that our key processes are embedded, particularly our performance appraisal system. We will also strengthen the way we identify our training needs, build upon our talents and ensure appropriate succession planning for business continuity. Most importantly we will create a service culture where best practice is common practice for our staff. As an organisation we also need to gain greater awareness of the commercial realities of all that we do.
- Information Technology the landscape of possible technological solutions has changed significantly since 2010, with the emergence of cloud based systems and the impending installation of dark fiber in the City. The current service level agreement with the Council and SERCO has proved challenging, which has caused problems implementing the CRM system, caused delays in the deployment of ICT infrastructure to operational services and non-compliance issues surrounding payment card industry. During 2014 we will review the existing service level agreement and develop an ICT strategy. This will inform how and what ICT solutions will best meet the current and future needs of the organisation moving forward.
- All our services have some offer for schools, with some being free of charge and others chargeable. There is increasing competition for school time and income so we need to ensure we offer a coherent, attractive programme. In 2014 we will prepare and promote a core vivacity wide (multi-service) offer to cover school services – enrichment, extracurricular, special projects and referral based support, and school holiday provision.
- Across the UK the use of digital media for information, booking and purchase continues to increase, across all age and income groups. Vivacity's digital interaction is increasing too; we are getting better at capturing prospects online (we have attracted 1200 online registrants for the launch of Vivacity Premier Fitness) but we are still below industry norm for online purchase(for example, only 14% of theatre ticket sales made online). We will develop a digital media strategy (2014) and prioritise action against commercial returns (for example sports and theatre).
- The current website structure, navigation and content all need to be changed to improve the customer journey and to improve how we promote our services and enable customers to buy and/or book more easily. In 2014 we will create simpler website journeys to enable customer to book and buy electronically. We will also attract more potential customers and generate sales with richer media content, showcasing our services/facilities and providing relevant additional content. We will ensure online booking is available for all of our main commercial activities by 2015.

- We will deliver an employee satisfaction survey on an annual basis to support our organizational development.
- We will create a cultural events calendar for Peterborough.

The Way We Use Our Resources

Staffing- Vivacity employs around 350 employees (222 full time equivalent), costing £5.2 million per annum. The profile of staff by full time equivalent is set out in graphic form below. The majority of resource (80%) is applied to front line services- in reality this focus is even greater than presented as many of those people classed as Operational Managers also provide some front line services. Furthermore most of the Senior Management Team (SMT) is involved in delivery through their direct management of major projects.



The Senior Management Team- The senior management team and the organisational structure remains largely unchanged from previous years save for the addition of a small (two people) business development team that will report to the Chief Executive.



Income and Expenditure Income and expenditure for Vivacity for the next five years and is broken down by strategic theme and are set out in table 1 below:

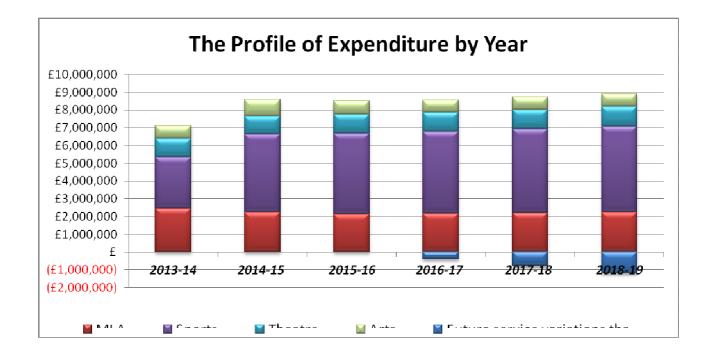
	Forecast 2013-14	BP 2014- 15	BP 2015-16	BP 2016- 17	BP 2017-18	BP 2018-19
Income	£000	£000	£000	£000	£000	£000
Management Fee	2751	2266	2226	2226	2226	2226
Management Fee Reduction - future service variations tba			(400)	(800)	(1200)	(1200)
Service Level Agreements	579	590	598	607	619	631
Museums Libraries and Archives	650	568	418	436	445	454
Sports	3297	5230	5655	5804	5920	6038
Theatre	813	879	949	991	1011	1031
Arts	490	576	484	410	418	427
Marketing	21	35	70	70	71	73
Support	12	11	7	11	11	11
Redundancy	64					
Total Income	8679	10154	10007	9754	9521	9690
Direct Expanditure						
Direct Expenditure Museums Libraries and Archives	(0440)	(0005)	(0440)	(0400)	(2212)	(2256)
	(2440)	(2225)	(2118)	(2169)	(2212)	(2256)
Sports	(2913)	(4400)	(4549)	(4613)	(4706)	(4800)
Theatre	(1015)	(1036)	(1074)	(1084)	(1106)	(1128)
Arts	(742)	(910)	(783)	(691)	(705)	(719)
Future service variations to be agreed			400	800	1200	1200
Redundancy	(62)					
Total Direct Expenditure	(7170)	(8571)	(8124)	(7757)	(7528)	(7702)
Support	(516)	(529)	(535)	(550)	(561)	(572)
Service Level Agreements	(722)	(788)	(709)	(720)	(734)	(749)
Marketing	(464)	(408)	(399)	(406)	(414)	(422)
Governance	(10)	(14)	(14)	(14)	(15)	(15)
Central Contingency	(10)	(20)	(20)	(20)	(20)	(21)
Enabling Fund	(20)	(30)	(30)	(60)	(60)	(60)
Sub Total before new capital and new contracts	(233)	(205)	175	227	188	149
New capital bids overlay – increase in depreciation charges		(21)	(27)	(81)	(106)	(102)
Business as usual	(233)	(226)	148	146	82	47
Projects – Public Art	(38)	. , ,				
Projects – Community cricket wickets	(46)					
Projects – Must Farm Boats preservation	66	(100)	(73)			

Projects – Sports gifted and talented			(10)	(10)	(10)	(10)
Business Development – new business		80	107	112	112	112
Business Development – invest to grow		(7)	43	43	43	43
Business Efficiencies		136	178	178	178	178
Business Development Team		(100)	(100)	(100)	(100)	(100)
Business Development - shared initiatives		18	35	35	35	35
Risk Overlay		(72)	(120)	(150)	(150)	(150)
Contract Variation – removal of Key Theatre subsidy					(179)*	(179)*
Statutory Accounts Surplus/(Deficit)	250	(271)	208	254	12	(24)
	70.4	500	704	0.05	007	070
General Reserves Closing	794	523	731	985	997	973

Table 1

*please note the business plan includes a number of changes requested by the Council for 2014/15 and beyond. Other changes totalling £1.2m by 2017/18 are yet to be concluded.

Expenditure- The business plan predicts that Vivacity will invest over £8.5 million per year to deliver front line services; the profile of investment does not significantly vary between business years and is set out graphically below and detailed in table 2.

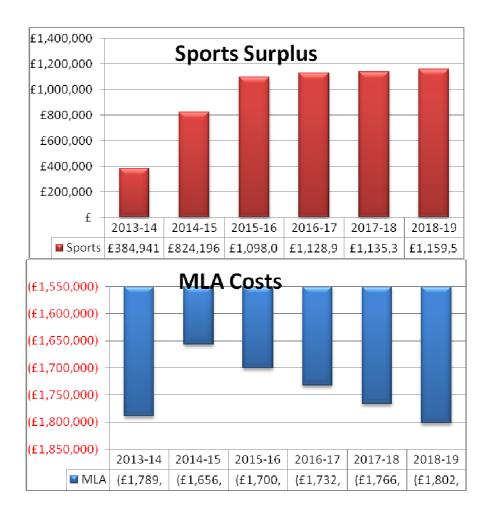


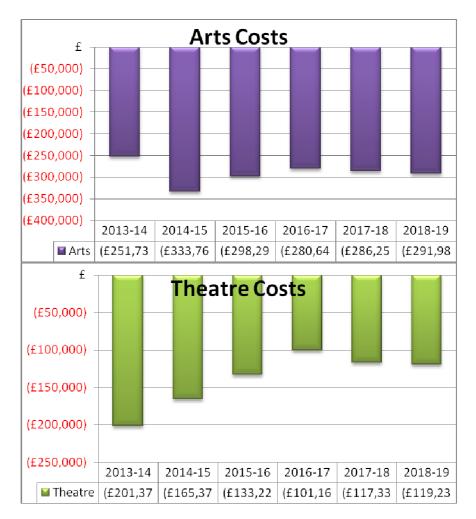
Front Line Service Costs	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
MLA	£2,439,838	£2,224,649	£2,118,471	£2,168,575	£2,211,947	£2,256,186
Sports	£2,912,544	£4,399,772	£4,549,055	£4,613,393	£4,705,661	£4,799,774
Theatre	£1,014,568	£1,036,384	£1,073,701	£1,083,904	£1,105,582	£1,127,694
Arts	£741,869	£909,976	£782,767	£690,860	£704,677	£718,771
Future service variations to be agreed				(£400,000)	(£800,000)	(£1,200,000)
Total Front Line Service Costs	£7,108,819	£8,570,781	£8,523,995	£8,156,732	£7,927,86	£7,702,424

Table 2

Net Surplus/Cost - Of note is the positive financial contribution which sports services is making, £844,000 in 2014/15 rising to £1,160,000 by 2018/19 (an increase of £316,000). This is presented graphically below. The opening of the Hamptons sports facilities and the new tiered approach to the gym offer and changes to the pricing structure generate significant growth in income and returns an increased positive financial contribution to Vivacity. This enables Vivacity to improve value for money of services, deliver more and achieve efficiencies for the Council through a reduction in the

management fee. All other services do not generate sufficient income to cover their direct costs, and are reliant on a cross subsidy from sports and the management fee paid by the Council.





Capital Investments -Table 3 below sets out the proposed Vivacity capital expenditure over the course of the business plan. £1,251,600, will be invested of which £80,000 is to be funded from the Councils capital budget in 2014/15.

	2014-15	2015-16	2016-17	2017-18	2018-19
Sports	£41,600	£26,600	£277,000	£132,000	£550,000
Aquatic Play Equipment			£20,000		
Basket Ball boards/hoops		£14,400			
Cricket Nets, and tracking	£14,400				
External Signage	£20,000				
Gym Equipment			£252,000	£132,000	£550,000
High Jump Bed		£5,000			
Maintenance Team Van					
Pole Vault Bed			£5,000		
Trampoline	£7,200	£7,200			
ICT	£18,000	£18,000			
CRM system development	£18,000	£18,000			
Theatre	£60,000			£128,400	
Additional show relay/call monitors				£18,000	
Blackout material	£8,400				

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Café - coffee machine and equipment	£6,000				
Fresnels (lights)				£20,400	
Moving Lights				£72,000	
Power upgrade in studio				£12,000	
Prompt desk	£24,000				
Refurbishment of bar	£21,600				
Upgrade studio sound equipment				£6,000	
Grand Total	£119,600	£44,600	£277,000	£260,400	£550,000

Table 3

STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 8
26 MARCH 2014	Public Report

Report of the Chief Executive

Contact Officer – Annette Joyce, Head of Commercial Operations Contact Details - 01733 452280

Commercial Operations Service Plan 2014/2015

1. PURPOSE

- 1.1 Included in the report is a Commercial Operations Service Plan for 2014/15 to provide members with an overview of:
 - Commercial Operations Services
 - Their performance
 - Their expenditure/income & service costs
 - Staffing numbers and staffing issues within each service
 - Opportunities for each service
 - Service threats
 - Service Objectives for 2014/15

2. **RECOMMENDATIONS**

2.1 The Committee is recommended to note and comment on the work of Commercial Operations and propose further scrutiny in relation to its business activities.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 Peterborough's Sustainable Community Strategy is the plan for the future of our city and the surrounding villages. It sets the direction for the overall strategic development of Peterborough. Commercial Operations remit directly links to the council's strategic priorities;
 - Creating Opportunities Tackling inequality.
 - Creating strong and supportive communities.
 - Delivering substantial and truly sustainable growth.
 - Creating the UK's Environment Capital.

4. BACKGROUND

- 4.1 Commercial Operations provides a framework for the day to day operations of the city and to focus strategic efforts to enhance the city and its region in the long term.
- 4.2 The services vision is to provide a high quality, safe and easily accessible environment that underpins commercial and social success. The following areas of business make up Commercial Operations:

- Car Parking
- CCTV
- Tourism
- Markets
- City Centre Management
- 4.3 These individual services are strategically aligned under one larger section to support sustainable growth and the commercial wealth of the City Centre. **Tourism** promotes visitation. **Markets** and the retail offer encourages it. **City Centre Management's** aim is to make the City a place people want to visit and do business in. **Parking** service facilitates visitation. **CCTV** helps ensure that visitors and residents are safe.

5. BUDGET

5.1 The budget for this service for 2013/2014 is as follows:

			Cost
	Expenditure	Income	(Surplus)
Car Parking	1,402,356	-3,557,471	-2,155,115
CCTV	461,142	-167,258	293,884
Tourism	568,137	-446,221	121,916
Market	287,555	-410,000	-122,445
City Centre Mgt	702,845	-228,690	474,155
	3,422,035	-4,809,640	-1,387,605

5.2 Staffing

Staff numbers within Commercial Operations are as follows:

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6.0 PARKING SERVICES

- 6.1 This service manages all of Peterborough City Council's City Centre Car Parks. It also manages Off Street parking (metered parking and illegal parking). A major objective of the service is to allow a good flow of traffic and easy accessible and affordable parking for visitors, businesses, workers and residents. The charging policy for this service is to change at a reasonable rate to encourage footfall to the city and at the same time to provide sufficient income to manage the service.
- 6.2 This service includes the operation of the camera car to ensure bus lanes and City roads are clear of obstruction and traffic is flowing efficiently. The service also manages Acland Street Coach park between 7am and 6 pm and after 6

pm cars may park in that car park to encourage night time economy.

6.3 Peterborough City Council's Car Parks:

	Spaces		Spaces
Dickens Street*	167	Pleasure Fair Meadow	396
Wellington Street	192	Car Haven	207
Regional Pool	197	Market multi-storey 7	
Bishops Road	239	Brook Street	140
Riverside	164	Craig Street	120
Wirrina	400	Trinity Street	51
		Total	2976

6.4 **Performance/Outcomes**

After 47 weeks of the last financial year 2012/13 income from car parks stood at £1,809,611. By week 47 it stood at £1,835,598, an increase of circa £26,000 which is 1.5% growth.

6.5 Budget of Parking Services

Expenditure	£1,402,356
Income	£3,557,471
Net surplus of service	£2,155,115

6.6 Staffing

There are 17 full time staff (two managers, one City Centre Engineer and 12 Civil Enforcement Officers). There are two Civil Enforcement Officer vacancies. This service was restructured in 2013 to bring parking management together with civil enforcement. One staff member oversees, part time, city centre fountain maintenance.

6.7 **Opportunities**

There are many opportunities which need to be realised for this service set out below and which form the services main objectives for the next year.

- 6.7.1 The present way of issuing parking permits is labour intensive requiring visitation to Council offices and display of a paper parking permit. A paperless parking permit system allowing payment from home would reduce administration times and offer improved customer service.
- 6.7.2 The signage to Peterborough City Council's car parks can be improved to ensure visitors find car parks quickly that have parking spaces available.
- 6.7.3 The Council operates a flexible charging scheme to car parks that allows variation to support the needs of the City and promote business, an example being to reduce charges at the Market car park to encourage visitation to the market. This scheme could be extended.
- 6.7.4 Ringo was introduced to Peterborough City Council car parks in 2012 that

allows users to pay for and top up parking via their mobile phones. This excellent scheme deserves wider promotion.

6.7.5 There may be commercial opportunities to increase car park income from advertising in car parks to displaying adverts on the back of parking tickets.

6.8 Threats

As the City Centre develops there may be a need to move the car parks for new developments. In addition government changes to legislation regarding penalties and charges may adversely affect income.

6.9 Summary of objectives for 2014-15

- Introduce an improved system for issuing parking permits
- Investigate/implement improved signage to Peterborough City Council car parks
- Extend the flexible charging scheme to allow promotions to encourage visitation at certain times in support of business
- Increase promotion of Ringo to residents and car park users
- Investigate further commercial opportunities City Council car parks may allow

7. CCTV

7.1 This service comprises operation and observation of 144 cameras 24 hours a day covering the whole of the City. The service also deals with emergency calls for Peterborough City Council and out of hours calls for Axiom Housing on a commercial basis. The objective of CCTV improves the safety to residents, visitors to the City and security of City businesses. Recent capital investment has seen additional cameras installed using new technology.

7.2 **Performance/Outcomes**

This service provides significant detection and deterrence of crime as indicated in the table below:

	Apr 13 to Feb 14	10month average	Last year average	Increase
Requests from police to CCTV	2823	282	262	8%
Airwave information received	737	74	49	50%
Requests from CCTV to police	539	54	44	23%
Persons detained resultant of CCTV	555	56	53	5%

There has been a significant increase in detection of crime as a result of the capital improvements made in this service.

7.3 Budget of CCTV

Expenditure	£461,142
Income	<u>£167,258</u>
Net service cost	£293,884

7.4 Staffing

There are ten full time staff, nine operators with one manager, who cover the service 24 hours a day for 365 days a year. There are currently no vacancies. This service operated without a dedicated manager for two years until one was appointed in August 2013.

7.5 **Opportunities**

- 7.5.1 There are opportunities to provide additional CCTV services on a commercial basis to forthcoming redevelopments within the City which the service is currently looking into.
- 7.5.2 Some of the Civil Parking Enforcement Officers (CEO) are being trained/offered training to provide additional/emergency CCTV cover. This is good for the staff as it grows their skills set whilst ensuring the service has resilience in the event of staff absences and avoids the need to recruit temporary staff from specialist agencies.
- 7.5.3 With the advent of the City Fibre project there is the potential to improve the service and make the operation future proof. Costings have yet to be calculated but it is anticipated that there will be a saving.
- 7.5.4 The maintenance contract for CCTV is to be tendered in the next financial year (2014/15) with the aim of reducing costs overall.

7.6 Threats

The growth of the City and future needs of CCTV may require consideration to relocating this service in the longer term.

7.7 Summary of objectives for 2014-2015

- To reduce the running cost of CCTV through increasing commercial contracts.
- To train Civil Enforcement Officers to operate CCTV.
- To procure the CCTV maintenance contract in 2014/15.
- Investigate potential of service improvements and cost reductions as part of the City Fibre Project.

8. TOURISM MANAGEMENT

- 8.1 The Commercial Operations Service includes Strategic Tourism Management and The Visitor Information Service which operates two centres:
 - The Visitor Information Centre in Bridge Street which manages tourism, providing information of residents and visitors, providing ticket sales for City events by operating Box Office services and promoting sustainable travel.
 - Travel Choice Centre (TCC) at Queensgate Bus Station to service

transport enquiries and Sustainable Travel options in line with Council policies related to Environment Capital aspirations.

- 8.2 The Visitor Information Centre and Bus Station services are both open Monday to Saturday 9.30 – 5.00pm. Both sites sell a combination of the services:
 - Bus Station tickets
 - National Express tickets
 - Railcards
 - Bus Passes
 - Holidays
 - Maps
 - Gifts and tickets to local events

8.3 **Performance/Outcomes**

- 8.3.1 The city has an estimated 2.59m day visitors and 572,000 staying visitors a year. The economic value of tourism to the Peterborough economy from visitors alone is over £200m pa (£109m day and £92m staying visitors). The wider economic benefit across the visitor economy with ancillary and supplier effects is estimated at £301m.
- 8.3.2 In 2013 there were 3.5million web page views to VisitPeterborough.com. This compares to 1.07million views in 2009.
- 8.3.3 The Visitor information Service has been restructured to help fulfil its extended, wider potential remit for Visitor Economy Development outlined above. Income has increased from a wider range of ticket sales and this will be set to increase again next year.
- 8.3.4 2014 has seen a totally new concept and change from "Discover Peterborough 2013" (accommodation guide) to the "Visit Peterborough Handbook 2014" (experiences and accommodation handbook). The new title is to reflect 2 things. Firstly its use literally as an information handbook of simple facts on what, where, how, when you can experience the key experiences of the city in a clear structure. Secondly to align the Visit Peterborough website and handbook titles as a basis for future development.
- 8.3.5 A marketing partnership for Peterborough has been set up with Vivacity, Opportunity Peterborough, Corporate Marketing, Events and Tourism facilitating a £5,000 Government's Regional Growth Fund grant to be received.

8.4	Budget of Tourism Management		
	Expenditure	£568,137	
	Income	£446,221	
	Net service cost	£121,916	

8.5 **Staffing**

There are 14 staff within this section – The Strategic Tourism Manager, the Visitor Information Service Manager, a Team Leader and 11 part time Visitor Information and Travel Choice Advisors.

8.6 **Opportunities**

- 8.6.1 A Visitor Economy Strategy (VES) 2014-24 will seek to encompass all relevant organisations and their strategies that are relevant to the VES. It will be driven by the City Council to develop the strategic potential of its economy, its environment and its people.
- 8.6.2 A Destination Management Plan (DMP) 2014-17 will create a flexible strategic framework that will allow inclusion, innovation and cross-working partnerships to develop and flourish. It will help create the One Vision for Peterborough, through the creation of a single Visitor Economy Strategy.
- 8.6.3 Increasing ticket sales through the Visitor Information Centre could raise further income for the service.
- 8.6.4 Creating Visitor Economy networks to establish future needs for joint marketing that can facilitate promotion of the City at no cost to the budget will be progressed.

8.7 Threats

- 8.7.1 Face-to-face service to residents and visitors at the Travel Choice and Visitor Information Centres is a key part of the service provision. All steps are being taken to raise all incomes possible within this core remit to reduce the level of subsidy. However the free elements of the public service are time-consuming and cannot be charged for directly.
- 8.7.2 The budgeted income expectation has been increased by £95,000 with no increase to expenditure budgets for goods and services for resale. It may be possible to generate some new revenues from existing expenditure but these will take time to develop. Revenues are up and costs are being driven down but it is felt that the £95k income improvement aspiration over one year is unachievable.

8.8 Summary of objectives for 2014-2015

- Produce a Visitor Economy Strategy (VES) 2014-24
- Produce a Destination Management Plan (DMP) 2014-17
- Increase ticket sales through the Visitor Information Centre
- Develop the VIC to be the prime high street outlet for the emerging Peterborough Gift range
- Create Visitor Economy networks

9. GENERAL MARKET

9.1 The General Market supports local business and creates significant employment in the city. Managed by Commercial Operations, it is an integral part of the local community, providing an assortment of goods, from furniture and clothing to fresh fruit and vegetables.

9.2 **Performance**

- 9.2.1 There are 55 individual licence holders occupying 112 market stalls providing approximately 150 jobs.
- 9.2.2 The Market is open Tuesday to Saturday 8.30am 4pm. The potential for development and promotion of the market will be an issue that will be strategically addressed as part of the emerging Visitor Economy Strategy.

9.3 Budget of General Market

Expenditure	£287,555
Income	£410,000
Net service cost (surplus)	(£122,445)

9.4 Staffing

There are two posts within this service – The Market Development Manager & Markets and Commercial Trading Officer.

9.5 **Opportunities**

- 9.5.1 The market is not currently operating to full capacity. This service does not have a dedicated Marketing and Promotional budget and has not had any marketing or promotional campaigns to increase trader numbers and in doing so raise income to the Council from this service.
- 9.5.2 The market could accommodate a Food Quarter providing and promoting locally sustainably sourced food as well as providing outlets for the selling of food from different cultures.
- 9.5.3 There are a number of walls and areas within the market which may allow opportunities for increased advertising/sponsors logos to be displayed within the market.
- 9.5.4 The perimeter of the market is unattractive and we wish to replace exterior security railings to encourage shopping at the market.
- 9.5.5 The service, traders and customers could benefit from review and changes to current lease arrangements so new Lease documentation is to be produced.
- 9.5.6 The food hall roof could accommodate solar panels to reduce energy consumption, improve the environment and reduce costs.

9.6 Threats

The market looks tired and may need investment if occupation and visitation is to be maintained or increased.

9.7 Summary of objectives for 2014-2015

- To carry out a marketing and promotion campaign of the market to potential traders to facilitate fuller occupancy
- To investigate / introduce a food quarter
- Investigate increased advertising and sponsorship opportunities within the market
- Improve perimeter fencing and appearance of the market
- Improve current lease arrangements and its documentation

• Investigate energy efficiencies, particularly whether solar panels could benefit the Market from installation to its roof.

10. CITY CENTRE MANAGEMENT

10.1 City Centre Management aims to protect and develop the vibrancy, vitality and viability of Peterborough's offer. City Centre Management aims to make the City a better place to live, visit, work and do business in.

This is done through:

- Business engagement, working with private and public stakeholders
- Organising or facilitating events and attractions to encourage visitation
- Promoting the City Centre and its events and attractions
- Providing a vibrant, clean, attractive and safe City Centre
- 10.2 The value of the visitor economy will be assessed through the analysis of economic retail data and footfall within the emerging Visitor Economy Strategy 2014-24 and Destination Management Plan 2014-17.

10.3 Budget of City Centre Management

Expenditure	£702,845
Income	<u>£228,690</u>
Net service cost	£474,155

10.4 Staffing

There are five staff within this section – Head of Service, the City Centre Manager, City Centre Officer, Events and Traffic Officer and administration staff.

10.5 Business Engagement

City Centre Management work closely with retail and City Centre Businesses to improve the City Centre economy. City Centre Management host a business forum for local businesses every month, at which businesses and or city centre stakeholders attend to discuss issues, including marketing plans and overall performance of the city.

10.6 Licensing & Enforcement

City Centre Management license concessions, outside seating, street trading and visiting markets. It also controls enforcement of illegal street trading, begging and rough sleeping.

10.7 **Public Realm**

City Centre Management strive to make the City centre a beautiful place to visit. This is done through initiating or inputting in to redevelopment projects (such as current improvements to St Peters Arcade) through to maintenance of fountains and the installation of hanging baskets/planters display.

10.8 **City Centre Events**

- 10.8.1 Commercial Operations / City Centre Management organise (or facilitate through partnership working often with local community groups to celebrate cultures) a number of events that add to the vibrancy of the City and encourages visitation. It is a proven fact that events can provide huge economic benefits to a City through creating direct trading and employment opportunities at the events and from what's known as the "ripple effect" or multipliers in that those visiting events will spend money at car parks, on retail, in cafes & bars. Consequently these businesses benefiting create employment and receive income that may be spent locally. There are also significant positive social and cultural impacts from hosting such events.
- 10.8.2 For those directly organised this service takes full responsibility for every element of events from sourcing to producing. Facilitating events includes licensing them, contracting use of spaces, providing infra-structure, providing or advising on risk assessment, liaison with emergency services, traffic management and organising road closures.

10.8.3 **The Perkins Great Eastern Run:**

Is directly promoted/produced by Commercial Operations/City Centre Management. The Head of Commercial Operations is The Great Eastern Run Race Director. In 2014 there was a 25% increase in race numbers over 2013 – a significant increase bringing additional revenues to the run/service. 8,000 runners took part in the Fun Run or Half Marathon.

10.8.4 **The Tour Series:**

This national / TV covered road cycle race is brought to the City via Commercial Operations/City Centre Management. This did not take place in 2013 but has been secured for 2014 by CCM via funding from Travel Choice sustainable transport planning funding paid for by Central Government.

10.8.5 Christmas Lights & The Christmas Light Switch On:

The lighting display and the switch on itself is organised by Commercial Operations/City Centre Management. The lighting display required alteration in 2013 given health & safety concerns. The light switch on, which was a minor event a few years ago, now draws thousands to Cathedral Square to witness it.

10.8.6 **The Italian Festival:**

This festival is growing bringing thousands of people to the City Centre Cathedral Square. The event is staged in partnership with the Italian Association.

10.8.7 Diwali Festival:

This new festival was introduced to Cathedral Square in 2013 and given its success will be repeated in 2014. This was brought to the City in partnership between the Diwali committee and Commercial Operations/City Centre Management.

10.8.8 **The Willow Festival:**

This festival was resurrected in 2012 and 80,000 festival goers were clicked in over a 3 day period to this free event in 2014 - a significant increase. Commercial Operations / City Centre Management provided some funding to this event in 2013, liaised with the organisers to ensure the event was safe & successful.

10.8.9 Other Embankment Events

This service oversees, licences and helps administer a diverse range of events on the Embankment including Fun Fairs, circuses, the beer festival and vintage car rallies. In 2013 Commercial Operations / City Centre Management worked in partnership with the promoters of Olly Murrs to stage this concert on the embankment raising significant income for the service from doing so.

10.8.10 Events in Car Parks

This service also provides car parks and management support to car boot sales in Wellington Street car park, raising significant income to the Council. These were introduced in 2013.

10.8.11 Civic Events

Commercial Operations also help facilitate Civic events providing advice, production, infrastructure and marketing support as it is able.

10.9 **Opportunities**

- 10.9.1 Whilst Commercial Operations work closely with Vivacity there could be even stronger partnership working with Vivacity & other cultural providers (including the Cresset and Peterborough Arena) not least to ensure economic impact from events can be secured in addition to social impacts.
- 10.9.2 The Head of Commercial Operations is on the Board of Directors for St Johns Church. A vision for the Church is to play a greater role within the City Centre particularly in the presentation of arts/classical music events.
- 10.9.3 Investment for more 'hard standing' areas for the Embankment will enable more use to be made of the area, which at present is very susceptible to weather conditions.
- 10.9.4 The regeneration of Long Causeway due start date March 2014 will present opportunities of joint working and encouraging visitation to the City. A Portuguese and Latvian Festival are being planned for 2014.
- 10.9.5 The current car boot sale is currently operating to capacity so could operate from a bigger or secondary car park raising income for the service.

10.10 Threats

- 10.10.1 Many events staged by this service rely on Sponsorship. This can never be guaranteed.
- 10.10.2 Staffing numbers of City Centre Management are low and they are therefore reliant on other team members within Commercial Operations team to deliver

events and services.

- 10.10.3 Budget pressures have necessitated reduced spending on events even though they support a £0.5 billion retail economy.
- 10.10.4 The Perkins Great Eastern runs income budget has been increased by £50,000 and this may not be achieved.

10.11 Summary of objectives for 2014-2015

- Ensure closer partnership working with Vivacity and other Cultural providers to achieve economic benefit to the City.
- Assist with the ambitions of St Johns Church in increasing its Cultural offer
- Transfer responsibility for City sponsorship budgets along with a marketing post to Commercial Operations
- Produce a City Centre Early Evening Economy Strategy
- Invest in hard flooring/tracking for the Embankment facilitating greater use in wet conditions
- Contribute to the redevelopment of Long Causeway and investigate partnership opportunities
- Help Introduce a Portuguese Festival through partnership working
- Help introduce a Latvian Festival through partnership working
- Expand car boot sales in Peterborough Car Parks if possible
- Oversee the Tour cycle series in 2014
- Further increase participation to the Great Eastern Run

11. SUMMARY OF OBJECTIVES FROM THIS SERVICE PLAN

- Introduce an improved system for issuing parking permits
- Investigate/implement improved signage to Peterborough City
 Council car parks
- Extend the flexible charging scheme to allow promotions to encourage visitation at certain times in support of business
- Increase promotion of Ringo to residents and car park users
- Investigate further commercial opportunities City Council car parks
 may allow
- To reduce the running cost of CCTV through increasing commercial contracts.
- To train Civil Enforcement Officers to operate CCTV.
- To procure the CCTV maintenance contract in 2014/15.
- Investigate potential of service improvements and cost reductions as part of the City Fibre Project
- Produce a Visitor Economy Strategy (VES) 2014-24
- Produce a Destination Management Plan (DMP) 2014-17
- Increase ticket sales through the Visitor Information Centre
- Develop the VIC to be the prime high street outlet for the emerging Peterborough Gift range
- Create Visitor Economy networks

- To carry out a marketing and promotion campaign of the market to potential traders to facilitate fuller occupancy
- To investigate / introduce a food quarter
- Investigate increased advertising and sponsorship opportunities within the market
- Improve perimeter fencing and appearance of the market
- Improve current lease arrangements and its documentation
- Investigate energy efficiencies, particularly whether solar panels could benefit the Market from installation to its roof.
- Ensure closer partnership working with Vivacity and other Cultural providers to achieve economic benefit to the City.
- Assist with the ambitions of St Johns Church in increasing its Cultural offer
- Transfer responsibility for City sponsorship budgets along with a marketing post to Commercial Operations
- Produce a City Centre Early Evening Economy Strategy
- Invest in hard flooring/tracking for the Embankment facilitating greater use in wet conditions
- Contribute to the redevelopment of Long Causeway and investigate partnership opportunities
- Help Introduce a Portuguese Festival through partnership working
- Help introduce a Latvian Festival through partnership working
- Expand car boot sales in Peterborough Car Parks if possible
- Oversee the Tour cycle series in 2014
- Further increase participation to the Great eastern Run

11.1 **Redevelopment**

- 11.1.1 Urban design determines the very shape of the streets and public spaces which make up our city. It influences how easy and pleasant it can be to move from area to area. During. During 2014, Long Causeway will be redeveloped.
- 11.1.2 The proposed works provide an opportunity to emphasise the character of Long Causeway and help revitalise this commercial area of the City. It is envisaged that we will help to bring some of the open space element of the scheme alive by expanding the events, street market and trading offers to both schemes.

11.2 **IMPLICATIONS**

Securing sponsorship for projects and events during the current economic climate ate could prove challenging but we look to maximise opportunities.

11.3 CONSULTATION

Over 80 city centre businesses and stakeholders have been consulted via City Centre Business Forum.

11.4 **NEXT STEPS**

Any recommendations from the Committee for changes should be referred to the Cabinet Member Tourism, Business and International links.

11.5 BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 9
26 MARCH 2014	Public Report

Report of the Director of Governance

Report Author – Paulina Ford, Senior Governance Officer, Scrutiny **Contact Details –** 01733 452508 or email paulina.ford@peterborough.gov.uk

FORWARD PLAN OF KEY DECISIONS

1. PURPOSE

1.1 This is a regular report to the Strong and Supportive Communities Scrutiny Committee outlining the content of the Forward Plan of Key Decisions.

2. **RECOMMENDATIONS**

2.1 That the Committee identifies any relevant items for inclusion within their work programme.

3. BACKGROUND

- 3.1 The latest version of the Forward Plan of Key Decisions is attached at Appendix 1. The Plan contains those key decisions, which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) can take and any new key decisions to be taken after 4 April 2014.
- 3.2 The information in the Forward Plan of Key Decisions provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these key decisions, or to request further information.
- 3.3 If the Committee wished to examine any of the key decisions, consideration would need to be given as to how this could be accommodated within the work programme.
- 3.4 As the Forward Plan is published fortnightly any version of the Forward Plan published after dispatch of this agenda will be tabled at the meeting.

4. CONSULTATION

4.1 Details of any consultation on individual decisions are contained within the Forward Plan of Key Decisions.

5. BACKGROUND DOCUMENTS

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

None

6. APPENDICES

Appendix 1 – Forward Plan of Key Decisions

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COUNCIL'S FORWARD PLAN OF KEY DECISIONS

PUBLISHED: 7 MARCH 2014

	FORWARD PLAN OF KEY DECISIONS
	In the period commencing 28 days after the date of publication of this Plan, Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below. Key decisions relate to those executive decisions which are likely to result in the Council spending or saving money in excess of £500,000 and/or have a significant impact on two or more wards in Peterborough.
	If the decision is to be taken by an individual cabinet member, the name of the cabinet member is shown against the decision, in addition to details of the councillor's portfolio. If the decision is to be taken by the Cabinet, it's members are as listed below: Cllr Cereste (Leader); Cllr Elsey; Cllr Fitzgerald; Cllr Holdich (Deputy Leader); Cllr North; Cllr Seaton; Cllr Scott; and Cllr Walsh.
	This Plan should be seen as an outline of the proposed decisions for the forthcoming month and it will be updated on a fortnightly basis. Each new Plan supersedes the previous Plan and items may be carried over into forthcoming Plans. Any questions on specific issues included on the Plan should be included on the form which appears at the back of the Plan and submitted to Gemma George, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388039). Alternatively, you can submit your views via e-mail to gemma.
126	Whilst the majority of the Executive's business at the meetings listed in this Plan will be open to the public and media organisations to attend, there will be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. In these circumstances the meeting may be held in private, and on the rare occasion this applies this is indicated in the list below. A formal notice of the intention to hold the meeting, or part of it, in private, will be given 28 clear days in advance of any private meeting in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.
	The Council invites members of the public to attend any of the meetings at which these decisions will be discussed (unless a notice of intention to hold the meeting in private has been given).
	You are entitled to view any documents listed on the Plan, or obtain extracts from any documents listed or subsequently submitted to the decision maker prior to the decision being made, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on the notice and relevant documents subsequently being submitted can be requested from Gemma George, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 08702 388039), or e-mail to gemma.george@peterborough.gov.uk or by telephone on 01733 452268. For each decision a public report will be available from the Governance Team one week before the decision is taken.
	All decisions will be posted on the Council's website: <u>www.peterborough.gov.uk/executivedecisions</u> . If you wish to make comments or representations regarding the 'key decisions' outlined in this Plan, please submit them to the Governance Support Officer using the form attached. For your information, the contact details for the Council's various service departments are incorporated within this Plan.

	Γ		
	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (IF ANY OTHER THAN DUBLIC REPORT)	It is not anticipated that there will be any further documents.	It is not anticipated that there will be any further documents.
	CONTACT DETAILS / REPORT AUTHORS	Mark Gedney Financial Systems Manager Tel: 01733 452335 Mark.gedney@peterbor ough.gov.uk	Sharon Malia Housing Programmes Manager Tel: 01733 863764 sharon.malia@peterbor ough.gov.uk
KEY DECISIONS FROM 4 APRIL 2014	CONSULTATION	Relevant internal and external stakeholders.	Relevant internal and external stakeholders.
S FROM 4 /	RELEVANT SCRUTINY COMMITTEE	Scrutiny Commission for Health Issues	Strong and Supportive Scrutiny Committee
ECISIONS	MEETING OPEN TO PUBLIC	N/A	N/A
KEY DE	DATE DECISION EXPECTED	April 2014	April 2014
	DECISION MAKER	Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	Councillor David Seaton Cabinet Member for Resources
	KEY DECISION REQUIRED	Assistive Technology Charging Policy - KEY/04APR14/01 To amend the Council's charging policy.	Housing Related Support Agreements 2014/15 - KEY/04APR14/02 To authorise the award of specific grant agreements for the provision of housing related support funded through the Housing Related Support (formerly Supporting People) Programme.

		PRE	PREVIOUSLY AI	LY ADVERTISED DECISIONS	CISIONS		
Delivery of the Council's Capital Receipt Programme through the Sale of Dickens Street Car Park - KEY/03JUL/11 To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Dickens Street Car Park.	Councillor David Seaton Cabinet Member for Resources	March 2014	NIA	Sustainable Growth and Environment Capital	Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments & external stakeholders as appropriate.	Richard Hodgson Head of Strategic Projects Tel: 01733 384535 richard.hodgson@peter borough.gov.uk	It is not anticipated that there will be any further documents.
Care and Repair Framework Agreement - KEY/18DEC12/01 To approve a framework agreement and schedule of rates to deliver disabled facility grant work, specifically providing disabled access to toilet and washing facilities and associated work in domestic properties.	Councillor Nigel North Cabinet Member for Environment Capital and Neighbourhoods	Between 2 Nov 2013 and 30 May 2014	NIA	Strong and Supportive Communities	Relevant Internal Departments.	Russ Carr Care & Repair Manager Tel: 01733 863864 russ.carr@peterboroug h.gov.uk	It is not anticipated that there will be any further documents.

City College Extension Project - KEY/20SEP13/03 Using Education Funding Agency grant to create a dedicated, customised space for students aged 16-19 with learning difficulties and disabilities	Councillor John Holdich OBE Cabinet Member for Education, Skills and University	March 2014	N/A	Creating Opportunities and Tackling Inequalities	Relevant internal and external stakeholders.	Brian Howard Programme Manager - Secondary Schools Development Tel: 01733 863976 brian.howard@peterbor ough.gov.uk	It is not anticipated that there will be any further documents.
Amendments to the Affordable Housing Capital Funding Policy - To agree the amendments to the Affordable Housing Capital Funding Policy.	Cabinet	28 Apr 2014	Yes	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Richard Kay Policy and Strategy Manager Tel: 01733 863795 richard.kay@peterboro ugh.gov.uk	It is not anticipated that there will be any further documents.
Strategy for People with Dementia and their Carers - KEY/04OCT13/05 To approve the Dementia Strategy.	Councillor Wayne Fitzgerald Cabinet	30 Jun 2014	N/A	Health Issues	Service users, relevant departments and Scrutiny Commission for Health Issues.	Rob Henchy Commissioning Manager Tel: 01733 452429 rob.henchy@peterboro ugh.gov.uk	It is not anticipated that there will be any further documents.

Long Causeway Public Realm Improvements - KEY/15NOV13/01 To award the contract to undertake engineering works as part of the Long works as part of the Long Causeway Public Realm Improvement works.	Councillor Gr. Uff. Marco Cereste Leader of the Council and Cabinet Member for Growth, Strategic Planning, Housing, Economic Development and Business Engagement	March 2014	NA	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Simon Mullins Project Engineer/Development Engineer Tel: 01733 453548 simon.mullins@peterbo rough.gov.uk	It is not anticipated that there will be any further documents.
S256 Agreement between the Council and Cambridgeshire and Peterborough CCG - KEY/15NOV13/03 To agree the transfer of funding for social care.	Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	March 2014	A/N	Health Issues	Relevant internal and external stakeholders.	Paul Stevenson Interim Head of Finance Tel: 01733 452306 paul.stevenson@peter borough.gov.uk	It is not anticipated that there will be any further documents.
To Award a Contract for the Insttallation of a District Heating Scheme System - KEY/29NOV13/02 To award a contract for the installation of a district heating system.	Councillor David Seaton Cabinet Member for Resources	June 2014	N/A	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Steven Morris Client Property Manager Tel: 01733 384657 steven.morris@peterbo rough.gov.uk	It is not anticipated that there will be any further documents.

Integrated Community Sexual Health Service - KEY/27DEC13/01 To award a contract for the Integrated Community Sexual Health Service.	Councillor Irene Walsh Cabinet Member for Community Cohesion, Safety and Public Health	Between 1 Feb 2014 and 31 Mar 2014	VIN	Health Issues	Relevant internal and external stakeholders.	Jo Melvin Children's Services Strategy and Planning Officer Tel: 01733 863954 joanne.melvin@peterb orough.gov.uk	It is not anticipated that there will be any further documents
Older People's Day Service Review - KEY/10JAN14/05 To consult users and carers/ family members on proposals to develop a dementia specific day service.	Cabinet	30 Jun 2014	Yes	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Nick Blake Improvement & Development Manager Tel: 01733 452406 nick.blake@peterborou gh.gov.uk	It is not anticipated that there will be any further documents.
Local Transport Plan Programme of Works 2014/15 - KEY/24JAN14/01 To approve the Local Transport Plan Programme of Works 2014/15.	Councillor Gr. Uff. Marco Cereste Leader of the Council and Council and Council and Council and Frategic Planning, Housing, Economic Development and Business Engagement	April 2014	N/A	Sustainable Growth and Environment Capital Scrutiny Committee	Relevant internal and external stakeholders.	Mark Speed Transport Planning Team Manager Tel: 317471 mark.speed@peterboro ugh.gov.uk	It is not anticipated that there will be any further documents.

It is not anticipated that there will be any further documents.	It is not anticipated that there will be any further documents.
Nick Blake Improvement & Development Manager Tel: 01733 452406 nick.blake@peterborou gh.gov.uk	Emma Everitt Project Support Officer Tel: 01733 863660 emma.everitt@peterbor ough.gov.uk
Relevant internal and external stakeholders.	Relevant internal and external stakeholders.
Scrutiny Commission for Health Issues.	Sustainable Growth and Environment Capital Scrutiny Committee
A/N	V /N
March 2014	March 2014
Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	Councillor David Seaton Cabinet Member for Resources
Integrated Community Equipment Service Contract Award - KEY/24JAN14/02 To seek approval for the award of contract to provide an Integrated Community Equipment Service.	Approval of Community Asset Transfer of Gladstone Park Community Centre - KEY/24JAN14/03 Approval for the Council to enter into a full repairing lease with the recommended provider under the terms of the Community Asset Transfer Strategy.

Community Based Supported Living Service (KEY/07FEB14/01) Award of a one year contract to Turning Point Services for the period 1 April 2014 – 31 March 2015. The contract is for the provision of home care services to adults with a learning disability living services. The one year contract is an extension of a current contract.	Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	March 2014	AIN	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Mubarak Darbar Head of Commissioning Learning Disabilities Tel: 01733 452509 mubarak.darbar@peter borough.gov.uk	It is not anticipated that there will be any further documents.
Section 75 Agreement with the Clinical Commissioning Group (CCG) for the Provision of a Joint Child Health and Wellbeing Wellbeing Unit - KEY/21 FEB14/01 Authorisation for the entry into a statutory Section 75 Agreement, for an initial two year period, with the CCG for the provision of a borderline and Peterborough joint child health and wellbeing commissioning unit.	Councillor Wayne Fitzgerald Cabinet Member for Adult Social Care	March 2014	AIN	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterb orough.gov.uk	It is not anticipated that there will be any further documents.

Award of Contract for the Extension of Discovery Primary School - KEY/21MAR/01 Award of contract for the extension of the Discovery Primary School to accommodate increased pupil numbers.	Councillor John Holdich Cabinet Member for Education, Skills and University	June 2014	N/A	Creating Opportunities and Tackling Inequalities.	Relevant internal and external stakeholders.	Brian Howard Programme Manager - Secondary Schools Development Tel: 01733 863976 brian.howard@peterbor ough.gov.uk	It is not anticipated that there will be any further documents.
Sale of Greenwood House - KEY/21MAR/02 Delivery of the Council's Capital Receipt Programme through the sale of Greenwood House, South Parade.	Councillor David Seaton Cabinet Member for Resources	March 2014	N/A	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Simon Webber Capital Receipts Officer Tel: 01733 384545 simon.webber@peterb orough.gov.uk	It is not anticipated that there will be any further documents.
Sale of the Herlington Centre - KEY/21MAR/03 Delivery of the Council's capital receipts programme through the sale of the Herlington Centre, Orton Malborne.	Councillor David Seaton Cabinet Member for Resources	March 2014	N/A	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Howard Bright Growth Delivery Manager Tel: 452619 howard.bright@peterbo rough.gov.uk	It is not anticipated that there will be any further documents.

Financial System Services - KEY/21MAR/04 To award the contract for the provision of a financial system.	Councillor David Seaton Cabinet Member for Resources	March 2014	AN	Sustainable Growth and Environment Capital	Relevant internal and external stakeholders.	Steven Pilsworth Head of Strategic Finance Tel: 01733 384564 Steven.Pilsworth@pete rborough.gov.uk	It is not anticipated that there will be any further documents.
Transforming Day Opportunities for Adults Under 65 - KEY/21MAR/05 To provide an update on consultation and to seek approval to implement the recommendations contained within the report.	Cabinet	24 Mar 2014	Yes	Scrutiny Commission for Health Issues	Relevant internal and external stakeholders.	Mubarak Darbar Head of Commissioning Learning Disabilities Tel: 01733 452509 mubarak.darbar@peter borough.gov.uk	It is not anticipated that there will be any further documents
Peterborough City Council Customer Strategy 2014 - KEY/21MAR/06 To approve the Customer Strategy. The vision is to provide a range of high-quality services whilst maximising customer satisfaction and delivering these services through different channels at the lowest reasonable cost, whilst also reducing or diverting demand.	Cabinet	28 Apr 2014	Yes	Strong and Supportive Scrutiny Committee	Relevant internal and external stakeholders.	Ricky Fuller Head of Strategic Commissioning Tel: 01733 452482 ricky.fuller@peterborou gh.gov.uk	It is not anticipated that there will be any further documents.

RESOURCES DEPARTMENT Executive Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG Strategic Finance Internal Audit

Riternal Audit Schools Infrastructure (Assets and School Place Planning) Corporate Property Waste and Energy

Strategic Client Services (Enterprise Peterborough / Vivacity / SERCO including Customer Services, ICT and Business Support)

CHILDREN'S SERVICES DEPARTMENT Executive Director's Office at Bayard Place, Broadway, PE1 1FB

Safeguarding Family and Communities Education School Improvement Special Educational Needs / Inclusion and the Pupil Referral Service ADULT SOCIAL CARE Executive Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG Care Services Delivery (Assessment and Care Management and Integrated Learning Disability Services) Mental Health

Public Health (including Health Performance Management)

COMMUNITIES DEPARTMENT Director's Office at Bayard Place, Broadway, PE1 1FB

Strategic Commissioning Safer Peterborough, Cohesion, Social Inclusion and Neighbourhood Management

GOVERNANCE DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG Communications

HR Business Relations (Training and Development, Occupational Health and Reward and Policy) -egal and Governance Services Strategic Regulatory Services

Performance Management

GROWTH AND REGENERATION DEPARTMENT Director's Office Stuart House, St Johns Street, Peterborough, PE1 5DD

Strategic Growth and Development Services Strategic Housing

Planning Transport and Engineering (Development Management, Construction and Compliance, Infrastructure Planning and Delivery, Network Management and Passenger Transport)

Commercial Operations (Strategic Parking and Commercial CCTV, City Centre, Markets and Commercial Trading and Tourism)

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STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 10
26 MARCH 2014	Public Report

Report of the Director of Governance

Contact Officer(s) – Paulina Ford – Senior Governance Officer Contact Details - 01733 452508

WORK PROGAMME 2014-2015

1. PURPOSE

1.1 The purpose of this report is to provide the Committee with a list of possible items to be included in the Committees 2014-2015 work programme.

2. **RECOMMENDATIONS**

2.1 It is recommended that the Committee note the items listed at point 4 below for the 2014-2015 work programme and discuss in further detail at the next Group Representatives meeting where the work programme can be expanded further.

3. BACKGROUND

3.1 The work programme for the Committee is aimed at maintaining a strategic and coordinated work programme based on major areas of work from the various service areas within the Council and partner organisations that are covered within the remit of this committee. The review topics should take account of what is likely to be timely and relevant and to add value. The programme should incorporate the routine on-going work of the committee and the completion of reviews currently underway.

The work programme will necessarily be subject to continual refinement and updating throughout the year.

4. KEY ISSUES

- 4.1 The items listed below have been provided by the Communities Directorate and are provided as a starting point for discussion.
 - Safer Peterborough Plan Thematic Report
 - Safer Peterborough Plan Annual Refresh
 - Selective Licensing or equivalent scheme
 - Scrutiny in a Day outcomes
 - Community Assets, rationalisation programme
 - Review of the Peterborough Communities and Safety Delivery Model

5. NEXT STEPS

5.1 The committee to note the report and agreed to discuss the draft 2014-2015 work programme in further detail at a meeting before the next municipal year to ensure a focused work programme is in place for agreement at the first meeting of the year.

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