

CABINET

MONDAY 25 JULY 2016
10.00 AM

Bourges/Viersen Room - Town Hall

Contact – gemma.george@peterborough.gov.uk, 01733 452268

AGENDA

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Circulation

Cabinet Members

Scrutiny Committee Representatives

Directors, Heads of Service

Press

*Any agenda item highlighted in bold and marked with an * is a 'key decision' involving the Council making expenditure or savings of over £500,000 or having a significant effect on two or more wards in Peterborough. These items have been advertised previously on the Council's Forward Plan (except where the issue is urgent in accordance with Section 15 of the Council's Access to Information rules).*

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MINUTES OF CABINET MEETING HELD 13 JUNE 2016

PRESENT:

Cabinet Members: Councillor Holdich (Chair), Councillor Elsey, Councillor Fitzgerald, Councillor Goodwin, Councillor Hiller, Councillor Lamb, Councillor Seaton, Councillor Smith, and Councillor Walsh

Cabinet Advisors: Councillor Casey

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Stokes.

2. DECLARATIONS OF INTEREST

There were no declarations of interest received.

3. MINUTES OF THE CABINET MEETING HELD ON 21 MARCH 2016

The minutes of the meeting held on 21 March 2016 were agreed as a true and accurate record, subject to the addition of Councillor Fitzgerald and Councillor Lamb in the list of attendees.

4. PETITIONS PRESENTED TO CABINET

There were no petitions presented to Cabinet.

STRATEGIC DECISIONS

5. PETERBOROUGH JOINT HEALTH AND WELLBEING STRATEGY 2016-19

Cabinet received a report which followed consultation on the Peterborough Joint Health and Wellbeing Strategy 2016-19 between 1 February 2016 and 30 April 2016.

The purpose of the report was to seek Cabinet's approval of those elements of the Joint Health and Wellbeing Strategy, which were the executive responsibility of Peterborough City Council, before it was submitted to the Peterborough Health and Wellbeing Board in July for final approval.

The Chairman introduced the report and advised that while there was no statutory requirement for Cabinet to approve the Strategy, as public health was a strategic priority for the Council, it was considered Cabinet oversight was important.

The Director of Public Health introduced the report and advised that the purpose of the Strategy was to address the health issues presented in the area. The Strategy was a collaborative work, with contributors from across the health and City Council services. The next stage of the process was to develop detailed implementation plans.

Cabinet debated the report and in summary, key points raised and responses to questions included:

- Cabinet were pleased to see that the Strategy covered other portfolios and directorates, with particular regard to planning and the Local Plan.
- There was no timed implementation plan currently. The priorities within the Strategy would cut across a number of areas and may run concurrently to each other. These priorities would be established through this discussion, consultation with the Health and Wellbeing Board, and other stakeholders.
- The plans for future delivery of mental health services for children and young people. The Cabinet were advised of the 'i-thrive' model, which would provide a flexible engagement opportunity for those young people with most need. A website had been launched that was targeted at providing relevant information to children.
- The correlation between rural and urban living, and an individual's quality of life was discussed. The Director of Public Health advised that this was a complex issue, which was a result, not only of health, but also the area's economy.
- It was discussed that the demand for acute mental health care in Peterborough was linked to the city's demographics. Mental health issues were often associated with socio-economic status, deprivation, unemployment, and income security. It was further noted that people with severe mental health problems were generally attracted to cities. Issues of young female isolation were recognised.
- It was considered key that work be done within diverse communities to ensure that resources were directed to what communities felt would be the best approach.
- A question was raised in regard to what age was considered 'adulthood' in relation to smoking. The Director of Public Health advised that, for the Strategy, it was considered 18 years or older. Public Health England were considering examining smoking between the ages of 15 and 18, and this would be further investigated.
- The joint initiatives between the Council and the NHS were discussed, such as the Lifestyle Service and the Healthy Peterborough campaign; these would continue. It was proposed to review the NHS and Council offer to schools, with the potential to provide a joint offer that is clearer and more attractive to schools.
- In terms of addressing heart disease within the Strategy, a spectrum of health behaviours were addressed that contributed to heart disease, including smoking, diet, and physical exercise. Also addressed was advice given to patients after they experience related problems. It was noted that work could be done to benchmark these actions against other areas of the country.
- The Cabinet were pleased to note the inclusion of Vivacity and Travelchoice within the Strategy.
- Discussion was had surrounding what responsibilities the Council had in relation to Tuberculosis. The Director of Public Health advised that this was a joint responsibility between the Council and the health services. For example, individuals may require help with social issues during their treatment, the Council would need to take account of this.
- Questions were raised regarding the provision for individuals with long term conditions and the level of engagement with carers for such. It was advised that a further joint strategic needs assessment would be carried out for people with long term conditions.
- Data was benchmarked against comparable cities for Peterborough. The Director of Public Health was happy to circulate this information to members.
- The recorded population increase was discussed. It was advised that while this accounted for a portion of the hospital attendance increase, the remainder of the increase may be attributed to the aging population and the presence of obesity in the area.
- With the permission of the Chairman, Councillor Rush requested clarification on how the strategy would tackle teenage pregnancy. The Director of Public Health responded that there was currently a commitment in place to refresh the

strategy in relation to this, and to focus on prevention. This would be picked up through the Children and Young People Commissioning Board.

- It was noted that nothing was included within the Strategy around Post Traumatic Stress Disorder within the ex-forces community. The Director of Public Health would investigate how this could be addressed.
- Comment was made that reference to individuals being overweight or obese was often met with resistance. It was advised that references were often made to 'healthy weight' within promotional public health work and emphasis made on creating healthy environments.

Cabinet considered the report and **RESOLVED:**

1. To note the feedback from the public and stakeholder consultation on the draft Peterborough Joint Health and Wellbeing Strategy;
2. To approve the final version of the Peterborough Joint Health and Wellbeing Strategy which had been amended to reflect the key themes of the consultation feedback; and
3. To recommend the Strategy to the Health and Wellbeing Board for approval.

REASONS FOR THE DECISION

The Peterborough Joint Health and Wellbeing Strategy was a key document for driving forward the City Councils' strategic priority of 'Achieve the best health and wellbeing for the City'. The content and aims of the Strategy covered a range of Cabinet Portfolios, beyond those of Health and Wellbeing Board members, so discussion and approval by the full Cabinet was important.

ALTERNATIVE OPTIONS CONSIDERED

The Joint Health and Wellbeing Strategy could have been taken to the Health and Wellbeing Board without consideration by Cabinet. However this would mean that some Cabinet members with portfolios relevant to the Strategy would not have been given the opportunity to consider and approve it.

MONITORING ITEMS

6. BUDGET MONITORING REPORT FINAL OUTTURN 2015/16

Cabinet received a report as a monitoring item. The report was also to be submitted to Audit Committee on 29 June 2016 as part of the closure of accounts process.

The purpose of the report was to provide Cabinet with the outturn position for both the revenue budget and capital programme for 2015/16, subject to any changes required in the finalisation of the Statement of Accounts. The report also contained performance information on treasury management activities, payment of creditors and collection performance for debtors, local taxation, and benefit overpayments.

The Cabinet Member for Resources introduced the report and advised that the Council had seen a reduction in funding of 44% since 2010/2011. Income had been generated from number of joint services. In 2016/2017 it was planned to deliver a saving of £23 million without cuts to services. Work had already commenced on next year's budget process.

Cabinet debated the report and in summary, key points raised and responses to questions included:

- The 'equalisation reserve' was in place in order to aid the Council in meeting the financial challenges of future years.
- It was expected that devolution would benefit the area by bringing in additional fund. It was noted that the establishment of a university would enhance the local economy. Overall, it was not anticipated that devolution would have a negative effect on the city.

Cabinet considered the report and **RESOLVED:**

1. To note the final outturn position for 2015/16 (subject to finalisation of the statutory statement of accounts) of a £1.0m underspend on the Council's revenue budget;
2. To note the outturn spending of £81.8m in the Council's capital programme in 2015/16;
3. To note the reserves position, including the position on the Grant Equalisation reserve;
4. To note the performance against the prudential indicators; and
5. To note the performance on treasury management activities, payment of creditors, collection performance for debtors, local taxation and benefit overpayments.

REASONS FOR THE DECISION

The monitoring report formed part of the 2015/16 closure of accounts and decision making framework culminating in the production of the Statement of Accounts and informed Cabinet of the final position.

ALTERNATIVE OPTIONS CONSIDERED

No alternative options were considered.

The Chairman took the opportunity to thank the Electoral Services team for their work throughout the recent elections and the referendum.

Cabinet requested that a letter of thanks be sent to the Electoral Services team for running a successful election and referendum.

Chairman
10.00am – 11:05am

MINUTES OF EXTRAORDINARY CABINET MEETING HELD 27 JUNE 2016

PRESENT:

Cabinet Members: Councillor Holdich (Chair), Councillor Elsey, Councillor Fitzgerald, Councillor Goodwin, Councillor Hiller, Councillor Lamb, Councillor Seaton, Councillor Smith and Councillor Walsh

Cabinet Advisors: Councillor Casey and Councillor Stokes

1. APOLOGIES FOR ABSENCE

There were no apologies for absence received.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

STRATEGIC DECISIONS

3. THE CAMBRIDGESHIRE AND PETERBOROUGH DEVOLUTION PROPOSAL, GOVERNANCE REVIEW AND SCHEME

Cabinet received a report which requested that consideration be given to the outcomes of discussions held at a meeting of Full Council, prior to determining a number of recommendations relating to a combined authority for the Cambridgeshire and Peterborough area, with a directly elected Mayor.

Council had met directly before the Cabinet meeting and Cabinet were requested to endorse the Review, approve the content of the Devolution Deal and the draft Governance Scheme and to approve the arrangements for public consultation on the Governance Scheme and to authorise the Chief Executive, in consultation with the Leader of the Council, to provide the Secretary of State with a summary of consultation responses in due course and to progress any further matters as required in connection with the proposed Deal.

It was a legal requirement that Cabinet met to approve the consultation process.

Cabinet debated the report and in summary, key points raised and responses to questions included:

- During the meeting of Full Council, Members had raised issues regarding health. In response to these comments, it was advised that health would be a future consideration;
- It would be important that the Mayor be flexible, possibly spending time in each area of the region;
- In the Full Council meeting, Members had expressed concern with regards Peterborough only having one vote and therefore being outvoted on issues affecting the city. In response it was commented that trust needed to be placed in the arguments being put forward by officers for investment in the city; and
- With regards to comments raised during the Full Council meeting relating to the nature of the consultation, it was clarified by the Legal Officer that the finer

detail of the consultation process would be refined through the Devolution Working Group.

Cabinet considered the report and **RESOLVED:**

1. To consider and endorse the conclusions of the outcome of the Governance Review that the establishment of a Combined Authority with a Mayor for the Cambridgeshire and Peterborough area would be likely to improve the exercise of statutory functions in that area.
2. To approve the content of the Devolution Deal proposal and confirm that this replaced in its entirety the East Anglia Devolution Agreement signed in March 2016.
3. To approve the draft Governance Scheme and authorise the Chief Executive to make any appropriate revisions to the draft Scheme before publication as she may consider appropriate in consultation with the Leader and in liaison with the other Chief Executives of constituent authorities and to take all necessary actions to progress any matters arising from this report.
4. To approve the arrangements for public consultation on the Governance Scheme and authorise the Chief Executive in consultation with the Leader of Council to provide the Secretary of State with a summary of the consultation responses in due course and to circulate that summary to all members of the Council.
5. To convene a further meeting of the Executive to take place in October 2016 to consider whether to give consent for the Secretary of State to bring forward an Order to establish a Mayoral Combined Authority covering the area of Cambridgeshire and Peterborough.

REASONS FOR THE DECISION

To consult on a scheme for the Cambridgeshire and Peterborough area, with a directly elected Mayor, in order to devolve powers from Government to a combined authority.

ALTERNATIVE OPTIONS CONSIDERED

The Governance Review considered a number of alternative options.

Chairman
20.15pm – 20:20pm

CABINET	AGENDA ITEM No.5
25 JULY 2016	PUBLIC REPORT

Cabinet Member(s) responsible:	David Seaton, Cabinet Member for Resources	
Contact Officer(s):	Simon Machen, Corporate Director Growth and Regeneration	Tel. 01733 453475

FARMS ESTATE – IMPLEMENTATION PLAN 2016/17

RECOMMENDATIONS	
FROM : David Seaton, Cabinet Member for Resources	Deadline date : 25 July 2016
<ol style="list-style-type: none"> 1. Cabinet to approve the Farms Estate Action Plan 2016 / 17 2. Cabinet delegate authority to the Corporate Director Growth and Regeneration to approve future Farm Estate Action Plans 	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet at the request of Councillor David Seaton, Cabinet Member for Resources and Digital Peterborough, following approval of the Strategy for the Management of the Farms Estate by Cabinet on 20 July 2015.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to seek approval from Cabinet for the Farm Estate Action Plan 2016/17. This is an implementation plan for lettings, capital investment and proposed sales on the Farms Estate and is the first such Action Plan.

2.3 This report is submitted following consultation with the Peterborough Tenant Farmers Association through the Farms Estates Advisory Group. It is for Cabinet to consider under its Terms of Reference Part 3, Section 3.2 paragraph 3.2.4 To promote the Council's corporate and key strategies and Peterborough's Community Strategy and approve strategies and cross-cutting programmes not included within the Council's major policy and budget framework.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
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4. MANAGMENT OF THE FARMS ESTATE

4.1 The Strategy for the Management of the Farms Estate was approved by Cabinet on 20 July 2015. The strategy sets out three key objectives and these have been taken into account when preparing this report:

Objective 1 – Financial

- Promotion of viable farm enterprises
- Maintenance of rental and capital values of the estate
- Sale of property which is genuinely surplus to the operating requirements of the

estate or which are not financially viable to retain

Objective 2 – Agricultural

- Provide opportunities for new farm businesses, new entrants into farming and the opportunity for diverse farming related enterprises
- Encourage sustainable farming practices and businesses

Objective 3 – Social & Environmental

- Provide opportunities for varied use, environmental and social benefit to the people of Peterborough
- Where appropriate non-agricultural uses will be integrated with agricultural use

Farms Estate Action Plan 2016 / 17

- 4.2 Following approval of the Strategy, the detailed management of the farms estate was discussed at a number of meetings of the Farms Estate Advisory Group made up of officers, representatives of the Peterborough Tenant Farmers Association and Elected Members. A sub-group was tasked with preparing a Farms Estate Action Plan and this is attached as Appendix A to this report.
- 4.3 The Action Plan outlines a set of agreed principles including the vision for the farms estate, sustainable rents, the selection process for starter tenancies, investment proposals and also sets out an agreed lettings and sales approach for individual elements of the estate over the next year.
- 4.4 The vision is to work towards an estate comprising six core, full time holdings of approximately 400 acres each with the remainder, approximately 500 acres, used for starter tenancies and social uses such as education. All parties recognise that given the fragmented nature of some of the estate this could take up to 20 years to achieve. Rents need to be set at financially sustainable levels and non-financial benefits will be taken into account in setting rent levels, such as environmental, education or community benefits.
- 4.5 The approach to investment in the farms estate – in terms of both general repairs and investment in new infrastructure such as drainage and new buildings - has not been as comprehensive as it could have been and the Action Plan includes a commitment to improved financial planning and management. The Council has entered into a new joint venture partnership for its asset management with the NPS Group, and NPS Peterborough Limited will be tasked with undertaking a robust asset condition survey and defining an investment programme within the confines of the existing revenue and capital budget for the farms estate.
- 4.6 The Action Plan sets out in detail the approach to letting land at Grays Farm, Hills Farm, Moores Farm, Pepperlake and Fletchers Farm as well as to disposal of a limited number of surplus assets.
- 4.7 The UK agricultural economy is very closely linked to European Union (EU) membership through the Common Agricultural Policy. The potential short to medium term effects of the decision to leave the EU are unknown but agricultural land prices have been weakening for the past year. The effect of the referendum will be kept under review and decisions regarding sales and letting of land informed by the circumstances at the time.
- 4.8 This is the first Action Plan and it is proposed that these now be prepared on an annual basis in close consultation with the Peterborough Tenants Farmers Association.

5. CONSULTATION

- 5.1 The Farms Estate Action Plan 2016/17 is consistent with the Strategy for the Management of the Farms Estate approved by Cabinet 20 July 2015.
- 5.2 In preparing this report to Cabinet, the Assistant Director Property (Interim) and officers from Legal and Finance have been consulted. The Farms Estate Action Plan 2016 has been prepared in close consultation with representatives of the Peterborough Tenant Farmers Association.

6. ANTICIPATED OUTCOMES

- 6.1 Implementation of the Farms Estate Action Plan 2016/17 following approval by Cabinet.

7. REASONS FOR RECOMMENDATIONS

- 7.1 Following agreement of the Strategy for the Management of the Farms Estate by Cabinet in July 2015 it is important that Cabinet be given the opportunity to comment on and approve the Farms Estate Action Plan 2016.

8. ALTERNATIVE OPTIONS CONSIDERED

Do Nothing

- 8.1 This option is not viable as the Council has to make a number of decisions relating to letting and sale of parts of the farms estate. The Council needs to implement the approved Strategy for the Management of Farms Estate, otherwise its ongoing management has the potential to be done without reference to the agreed Strategy.

9. IMPLICATIONS

FINANCIAL IMPLICATIONS

- 9.1 The Action Plan is consistent with the budget for the 2016/17 farms estate in terms of revenue and capital investment set out in Council's Medium Term Financial Strategy approved by Council on 9 March 2016, which is summarised below.

Revenue Estimates		
Rents Receivable	£292 000	
Essential Repairs	(£50 000)	
Contingency for Other Expenditure	(£5 500)	
Revenue Surplus	£236 500	
Capital		
Improvements	£150 000	Fund available for investment in improvement schemes to include land drainage and farm buildings, subject to agreeing terms with tenants

LEGAL IMPLICATIONS

- 9.2 Statutory authority for the sale of land is given by Section 123 of the Local Government Act 1972. Section 123 permits the Council to dispose of property in any manner they wish subject to the provision that the property is not to be sold for a consideration less than the best that can reasonably be obtained. It is also necessary to consider any competition implications in accordance with the Competition Act 1998 which prevents practices which could prevent competition, and the Council's Financial Regulations which regulate the way

in which the Council offers its land for sale. The proposed open market sales open to bidders comply with these various obligations.

- 9.3 Executive powers regarding matters such as negotiating and concluding negotiations for the grant of leases, licences, rent reviews and the sale of land where the capital receipt is up to £250,000 have been delegated to the Corporate Property Officer, in this case the Director of Growth and Regeneration. Consequently the Director of Growth and Regeneration Corporate Property Officer has delegated authority to deliver most of the agreed Implementation Plan with the exception of sales in excess of £250,000 where the decision is the responsibility of the Cabinet Member for Resources subject to a Cabinet Member Decision Notice.

10. BACKGROUND DOCUMENTS

- 10.1 Strategy for the Management of the Farms Estate – approved by Cabinet on 20 July 2015:

[Cabinet Agenda - 20 July 2015](#)



**PETERBOROUGH FARMS ESTATE
ACTION PLAN
2016 – 2017**



**This Action Plan has been prepared by Peterborough City Council with the
Peterborough Farm Tenants Association.**

VISION

- The vision is for the estate to consist of 6 full-time holdings of approximately 400 acres each. This would leave some 500 acres, about 1/6 of the current estate, available for new entrants into farming as starter farms and for social uses such as education. This will take time to achieve, up to 20 years. Ease of access and transport will be a consideration when letting land.
- The Council will aim to let land on longer term agreements when appropriate. A 10 year term generally be the minimum length considered when reletting land although each letting will be considered on a case by case basis which will result in some shorter-term lets as well possibly longer ones.
- Starter tenancies should be for an initial term of three to five years only. It is considered impractical to let for fewer years as investment in a new business usually requires greater security. This will be achieved by offering an initial term of five years, with appropriate break clauses and safeguards built into new entrant agreements in most cases. Stability for all tenants is important and therefore the option to extend for up to an initial period of ten years will be made available to new tenants should their enterprises prove successful.

RENT

- Rents will be set at financially sustainable levels. When letting starter holdings this might result in rents at the lower end of the market levels. Where appropriate, non-financial benefits to the Council, environment and community will be taken into account when assessing acceptable rent levels.

STARTER TENANTS

- Short-listed applicants for holdings let on the open market will be interviewed by a panel to include a representative of the wider farming community who would not necessarily be from another small holdings estate.
- On letting equipped holdings on the open market, open days will be held. Representatives of the farm tenants will be encouraged to attend to help inform prospective tenants and also provide feedback to the Council on those attending.

INVESTMENT

- Improvement of the fixed equipment on the estate is needed, in particular grain storage and general purpose buildings suitable for use by modern machinery. Up to 5 new grain stores are needed over the long-term and the Council will work with tenants to prioritise investment.
- Improving drainage remains a priority. The Council will normally expect tenants to enter into stand-alone finance agreements for expenditure on capital improvements incurred by the Council. This had been the practice on the estate for some time.
- In the short-term, investment in the renovation of Moors Farm bungalow and buildings will be undertaken before letting at October 2016.

ENVIRONMENT

- Tenants' businesses need to be financially as well as environmentally sustainable. As advised by the Royal Society for the Protection of Birds in 2010, habitat schemes should generally be directed towards low quality land. The farms estate's priority shall

be food production but there is scope for improving wildlife habitat as well as landscape without compromising the agricultural output of the estate. However, the estate at Newborough is likely to remain a largely agricultural fenland landscape for the foreseeable future.

EDUCATION

- The farm estate has a potential educational value and the Council is in discussion with a number of education providers for use of part of the estate for educational purposes.

LETTINGS

- **Grays Farm (198 acres) and Hill Farm (100 acres) at Crowland Road, Newborough**

Two adjoining areas of land without dwellings and currently let on short-term tenancies which come to an end in October 2016.

Propose let on following outline terms: -

Tenancy Type – 10 year Farm Business Tenancy (FBT). Tenant will be responsible for repairs and insurance. Offering a ten year tenancy will provide stability for tenants as well as the opportunity for them to invest in the estate and seeing a return on investment. A 10 year agreement will allow for potential reorganisation in 2026 when other land on the estate will come vacant following retirement of other tenants.

Strategy Compliance – The land will be advertised to let on the open market. Existing Council estate tenants will be invited to submit offers to be considered alongside all other offers received. Existing Council farms estate tenants with less than 400 acres of land in total will be considered favourably where extra land would provide additional stability to an existing tenant's business, adding weight to tenant's bid. Bids from existing tenants shall be supported by evidence of the benefits additional land would bring.

Objective – To provide sustainable rental income for the Council whilst taking account of the potential benefit to existing tenants' businesses where appropriate.

- **Moore's Farm (57 acres) , Crowland Road, Newborough**

A small farm equipped with bungalow and farm buildings. The bungalow is in need of repair and updating (central heating, new bathroom and kitchen fittings).

Propose let on following outline terms: -

Tenancy Type – 10 year FBT. As the tenant could be a new entrant the tenancy will allow the tenant to end their tenancy after three years if they choose to do so. The Council as Landlord will similarly to be able to bring the tenancy to an end at three and five years in the event of the tenancy proving unsuccessful. Break clauses will allow flexibility for all parties.

Strategy Compliance - Propose let on the open market as a small farm available for a new entrant into farming.

Objective – to secure an open market letting with new entrants given favourable consideration supported by a sound financial plan, evidence of available working capital, appropriate academic training and farming and business experience.

- Land at **Pepperlake** (41 acres) , Crowland Road, Newborough

Land with a farm building (no dwelling with this land) adjoining the land at Moores Farm above.

Propose let on the open market with the option for bidders for Moores Farm to take the additional land to create a larger holding.

Tenancy Type – 10 year FBT. Tenant to be able to end their tenancy after three years. Landlord similarly to be able to bring the tenancy to an end at three and five years in the event of the tenancy proving unsuccessful. Break clauses to allow flexibility for all parties.

Strategic Compliance– Open market letting with new entrants given favourable consideration supported by a sound financial plan, evidence of available working capital, appropriate academic training and farming and business experience.

Because of its location, the land could provide valuable additional productive land which would contribute to the financial viability of Moores Farm. Alternatively, the land could be a stand-alone letting either to an existing farm tenant or a new tenant without need for a dwelling.

Objective – The key is to secure a letting of this holding so if suitable new entrants or applicants from outside the estate are not found for these parcels, letting to existing Council tenants with less than 400 acres of land in total under their management will be considered.

OTHER LETTING PROPOSALS

- Reorganisation of 2 retirement tenancies where tenants are reaching the end of their contracted term. This offers the opportunity to enter into a further 3 years in accordance with the adopted strategy, subject to negotiations, allowing tenants to continue farming until 68 years of age.
- **Fletchers Farm** – Farm has alternative use potential such as education. Proposal to keep use of farm flexible for a further year by reletting for one more year to existing tenant with scope for a longer term solution in 2017/18.
- Other short-term farm assets – there are other areas of land currently let on short-term agreements. These will be relet to the existing tenants for a further year and are likely to be available for longer term letting in 2017 once a further review is undertaken later this year. Phased letting of the estate land over a period of years will help maintain variation of rental levels and rent review dates, thereby evening out peaks and troughs in the farming economic cycle for the Council as landlord.

POTENTIAL SALES IN 2016/17 (or 2017/18)

- America Farm, Fengate – proposal to split into parcels if appropriate or sell as a whole to maximise return to the Council.
- 1 and 3 Olympia Cottages, Crowland Road, Newborough – surplus farms cottages.

- Grays Farm, Peterborough Road, Crowland outbuildings.
- Garden land at Gas Lane, Thorney.

INVESTMENT PROPOSED

- Drainage – targeted drainage of wet fields to be funded by finance agreement with tenants.
- Renovation of Moores Farm Bungalow (subject to survey) and buildings – works needed to bring the dwelling and buildings into an acceptable condition for modern use.
- Other investment opportunities to be agreed on an ongoing basis as part of a new capital and revenue investment programme (within existing budget provision) which will be considered once full asset condition survey of the estate has been completed.

REVIEW OF FARM RENTS

- Rents are likely to remain unchanged this year. The position however will be regularly reviewed.

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CABINET	AGENDA ITEM No. 6
25 JULY 2016	PUBLIC REPORT

Cabinet Member(s) responsible:	Peter Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development.	
Contact Officer(s):	Simon Machen, Corporate Director of Growth and Regeneration	Tel. 453475

CREATING A HOUSING DELIVERY COMPANY AND THE RE-ALLOCATION OF CORPORATE AFFORDABLE HOUSING FUNDS

R E C O M M E N D A T I O N S	
FROM : Peter Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development	Deadline date : N/A
<ol style="list-style-type: none"> 1. Cabinet to approve the establishment of a JV Limited Liability Partnership (“LLP”) with Cross Keys Homes Development Ltd (“Cross Keys”). 2. The Director of Growth and Regeneration in consultation with the Leader of the Council, the Director of Governance and Corporate Director: Resources to exercise delegated authority to finalise and agree all necessary legal agreements with Cross Keys and the LLP to establish the JV’s structure and operation. 3. For the Council to invest £100,000 into the Joint Venture for operating capital 4. To approve the withdrawal of the existing Affordable Housing Capital Funding Policy 5. To agree that future grants from Section 106 Planning Receipts will be approved by the Corporate Director – Growth and Regeneration, except where they are intended to be given to the Housing Joint Venture in which case they will be approved by the Head of Service - Sustainable Growth Strategy 6. For Cabinet to note the allocation of the Right to Buy receipts for the Housing Joint Venture in line with the Council’s approved Budget for 2016/17. 7. Cabinet is requested to recommend to Council amendments to the Constitution ‘Appointments to external organisations’ to include the joint venture company once established within the key partnerships category to enable to the Leader to make appointments to the Housing Joint Venture board. 	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Cabinet following a request from Councillor Peter Hiller, Cabinet Member for Growth, Planning, Housing and Economic Development.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is for Cabinet to consider the creation of a Housing Joint Venture partnership between the Council and Cross Keys, in line with the Council’s approved Budget and the recommendations of a cross party task and finish group that considered changes to the Council’s strategy with regards housing in Peterborough.
- 2.2 This report is for Cabinet to consider under its Terms of Reference Part 3, Section 3.2 paragraph 3.2.6 To lead the delivery of Business Transformation within the Council.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	No	If Yes, date for relevant Cabinet Meeting	N/A
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4. A NEW HOUSING JOINT VENTURE

4.1 A Growth City

- 4.1.1 Peterborough continues to be a successful growth city. It is the third fastest growing city in the UK by population (1.5% annual growth) and has the fourth highest housing stock growth (at 1.1% annually) with over 2,000 new homes built in the last 2 years. Housing demand is buoyant and it is likely this demand will continue. The population is projected to increase by 28% between 2013 and 2031 (from about 185,700 to about 237,700), and the 2015 Strategic Housing Market Area Assessment showed a need for an extra 4,000 homes to be built between 2026 and 2036 *on top of* the existing 25,500 allocated to 2026 in the current adopted Local Plan. These new homes are required to support Peterborough's economic growth and the Council has an opportunity to play a much greater role in future delivery.
- 4.1.2 On 15 April 2015, Full Council approved the creation of a cross-party task and finish working group to assess the Council's strategy for housing, recognising the changes to the city and its economy over the years since the Council's stock transferred to Cross Keys Homes in 2004. This group considered how the Council's involvement in housing delivery might change and submitted an interim report to Scrutiny on the 25 January 2016.
- 4.1.3 The report's recommendations were wide-ranging, and included that the Council should "finance and build new homes to meet specific needs", and that it should "finance more building of affordable rented housing by supporting housing associations with access to finance". Such pro-active steps – with the Council moving from an 'enabler' to a direct developer of housing – would further cement the Council's increasingly commercial and delivery-focussed agenda.
- 4.1.4 With the Council's first development joint venture – the Peterborough Investment Partnership (PIP), established in January 2015 – the Council has demonstrated just what is possible with direct engagement in development delivery. In less than a year, a site that had languished for years (obtained planning permission for a landmark regeneration scheme. Six months on and the PIP has announced well-respected and capable developers for delivering the main office and waterfront residential components, with construction expected to begin towards the end of 2016.
- 4.1.5 Throughout, the Council has played a critical role in the PIP, jointly making decisions on scheme makeup and design alongside its private sector partner. It is a model that has worked well on Fletton Quays, is one the Council and its legal and financial advisors are familiar and comfortable with and it remains readily deployable to work in other circumstances.
- 4.1.6 It is by design not a model where the Council 'sits back' and lets a dominant partner drive delivery; it is one that invites and benefits from the active engagement, from joint decision making and the day-to-day shaping of schemes and ideas. Peterborough has developed an enviable reputation as a Council that takes such an active role; a reputation for going beyond its critically important function in shaping policy to also putting this into practice, through to delivery on the ground.
- 4.1.7 As part of the budget setting process for 2016/17, Full Council approved the allocation of corporate resources to support the creation of a Housing Delivery Company and specifically for facilitation of the delivery of affordable housing in Peterborough. Since that time, Officers have been working to add 'meat to the bones' of that decision, and the rest of this paper outlines how a new housing delivery company would work, subject to Cabinet approval and final legal negotiations and details.

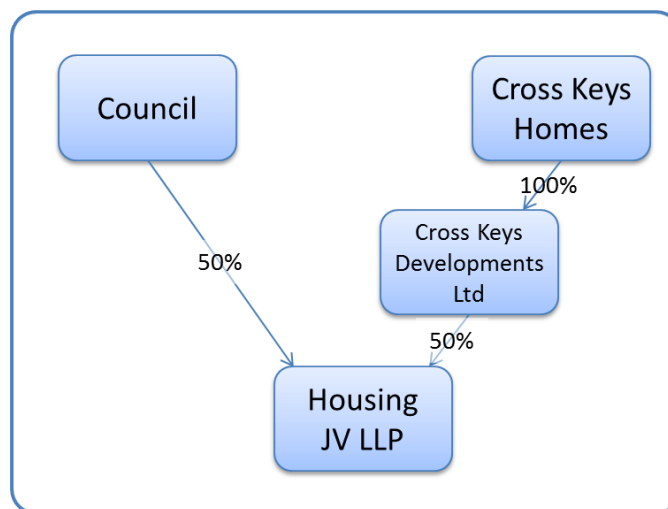
4.2 The Housing Joint Venture

4.2.1 Structure Overview

4.2.1.1 Whilst the Council could set up a housing company on its own, this is neither the fastest method for delivering on the ground nor plays to the Council's strengths in terms of what it can contribute to delivery. With the Large Scale Voluntary Transfer in 2003 of housing stock to Cross Keys Home, the Council no longer has in-house skills in housing management and development. The Peterborough Investment Partnership demonstrated what is possible when the Council takes part and plays to its strengths in a joint venture, and this made the joint venture model – which the Council is now familiar with – a strong option for a housing development company.

4.2.1.2 Cross Keys Homes was equally a logical choice for partner, as the largest residential social landlord in Peterborough and a strategic partner the Council works with extensively already (and indeed has board membership representation). They have increasingly sought a direct role in development that mirrors the Council's own appetite for being involved in direct delivery and they share Council goals of meeting housing demand and ensuring provision of housing to meet local needs.

4.2.1.3 The proposed structure is as per the diagram below, and is deliberately very similar to that of the Peterborough Investment Partnership. A new housing joint venture (a limited liability partnership) would be formed. The Council would own 50% of the JV partnership (just as with the PIP), and Cross Keys (through their wholly-owned development company) would own the other 50%.



4.2.1.4 In broad terms, the objective of the company would be to deliver new housing of all types and tenures (including affordable rent, starter homes, shared equity, market sale, private rented, student accommodation and housing solutions for vulnerable groups including the elderly, disabled and ex-armed forces personnel). at a range of scales as circumstances dictate. It would be able to operate outside of as well as within Peterborough, but initial projects would be within the unitary area. Aligned to both the Council's and Cross Keys Homes' ambitions, schemes will be about meeting the varied housing needs of the community, and many will have a focus on 'affordable' elements as well as market. Registered providers such as Cross Keys already subsidise affordable housing through profit on market sale.

4.2.1.5 The company would achieve this through a range of activities, including:

- a) The acquisition of strategic land interests and their promotion through the planning process
- b) Site development to planning permission and unit delivery, including consented-site sales before and after infrastructure works are complete
- c) Site acquisitions and strategic site assembly

- d) Facilitating the sale of completed accommodation units
- e) Holding stock and leasing as appropriate

4.2.1.6 There are clear – and deliberate – parallels in the above to how the Peterborough Investment Partnership operates. Just like the PIP, the housing joint venture would choose the best way of working on a scheme on a project by project basis, and on some schemes it might (for example) develop a site out fully itself whilst on others it might sell on parcels with planning consent, or serviced plots.

4.2.2 Governance, Control and Operation

4.2.2.1 As with the PIP, the new housing joint venture would be controlled by a small board, delegating most operational decisions to a project / working team. The JV board and the project team would be run on a decision making by consensus approach, requiring both parties to agree to something before it can be enacted. This has worked well within the PIP and is now a proven model for the Council

4.2.2.2 The board would be made up of up to four representatives, up to two from the Council and up to two from Cross Keys. The board would approve strategic matters and decisions (such as related to an annual operating budget, the projects to take forward and so on). Operational matters would be dealt with by a project team, for which both parties can nominate up to three individuals.

4.2.2.3 In broad terms, the process for project development and delivery within the joint venture is:

- a) Project team develop a 'concept' for the project, which is essentially a document that will frame an idea and request board approval to investigate if it is worth pursuing more fully. The level of detail for which will vary depending on circumstances and project but would normally include matters such as context, commercial expectations, key risks and assumptions, outline timeline and headline costs for developing a full business case.
- b) Once agreed within the project team, the joint venture board then need to approve it. The board can, of course, decide not to proceed, and because all decision making would be by consensus this would also apply if either the Council or Cross Keys were unfavourable towards it.
- c) Once the concept has board approval, the project team work to develop a full business case. The business case will vary in scope and detail (as would be expected) depending on the project, but would involve how a scheme would proceed (including planning application approach etc.), how physical delivery (including infrastructure) would take place, the 'exit' options, a commercial appraisal, risk assessments, costs and cash-flow forecasts, and financing options.

As will be discussed later in section 4.3, it is important to note that neither the Council nor Cross Keys would be obligated to finance any project (either because of this Cabinet Report, or a decision by its representatives within the JV). Both parties simply have the option to do so, subject to usual governance within the respective organisations, executed in the usual ways.

- d) As in step B above, approvals are needed for the final project plan by the project team and board before it is progressed.
- e) Work commences and depending on the scheme, this is likely to involve a planning application, potential land acquisitions, construction contracts for infrastructure and housing and so forth. The board would receive regular updates on progress.
- f) What happens at the end of a scheme will vary. In a simple case where a scheme is a mix of market housing and affordable, the affordable would be managed by Cross Keys under contract to the housing JV and the market housing sold off. Any profit that the housing JV makes would be then split and returned to the partners, likely on a *pari passu* basis. It is important to note that whilst all schemes must work financially – when all income and expenditure for a scheme is considered – it is

possible that they may not return more than an incidental profit, given the costs involved in providing mixed tenure housing schemes. This would be clear, however, on a scheme by scheme basis, and be taken into account in any investment case (see 4.3 for more detail).

4.2.3 Initial Projects

4.2.3.1 Like the Peterborough Investment Partnership, the Housing Joint Venture will not be constrained to a set of projects agreed at the outset; rather, the intention is to develop projects throughout the open-ended length of the joint venture, taking advantage of opportunities that arise and in response to particular needs. However, again as with the Peterborough Investment Partnership, there are projects that the Housing Joint Venture will begin its work with examining, and it is appropriate to outline these here.

- a) Scheme 1: redevelopment of a brownfield site in Peterborough for around 200 new homes. The property mix is likely favour two bedroom houses and flats for rent and two or three bedroom houses for shared ownership
- b) Scheme 2: a redevelopment of brownfield site in Peterborough that could deliver up to 80 homes, with a focus on affordable. The property mix is likely to be two bedroom houses with a smaller number of three bedroom houses. This site also offers the opportunity to examine the inclusion of some bungalows for older or physically disabled people and some supported housing flats for vulnerable clients with low support needs.

4.2.3.2 It is important to note that one of the first tasks of the joint venture will be to assess these two sites, though the process above, and formally determine what, if any, project to take forward on them. The scheme descriptions above are therefore subject to change. Alongside this work, the Housing JV will need to develop a pipeline of 'concepts' and projects to take forward, working through the process 4.2.2.3 above. All such decisions would be made jointly with Cross Keys' representatives inside the new housing joint venture.

4.3 **Financial arrangements and inputs**

4.3.1 Financing overview

4.3.1.1 It is essential to be clear what the Council is being asked to commit to financially, and at what point. The Joint Venture is a development company, separate from the Council and will operate accordingly. It has two main kinds of finance need: firstly, operating finance, and secondly, project finance.

4.3.1.2 The JV's board will be responsible for the approval of the JV's operating budget (which will be one of the first tasks of the JV's project team to develop, and then be undertaken annually thereafter). This budget covers the necessary corporate costs of any company or partnership, and also is intended to cover the costs of taking project concepts through to approval of a business case stage. After this, costs would be project costs and be dealt with separately.

4.3.1.2 Project costs are those for taking the scheme from its business case to conclusion. Given this will often involve land acquisitions or planning applications or dwelling and infrastructure construction these costs will be much greater than the initial business case development.

4.3.2 Operating finance

4.3.2.1 This is primarily intended to cover two types of cost; so-called 'corporate costs', which are those to be expected for operating a company (accounts, audit, accommodation, telephony, incidentals and so on), and 'concept development' costs, which are those elements of

expenditure necessary to develop full scheme business cases suitable for investment and 'go / no-go' decisions by the Board.

4.3.2.2 The intention is that the majority if not all of these costs would be recharged and recovered from individual projects once these have received Board approval and obtained finance to proceed. It is also likely the JV board would make a reserve from any scheme profits (such as occurred) prior to any distribution.

4.3.3 Project finance

4.3.3.1 The scale and source of project finance will, necessarily, vary according to the scheme. Neither Cross Keys nor the Council are committing at this stage to any finance for schemes, and this report does not ask for a decision around this accordingly. Rather, both parties will retain the option to finance projects as they are developed by the JV, subject to assessment of risk and return at the time.

4.3.3.2 This choice is deliberate. Until a scheme is developed, it is very hard for either the Council or Cross Keys to know exactly the finance level required, the risk profile, the potential returns and so on that are all necessary for an informed decision. Investment by the Council or Cross Keys is therefore reserved for each scheme on a case-by-case basis, using each party's governance in the usual way at that time.

4.3.3.3 At its meeting of 13th July 2016, Council approved an increase in the 'invest to save' capital budget, including an initial allocation of £20m for the Housing JV. To be clear, this simply provides an allocation of potential funding. Any actual investment in the JV using this funding would be subject to the Council's decision making process in the usual way, most likely via executive decision.

4.3.3.4 The same Council report also added the JV to the list of bodies that the Council can undertake secured capital investment in. This is essentially a form of loan finance, similar to that the Council has already been undertaking in two areas:

- with Axiom Housing Association, supporting housing in Peterborough
- With Empower, supporting delivery of solar panels on residential properties

4.3.3.5 In each of those cases, due diligence has been undertaken on the proposals. This will need to have occurred before any loan investment in the Housing JV could be considered.

4.3.3.6 The issues the Council may face will depend on the type of project, and will need to be dealt with on a case by case basis. The general approach to development of the projects, and the type of projects initially to be considered, are covered in sections 4.2.2 and 4.2.3 above. The Council will receive returns in two ways:

- From rental properties as an annual income over the life of the scheme
- For market sale, as a lump sum return

4.3.4 The Affordable Housing Capital Fund

4.3.4.1 Since 2004 the 'Right to Buy' (RTB) capital receipt funds have been reserved to deliver affordable housing in Peterborough through third parties. These funds have served as the main funding stream in the council's affordable housing capital fund. The other funding stream has been accumulated from affordable housing commuted sum payments received from developers via Section 106 planning obligations in lieu of on-site affordable housing provision. These funds are also available to enable delivery of affordable homes in Peterborough through a third party.

4.3.4.2 As part of budget approval decision by Full Council for 2016/17 that agreed to the creation of a housing company, it was also agreed that the funds accumulated from capital receipts received from Cross Keys Homes from income generated from qualifying RTB sales would be directed to the housing company to build new affordable homes in Peterborough.

4.3.4.3 In 2013, Cabinet agreed to suspend any new spend from the RTB capital receipts funding stream element of the council's affordable housing capital fund (but still allow granting from the Section 106 element). The decision was taken in response to the fact that grant uptake had been relatively low, perhaps as a result of the constrained bidding criteria within the funding policy, and recognition that as the Council's finances became tighter, there was need to review whether best value was being achieved from this policy.

4.3.4.4 Despite the fact that the Section 106 commuted sums funding stream has remained available for allocation through the policy since this decision, only one bid for funding has been received in the ensuing three year period. This drop in bids for funding has coincided with major changes in the nature of the Government's funding regime for affordable housing. There has been a dramatic reduction in grant rates paid to registered providers and shifts in the tenure types that are eligible for funding. Affordable housing providers have responded to this by changing their approach to financing new development. They have become less reliant on grant and more creative with how they cross-subsidise their schemes. Consequently, this has had the knock on effect of significantly reducing the demand for our own capital funding from local providers.

4.3.4.5 This change in climate for affordable housing funding financing and delivery models has clearly highlighted that the existing funding policy is unable to accommodate these changes and that it is no longer serving its original purpose; to support and invest in the provision of affordable housing in Peterborough.

4.3.4.6 One of this report's recommendations, therefore, is that the policy is withdrawn and that a more flexible approach is taken to the future allocation of the Section 106 commuted sums funding stream. This money will still be reserved for affordable housing provision in Peterborough as required by Section 106 planning obligations, but will no longer be confined by the terms of the existing policy which restricts the ability to respond to ongoing changes in the nature of affordable housing provision.

4.3.4.7 This would enable bids for funding to be considered on a case by case basis and allow the Council to exercise more discretion – for example to decide whether a loan or another mechanism may be more appropriate than a grant in certain instances. This approach would mean that the Council can continue to support affordable housing delivery, but at the same time ensure that we maximise use of these finite funds.

4.3.5 Partner inputs

4.3.4.1 The initial commitments that the Council and Cross Keys will make to the housing JV are:

- a) An initial investment to the housing joint venture for operating capital of £100,000 by both parties, to be used as explained above. This will be funded from the Council's capacity building reserve.
- b) Any land for initial schemes that Cross Keys put in to the JV will be at 'market value'
- c) The Council will make available the Right to Buy receipts (£14.6m) although these will remain in the Council until an investment decision is made for a scheme that delivers suitable affordable housing within Peterborough is put forward
- d) Both parties will commit staff resource to the JV to work inside the project team developing the schemes that make the JV a success, the costs of which will be recharged by the Council and Cross Keys to the JV (or a project subsidiary, as appropriate).
- e) Both parties will incur set-up costs in establishing the JV. It is intended to recover these from the JV when it is established

4.3.4.2 Future commitments, to be decided at the appropriate time and subject to separate decisions as appropriate, might include:

- a) The Council making available land to the JV at market value and with full compliance to its Section 123 statutory obligations

- b) Cross Keys making additional land available at market value
- c) Finance for projects, subject to separate decisions at the time

5. CONSULTATION

- 5.1 These proposals have been developed through internal consultation with officers from finance and legal services, including the Service Director Financial Services and the Assistant Director of Legal Services, both of whom have been involved in developing and refining the proposals. The Leader of the Council has been consulted throughout.

6. ANTICIPATED OUTCOMES

- 6.1 The creation of a housing joint venture partnership between the Council and Cross Keys.

7. REASONS FOR RECOMMENDATIONS

- 7.1 The recommendations above allow the housing delivery company approved by Full Council in the 2016/17 budget to be put into place, creating a mechanism for implementing recommendations from the cross-party task and finish group previously mentioned in this paper. This new joint venture will also allow a more active, targeted use of the Right to Buy receipts, facilitating greater delivery of affordable housing. It will also help the Council to directly act to ensure the Local Plan's five-year supply requirements continue to be met, which will assist in fending off unwanted, speculative development and the range of detrimental consequences such development can potentially have.

8. ALTERNATIVE OPTIONS CONSIDERED

8.1 Do nothing

- 8.1.1 The Council could choose not to work to develop housing itself. This was rejected because it contradicts the recommendations of the task and finish review group mentioned in 4.1.2 of this report's. It would also be inconsistent with the Council's increasingly proactive approach to delivery.

8.2 Develop housing directly through a wholly-owned company or under contract

- 8.2.1 The Council could choose to work alone rather than with a partner (either through a subsidiary company owned 100% by the Council, or by placing development contracts). This option was rejected because the Council has limited internal development experience, and building such experience both takes time and introduces risk until it is embedded.

8.3 Use the Peterborough Investment Partnership

- 8.3.1 The PIP's progress of the Fletton Quays scheme has been an unarguable success. It was therefore considered early on as to whether an arrangement that included the PIP would be possible for the delivery of housing. Whilst the PIP is clearly capable of developing housing schemes, this option was rejected because the Housing Joint Venture's (at least initial) focus on facilitating affordable homes (including their retention and management) was felt to work better with a partner whose primary focus was that, for which Cross Keys would be a better fit.

9. IMPLICATIONS

9.1 Legal Implications

- 9.1.1 Legal opinion on the structure of the Housing Joint Venture has been provided separately by Pinsent Masons LLP. The advice concludes that the Council has the power to utilise a Limited Liability Partnership for the Housing Joint Venture and also that on balance the Housing Joint Venture will not be subject to the Procurement Regulations 2015.

- 9.1.2 The key legal risks are enshrined in the ability: (a) of the Council to utilise a Limited Liability Partnership (akin to the structure utilised by the PIP); and (b) to demonstrate that the Housing Joint Venture is established as a "market facing" vehicle with freedom to operate commercially (and on an equal footing to market competitors where appropriate). Pinsent Masons LLP has advised that (given the socio-economic nature of the Initial Projects (a focus on affordable housing and meeting needs of the community for new housing and related development)) the Council can enter into a LLP structure, as opposed to a company limited by shares given that the primary purpose of the Housing Joint Venture for the Council is not a commercial purpose.
- 9.1.3 There is a clear socio-economic purpose which PCC may look to in order to have vires, recognising that the Housing Joint Venture may utilise elements of third party sales/commercial activity to underpin the broader purpose and deliver the primary objectives. As such, it can be demonstrated that the Housing Joint Venture is not acting with a primary commercial purpose to trade and so the Council can enter into an LLP arrangement as proposed.
- 9.1.4 It is recommended that corporate structure of the Housing Joint Venture is kept under review should the primary purpose of the JV change and it becomes commercial.
- 9.1.5 It should be noted that the Council already operates a LLP property structure (established post Localism Act 2014), the PIP, which was established on a similar basis to the proposed Housing Joint Venture. This provides a helpful precedent allow the Council to enter into an LLP structure for the Housing Joint Venture.
- 9.1.6 Whilst the primary purpose of the Housing Joint Venture may be enshrined in socio-economic purpose, the methodology and establishment of the Housing Joint Venture is focused on adopting a market focused/commercial approach (deliberately established in such terms to reflect a more realistic approach to the marketplace).
- 9.1.7 From a public procurement perspective Pinsent Masons LLP has advised that the Housing Joint Venture will not be subject to the public procurement rules as a 'body governed by public law'. This is on the basis that the Housing Joint Venture, whilst 'meeting needs in the general interest' (i.e. provision of housing and associated benefits within the Peterborough area, initially at least), will operate on a commercial basis, compete alongside other affordable housing providers and developers on the market, seek to make a profit in order to deliver on these objectives and bear the risks of its own activities. These aspects will be reflected in the incorporation and operational documentation associated with the Housing Joint Venture, should the recommendations of this report be approved.

9.2 Financial Implications

- 9.1.2 These are considered in section 4.3 above.

10. BACKGROUND DOCUMENTS

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

None.

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CABINET	AGENDA ITEM No. 7
25 JULY 2016	PUBLIC REPORT

Cabinet Member(s) responsible:	Cllr Irene Walsh – Cabinet Member for Communities and Environment Capital	
Contact Officer(s):	Adrian Chapman – Service Director Adult Services and Communities	Tel. 863887

SAFER PETERBOROUGH PARTNERSHIP PLAN 2016/17

R E C O M M E N D A T I O N S	
FROM : Cllr Irene Walsh, Cabinet Member for Communities and Environment Capital	Deadline date : 12 October 2016, Full Council
Cabinet are recommended to approve the Safer Peterborough Plan and the priorities contained therein.	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Cabinet following the meeting and recommendation of the Safer Peterborough Partnership on 25 May 2016.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is for Cabinet to consider the Safer Peterborough Plan for 2016/17 and to make a recommendation to full council for its consideration on 12 October 2016. The plan sets out the community safety priorities for the partnership over the coming year.
- 2.2 This report is for Cabinet to consider under its Terms of Reference Part 3, Section 3.2 paragraph 3.2.1 To take collective responsibility for the delivery of all strategic Executive functions within the Council's Major Policy and Budget Framework.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	YES	If Yes, date for relevant Cabinet Meeting	25 JULY 2016
Date for relevant Council meeting	12 OCTOBER 2016	Date for submission to Government Dept <i>(please specify which Government Dept)</i>	N/A

4. BACKGROUND

- 4.1 The SPP brings together the responsible authorities as set down in the Crime and Disorder Act 1998, as amended by the Police and Justice Act 2006 for the purposes of tackling local community safety priorities. In 2014, the SPP produced a three year plan detailing how the partnership will address the community safety priorities for Peterborough, namely:

- Addressing 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.

4.2 The Partnership continues to monitor performance across all areas of the Plan and has had a number of successes over the last year as detailed throughout in the refreshed plan (see Appendix 1). Key achievements for the Partnership over the last year include:

- the reductions in those killed or seriously injured on our roads
- the work of the Victims' Hub in supporting 6000 victims of crime across Cambridgeshire and Peterborough and
- Continued reductions in offending linked to prolific offenders who form part of the Integrated Offender Management Scheme.

4.3 An annual refresh of the Partnership Plan has now been produced. The documents reviews performance against each objective and identifies further partnership priorities to be addressed over the next year.

5. KEY ISSUES

5.1 Reducing levels of victim based crime remains a challenge for the partnership. Despite significant decreases in the preceding three years, there has been an increase in this crime type over the last 12 months, by around 6%¹. The increase in crime can be attributed to a change in the process of how the Police record crime, with a shift towards ensuring that all crimes are ethically recorded and actively encouraging more victims of sexual violence, domestic violence and hate crime, in particular, to come forward. Having an accurate picture of crime levels is critical to informing our ongoing response and has enabled us to have a renewed focus on achieving the best possible outcomes for victims of crime.

5.2 It is proposed to add an additional priority for 2016/17 under High Risk and Vulnerable people. This recognises the importance that issues such as modern slavery, human trafficking, gangs, child sexual exploitation and young people missing from home can have for the individual and broader community.

5.3 The link between children going missing and being sexually exploited is well documented. There were 294 incidents of children going missing from home or care in 2014/15 in Peterborough and it is estimated that running away places a significant amount of these young people at risk of serious harm and could in some instances also increase the risk of radicalisation. There have been a number of high profile cases relating to child sexual exploitation in Peterborough, Operation Erle saw a total of 10 male defendants convicted of 59 offences against 15 young females, these offenders received custodial sentences totalling over 114 years.

6. CONSULTATION

6.1 Officer leads have been consulted and contributed to the formation of this report prior to it being considered by the Safer Peterborough Partnership. Further consultation will take place with all partners as part of the development of the next three year plan

7. ANTICIPATED OUTCOMES

¹ All victim based crime in Peterborough, January – December 2015, compared to January – December 2014

- 7.1 Full outcomes are outlined in the attached plan which focuses on reducing victim based crime and improving quality of life.

8. REASONS FOR RECOMMENDATIONS

- 8.1 The Safer Peterborough Plan fulfils the council's statutory requirements to have a community safety plan. The plan sets out the multi-agency approach to tackling community safety issues and ways in which the city can build stronger communities.

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1 Do not approve the Safer Peterborough Plan – this is not recommended due to the statutory requirements placed upon councils to have a community safety plan.

10. IMPLICATIONS

- 10.1 This is the final year of the Safer Peterborough Plan within the overarching three year strategy to tackle crime and disorder. Throughout 2016/17 a full strategic needs assessment will be undertaken to assess priorities and issues for the next three year plan.

11. BACKGROUND DOCUMENTS

Appendix 1 – Safer Peterborough Plan 2016/17

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SAFER PETERBOROUGH PARTNERSHIP

COMMUNITY SAFETY PLAN 2016 – 2017

1. Introduction

The Safer Peterborough Partnership Plan 2016-17 sets out how the City of Peterborough, through the Safer Peterborough Partnership (SPP), is tackling crime and disorder. It builds on the success of the work by the SPP in building more cohesive, safer and confident communities.

This plan demonstrates the progress the partnership has made and sets out our priorities for the next 12 months to make Peterborough safer and help build understanding, respect and support within and between communities.

The SPP plan is based upon the following principles:

- We are resolute in protecting those who are vulnerable within our communities.
- Building understanding, respect and support with and between individuals is critical to developing strong communities
- We are committed to tackling the underlying causes of offending and ensuring that those who continue to offend are dealt with swiftly and effectively.
- We take an innovative and genuine multi agency approach to reduce crime and tackle community safety issues

The Partnership reviews its three-year plan on an annual basis. This document sets out the priorities for the final year of the plan and reviews the progress made during 2015-16.

2. Governance Arrangements

The SPP brings together the responsible authorities as set down in the Crime and Disorder Act 1998, as amended by the Police and Justice Act 2006. The most significant change to the membership over the last 12 months has been that the One Service, who set up a social impact bond to reduce the re-offending rate of prisoners with short-term sentences, was dissolved in June 2015. Its functions largely absorbed into changes that have created a National Probation service and Community Rehabilitation Company.

The constitution will be reviewed and agreed by the members who make up the Safer Peterborough Partnership. The work and performance of the partnership are scrutinised by the Strong and Supportive Communities Scrutiny Committee, who fulfil the requirement for a Crime and Disorder Act Scrutiny Committee in pursuance of section 19 of the Police and Justice Act 2006.

Each Responsible Authority also undertakes their own internal scrutiny and governance on organisational performance and risk.

Working with the Police and Crime Commissioner

The Cambridgeshire Police and Crime Commissioner is a key partner of the Partnership. The priorities set out within our plan contribute to the Commissioner's [Police and Crime Plan](#), particularly the following objectives:

Objective 3 - Continue to tackle crime and disorder – to drive crime and disorder to lower levels, transferring the fear of crime from the law abiding public to those who persistently commit crime.

Objective 4 - Keeping people safe – resources are dedicated to ensure those people at most risk from harm are protected.

During 2015/16, SPP has received funding of £132,339 from the Police and Crime Commissioner to help the partnership to deliver its outcomes. This grant pays for staff who support the Partnership and, in addition funds a range of activities some of which are set out below:

- Continued support for the Peterborough Neighbourhood Watch Scheme and Street Pastors Scheme
- Various young people projects including Gladstone Street Soccer Scheme, Werrington Football and Music Project as well as city wide youth engagement activities during the summer months.
- Crime prevention activities including Meet the Street events, 'Don't Call Us Stickers', and social media clips on street robbery and fraudulent advertising.
- Support for Mental Health Day.
- A week of action in the Millfield and New England area, focussing on improving quality of life issues such as fly-tipping.

A new Police and Crime Commissioner was elected in May 2016. It is expected that the new Commissioner will develop a new Police and Crime Plan which may mean that the objectives above change in due course.

3. The shared agenda between Health and Community Safety

Safe communities are inextricably linked with healthy communities. We recognise that those at risk of poor health are often the same as those at risk of offending and/or becoming a victim of crime, and so joining our agendas is critical. Health also provides an access point for intervention at a local level. For example whether it be families and children with difficulties, domestic violence or the early signs of drug abuse, local health practitioners can provide an easy way of reaching those families affected, where other public services may struggle.

In addition, there is the direct impact of crime on the NHS itself, this includes the violence which might occur in the Emergency Department, violence towards staff and the costs of crime to buildings.

There has been a commitment over the last three years to join the agendas of community safety and health and we will continue to develop this important relationship. This will include ensuring that the work of the Safer Peterborough Partnership and the Health and Wellbeing Board is connected and collaborative.

4. Priorities

A strategic assessment of threat, risk and harm was developed in 2014, which formed the basis for the Safer Peterborough Partnership Plan. The designated priorities remain:

- **Priority 1** - Addressing victim based crime by reducing re-offending and protecting our residents and visitors from harm
- **Priority 2** - Tackling anti-social behaviour
- **Priority 3** - Building stronger and more supportive communities.

For 2016/17 a further priority has been identified:

- **Priority 4** - Supporting high risk and vulnerable victims

These priorities are delivered through specific areas of work managed through the Safer Peterborough Partnership's performance framework supported by the Safer Peterborough Partnership Delivery Group. A number of sub-themes fall within each of the priorities; more information on the partnership's progress in delivering these priorities is set out below, together with information on how we will tackle this priority in the coming year. .

Priority 1 - Addressing victim based crime by reducing re-offending and protecting our residents and visitors from harm

Protecting our residents and visitors from harm is the partnership's highest priority. Whether this is from robbery, arson, domestic or sexual abuse or any other type of crime that affects not only the individual, but their friends, family and wider community.

Where individuals are the victims of crime, the Victims' Hub which operates across Peterborough and Cambridgeshire has supported over 6,000 victims of crime since it opened in October 2014.

Restorative Justice is increasingly being used to help victims of crime recover from their ordeal and prevent re-offending. The scheme whilst not suitable for all, brings together both people who have been harmed by crime together with their person(s) responsible. This allows for an open and honest conversation between all parties and can be an effective way of repairing harm and building confidence for individuals and communities.

Reducing levels of victim based crime has always been a challenge in Peterborough. Despite significant decreases in the preceding three years, there has been an increase in reported levels of this crime type over the last 12 months, by around 6%¹. The increase in crime can be attributed to a change in the process of how the Police record crime, with a shift towards ensuring that all crimes are ethically recorded and actively encouraging more victims of sexual violence, domestic violence and hate crime, in particular, to come forward. Having an accurate picture of crime levels is critical to informing our ongoing response and has enabled us to have a renewed focus on achieving the best possible outcomes for victims of crime.

Whilst the renewed focus on ethical crime recording is a significant factor in increasing crime levels, this has not detracted the Partnership from continuing to scrutinise its performance as a Community Safety Partnership, and to focus on understanding why Peterborough continues to record higher levels of crime than the England average. This reinforces the view that the Partnership cannot stand still and needs to continue to develop our response to community safety. The creation of a new Prevention and Enforcement Team from 1st April 2016 will be an important part of our ambition to reduce victim based crime. Further information on this is detailed below.

Work programmes:

¹ All victim based crime in Peterborough, January – December 2015, compared to January – December 2014

- a) Reducing re-offending - offender management
- b) Improving Road Safety
- c) Substance Misuse
- d) Domestic Abuse, Sexual Violence, Victims and Witnesses
- e) Arson

Review of performance 2015/16

a) Reducing re-offending

The Integrated Offender Management scheme focuses on the most prolific offenders by working intensively with them to stop their offending behaviour and to provide an agile and swift response to re-capture those who are continuing to offend. The scheme has been successful over the last 12 months showing a number of positive outcomes, with significant reductions in offending committed by offenders following their involvement in the programme.

Based on a cohort of 53 of the city's most prolific offenders, offending reduced by 40% during their time on the scheme. Critically, following exit from the scheme, their offending continued to reduce by 68% compared to their offending before they joined the scheme. This reduction in offending also contributes to a reduction in the cost of crimes committed by these individuals with a reduction of around £0.5million linked to this cohort of 53 individuals². This success fully supports the continued investment by the partnership in this area of business.

Outside Links (through HMP Peterborough) work with a range of partners to reduce the risk of reoffending by providing continued support and advice. The Prison is also providing additional peer support beyond Outside Links to offenders who may need more support, this could include attending housing appointments for example.

b) Improving Road Safety

Road traffic collisions have a devastating impact not only for the people directly involved, but also for their families, friends and the wider community. On average every day in the UK during 2014, 6 people were killed and another 50 were seriously injured in reported road traffic accidents. As well as the personal consequences there are significant financial costs associated with road traffic accidents. Based on information from the Department for Transport we can estimate that the costs associated with all accidents on Peterborough roads in 2014 was £33.4 million.

The number of people killed and seriously injured on roads in Peterborough continues to fall year on year. In 2014 the number of people killed and seriously injured on roads fell to 75, from 88 in 2013. Provisional figures for 2015 are also expected to show a reduction to around 64 people, who were either killed or seriously injured.

Accident data analysis shows that around 95% of all road traffic collisions involve human behaviour as a contributory factor. To reduce the number of accidents on Peterborough's roads, we need to influence attitude and behaviour through education, engagement, enforcement and engineering. High risk groups continue to be young drivers, motorcyclists and vulnerable road users and they will be the focus of preventative activity.

The Safer Peterborough Partnership is a key member of the Cambridgeshire and Peterborough Road Safety Partnership (CPRSP). The road safety partnership is an existing partnership responsible for reducing road traffic accidents Peterborough and Cambridgeshire. The partnership works with a number of organisations to look at the causes of road accidents and

² Data taken from ID-IOM, the Home Office's tool to measure success of the IOM programme on a national basis

understand current data and intelligence, and develop multi-agency solutions to help prevent and reduce future accidents.

One key achievement for the Partnership over the last 12 months is working with the NHS, and in particular Addenbrookes Hospital, which has allowed the partnership to access non-personalised health data to understand more about the individual involved in an accident and assimilating this data to inform targeted prevention work.

A Young Driver Event was held at Huntingdon Race Course in June 2015 for pre or new drivers across Cambridgeshire and Peterborough. Over 1000 students attended the event which was delivered by a range of organisations and partners who have an interest in reducing road traffic collisions. The day covered everything from choosing a driving instructor, driving test, road safety messages to black box technology. Feedback received from students and teachers who attended was very positive with the event likely to be repeated in future years.

c) Substance Misuse

There is a clear link between dependent users of Class A Drugs (like heroin and crack cocaine) with crime. The effects of alcohol mean it is often more likely for a person to either be a victim or perpetrator of offences such as burglary, robbery, theft and prostitution. Its use is particularly linked to incidents of domestic abuse and violence. Treatment for drug and alcohol users, particularly young people, is important so that their health and well-being is safeguarded and they make a positive contribution to their local communities. During 2014-15, 1335 users attended substance misuse services.

SPP will continue to offer help to those who need support and target those who commit crimes to proliferate substance misuse across the city. It is recognised that substance misuse affects many different facets of city life and uses resources from across our statutory and voluntary sector partners. To this end the strategies for drugs and alcohol, based on national guidance, have been designed to utilise all the experience and support available across the city, to reduce the overall impact on city life and build safer more confident communities.

The overarching aims of the substance misuse strategies are to:

- Increase the number of people free from drug and alcohol dependence (and substitute medication) and in sustained recovery
- Improve the health and wellbeing of people with substance misuse issues
- Reduce harm experienced by individuals, families and the community arising from problematic substance misuse
- Reduce crime experienced by individuals, families and the community associated with problematic substance misuse
- Prevent future demand on health, criminal justice and treatment services

The focus of the past 12 months has been to re-tender the substance misuse services for young people and adults into one cohesive service, which will provide consistency of treatment delivery and one point of access for all those seeking help. The redesigned Young People and Adults combined substance misuse treatment service has begun operation on the 1st April 2016. This has brought together the treatment system under one provider, CRi, bringing with it several benefits, the main being that recovery workers will be trained in working with both alcohol *and* drug misuse, ensuring all aspects of a client's substance misuse is dealt with by one person. This will increase continuity of treatment and consistency with no need to transfer between services.

d) Domestic Abuse and Sexual Abuse

The Partnership has continued to prioritise, develop and improve the city's response to domestic abuse and sexual violence over the last 12 months. This has been done through the prioritisation of a number of key themes.

The first is raising awareness of domestic abuse and sexual violence and its impact on people within the city. Teaching young people about 'healthy relationships' has been a key part of this priority and the Partnership has engaged nearly 400 school pupils in the last year.

This programme raises awareness amongst young people, aged eight to eighteen, about the causes, consequences, penalties and impact of domestic abuse and sexual violence and broader crimes.

Over the last year we have increased the number of people trained in the early identification of domestic abuse. The team have run a number of courses to educate staff from across a range of organisations, including children's centres and the Extended Hands Organisation (a community based women's outreach team) who may come into contact with groups of people who may be at higher risk of domestic abuse or sexual violence.

The Partnership continue to support victims and perpetrators affected by domestic abuse to access commissioned services and programmes, with over 1,500 people supported during 2014-15.

The Children and Young People's Service, which works with families affected by domestic abuse or sexual violence, has seen a significant increase in demand for the service since it started last year. The Partnership have put in place measures to manage demand and reduce waiting times. Currently there is no waiting list to access the Adult Service, although demand continues to be high.

Supporting Victims and Witnesses

The Partnership continues to place victims and witnesses of crime and disorder at the heart of what we do. Organisations across the Partnership work together to reduce the number of victims of crime and provide support to those people who do become victims.

The Victims' Hub

Since its inception in October 2014, the Victims' Hub has developed into an effective service helping victims of crime to cope and recover from their experience. Support has been provided to over 6,000 victims of crime across Peterborough and Cambridgeshire, with 171 of these victims assigned to a volunteer for personal support.

The Hub has been bolstered through the addition of mental health support for victims of crime, with Community Psychiatric Nurses working alongside staff from the Multi-Agency Safeguarding Hub and Women's Aid. This has enhanced the expertise available to assist and support victims linking in with the Hub.

In August 2015 Her Majesty's Inspectorate of Constabulary (HMIC) reviewed the constabulary's response to recognising and managing safeguarding and vulnerability. HMIC highlighted the effectiveness of the Victims' Hub and considered it be a strong example of national best practice.

Restorative Justice

In April 2015 the Restorative Justice (RJ) Hub was launched, providing a range of restorative justice interventions to all victims of crime within Cambridgeshire. To ensure all victims of crime

are being offered RJ (where it is appropriate), training of front line Police Officers and PCSOs has been delivered throughout the county.

The Hub are working on a range of cases from petty theft to murder and sexual assault, which shows RJ has the potential to work for every victim of crime, should the victim chose to engage in the process.

Work continues to maintain strong relationships with existing partners as well as engaging with a number of other organisations throughout the county to ensure we work effectively together. One of the most successful partnerships being with HMP Peterborough, who we are now working closely with the Police to create a 'restorative prison'. The relationship has been extremely beneficial, giving the Police access to prisoners who wish to engage in RJ.

RJ is not suitable for all victims of crime, but those who have taken part have reported a positive experience. One example is a meeting held between two men, where the victim had been assaulted. The victim did not want to press charges but he wanted to meet the offender to discuss the impact the crime had had on him, and to get reassurance that it wouldn't happen again. By the end of the meeting both men were discussing their common interests and shook hands before wishing each other well for the future.

RJ is also being delivered at HMP Peterborough where victim awareness programmes are being delivered to residents where a number of female prisoners who participated in the programme wished to take the next step and meet with their victim. A number of staff in the prison are now trained to deliver RJ conferencing, the vision is that the prison will become a restorative prison, with more offenders rehabilitated, leading to a reduction in offending.

Cyber and Fraud Crime

An increasing trend in the numbers victims of cyber and fraud crimes over the last 18 months has led the Police to launch the Fraud and Cyber-crime Investigation Unit (FCIU). The unit consists of 12 detectives, who are currently investigating a number of offences, involving over 600 victims, with crimes ranging from revenge pornography, hacking and large scale fraud using websites.

The Partnership are focussing on preventative work around fraud and have been working with Nat West, Barclays and HSBC banks to speak to customers and raise awareness of scams and provide advice on how to protect themselves. A number of publicity campaigns have been run on television, radio and social media at key times of the year to raise public awareness of fraud, for example a campaign on Black Friday which focussed on how to stay safe online.

How we will address victim based crime in 2016/17

a) **Reducing Reoffending**

- Outcomes:
- i) Achieve a falling rate of reported dwelling burglaries
 - ii) Achieve a falling rate of reported serious violent crime or violent crime with injury
 - iii) Achieve a falling rate of repeat domestic violence offenders
 - iv) Increase the number of young people participating in a restorative intervention which directly involves the victim
 - v) Reduce the number of first time entrants coming in to the justice system

One area for focus over the coming months will be on the relationship between the IOM scheme and the Community Rehabilitation Company (CRC), who, following changes to the National Probation Service, have the responsibility for the management for the majority of offenders in the community. The CRC remains in the early stages of development, the Partnership will work with the CRC to ensure the effective work delivered to date on reducing serious acquisitive crime is maintained. We will rigorously scrutinise and support the IOM process, the City's Connecting Families and preventative agenda.

b) **Domestic Abuse, Sexual Violence, Victims and Witnesses**

- Outcomes:
- i) People presenting to frontline staff with indicators of possible domestic violence or abuse are asked about their experiences in a private discussion
 - ii) People experiencing domestic violence or abuse are offered referral to specialist support services
 - iii) People experiencing domestic violence and abuse receive a response from level 1 or 2 trained staff
 - iv) People who disclose that they are perpetrating domestic violence or abuse are offered referral to specialist services
 - v) Delivery of high quality victim focussed restorative justice conferences and interventions delivered by trained facilitators
 - vi) Provision of emotional and practical support to victims of crime
 - vii) Victims Hub to co-ordinate referrals for vulnerable and intimidated witnesses to the witness service by the Victims & Witnesses Hub
 - viii) Victims are given the opportunity to submit a victim personal statement to court

Over the next year we will work to support more families affected by domestic abuse through the use of additional funding, provided by the Police Crimes Commissioner. Ormiston Families have been commissioned to deliver a programme for 10 families with children aged 9-11 who have been victim or witness to incidents of domestic violence. The programme supports mothers but also puts a particular focus on supporting children to recover and make positive future outcomes. The programme is due to start in Summer 2016.

c) **Substance Misuse**

- Outcomes:
- i) Increase the number of arrests made in respect of local intelligence
 - ii) Increase the number of people with drug and alcohol misuse issues that are free from dependence (and substitute medication)

iii) Reduce the number of alcohol related admissions to hospital

SPP will rigorously monitor and scrutinise the delivery of the substance misuse service over the next 12 months, to ensure that the new service is effective in reducing the number of people with drug and/or alcohol dependence and in sustained recovery. It will support police operations to tackle the supply of illegal drugs and encourage drug users into treatment.

d) **Improving Road Safety**

Outcomes: i) Reduce the number of people killed and seriously injured (KSI) on Peterborough's roads

ii) Reduce the number of people slightly injured on Peterborough's roads

iii) Reduce the number of young people killed and seriously injured on Peterborough's roads

iv) Reduce the proportion of cyclists and pedestrians killed and seriously injured on Peterborough's roads

v) Reduce culpability rates

Evidence lead activities will be developed and delivered through the Delivery Group for the Cambridgeshire and Peterborough Road Safety Partnership. (CPRSP) The group meets bi-monthly and has a range of partner agencies including Road Policing, Fire Service, County CSPs, LAs, OPCC (Office of the Police and Crime Commissioner).

All campaigns/activities are data led which is received from the CPRSP Data/Intelligence group. Priority groups for 2016/17 will be Young Drivers, Motorcyclists, Vulnerable Road Users (cyclists, pedestrians and young people, Speed (Rural Roads) as well as influencing driver behaviour.

SPP will deliver road safety activities through the OPCC Casualty Reduction and Support Fund which tie in with the partnership current priorities.

e) **Arson**

Outcomes: i) Reduce the number of primary and secondary fires

Although there has been we have seen an overall reduction in deliberate fires over the last 3 years across the county, there has been a steady increase in deliberate fires within Peterborough over the last 12 months.

Through the SPP, we aim to address issues associated with fire setting and arson by providing education to businesses and communities within the local area. Cambridgeshire Fire & Rescue Service will also work with the Safer Peterborough Partnership to respond and investigate all reported incidents of arson in the Peterborough area

Priority 2 - Tackling anti-social behaviour

Summary

The Partnership focusses on anti-social behaviour (ASB) due to the impact on the quality of life of people living and working in the city that ASB can have. ASB includes any ‘...behaviour that causes or is likely to cause harassment, alarm or distress...’. This broad description sees the Partnership’s ASB team deal with a variety of crime and disorder types, including neighbourhood disputes, noise complaints, harassment, youth-related ASB, disorder in and around play and recreational areas, arson and graffiti.

Work Programmes

- a) Prevention and Enforcement Service

Review of performance 2015/16

The highest priority for the Partnership over the last 12 months has been to reduce the number of repeat victims of ASB: those who suffer ASB experience varied levels of harm, but in nearly all cases repeat victims experience far higher levels of impact. The ASB team reduces the number of repeat victims by having processes in place across the Partnership that allow them to quickly identify repeat victims and locations of ASB.

Engagement with local people over the last year has revealed that communities continue to want improvement in the street environment, reduced littering and fly tipping, anti-social behaviour tackled effectively and criminal and environmental damage reduced. The Partnership have been working together to ascertain how to create greater effectiveness in tackling community and safety issues and have identified how this can be achieved through greater integration between police, council and other enforcement services.

This new service, known as the Prevention and Enforcement Service, which will sit within the Safer Peterborough Partnership, was established in April 2016. The service focuses on community enforcement activity through a collection of multi-agency enforcement officers, led by managers from a range of different agencies but who are directed and governed by one collective leadership arrangement.

How we will deliver this priority – key actions for 2016/17

a) Prevention and Enforcement Service

Outcomes: i) Reduce ASB

- ii) Reduce repeat ASB issues (victim, location, or theme)
- iii) Increase submission of multi-agency intelligence leading to successful decrease in incidents and increase in evidenced based prosecutions (enviro crime/nuisance, housing crime/nuisance, parking crime, street drinking, begging etc.)
- iv) Increase public confidence with regard to the dealing of such incidents.
- v) Support schools to address ASB.

vi) Improve the presence of visible “officers” within the city

The focus over the next year is to fully develop and embed the Prevention and Enforcement Service (PES). During the next six months the PES will apply for Community Safety Accreditation Scheme (CSAS) powers. Subject to the approval of the Chief Constable, this will allow all staff to have greater powers to deal with community safety issues, rather than solely relying on the police. Some of the main benefits of CSAS include:

- increasing uniformed presence on the streets
- reductions in issues such as street drinking, begging and dog fouling
- saving valuable police time in community safety to deal with low-level crime and disorder
- enhanced partnership working as staff from a range of agencies will share information and intelligence and jointly respond to issues.

Priority 3 - Building stronger and more supportive communities.

In its simplest form, community cohesion is about people from different backgrounds getting on with each other, people contributing to how their community runs and people in the community having a sense of belonging. The Partnership regularly monitor tensions in the city through the multi-agency Tension Monitoring Group to understand emerging tensions within or between communities and identify appropriate solutions to diffuse.

Hate crime can have a devastating impact on the victim and can lead to wider community isolation and tension. Hate crimes can target either people or property because of hostility or prejudice towards that person's:

- disability
- race or ethnicity
- religion or belief
- sexual orientation
- transgender identity

The Partnership employs a hate crime co-ordinator to tackle issues of hate crime and understand the wider impacts that hate crimes can cause.

Preventing radicalisation which may lead to subsequent terrorism, is critical to keeping people safe. Ensuring that all staff understand the risks of radicalisation and where to refer any cases of concern

Work Programmes

- a) Community cohesion
- b) Tackling hate crime
- c) Prevent

Review of performance 2015/16

a) Community cohesion

The focus of community cohesion over the last 12 months has been to continue to build a positive dialogue with all communities in Peterborough. There have been a number of key cohesion

challenges which are influenced by national and international events. For example the events in Paris, migration from Syria or people travelling to Syria to support terrorist activity. This can place a strain on community relationships and could easily have led to rising tensions amongst different sections of the community. The Partnership have worked hard to develop a trust and rapport with communities to ensure any tensions are quickly identified and provide support where it is needed. As a result there have been no significant community tensions over the last 12 months.

b) Tackling Hate Crime

In November 2015, a new Hate Crime Officer started in post. The officer is funded by the council but employed and managed by Cross Keys Homes. Since starting, the officer has begun to engage with hard to reach groups identifying what the barriers to reporting are, raising awareness and also what support is being offered. This year, the priority is to engage and support people with disabilities and LGBT groups who it is felt have high levels of underreporting of hate crime.

c) Counter-Terrorism and Prevent

With high profile terrorist events across the world, the risk of radicalisation remains significant across the country. The Counter-Terrorism and Security Act 2015 contains a specific duty on public bodies to have due regard to the need to prevent people from being drawn into terrorism. Within the Home Office guidance there is an expectation that Community Safety Partnerships will take a key role in ensuring that a risk based approach is taken by Local Authorities to prevent people from being drawn into terrorism. The partnership will work with Police to identify vulnerable persons at risk of being drawn into terrorism so that effective support can be provided for the individuals and their families.

The Local Authority leads a multi-agency Channel Panel that provides support for those people who might be at risk of radicalisation or being drawn into terrorism. The Panel can provide a range of interventions tailored to the needs of the individuals and considers all types of radicalisation.

How will we deliver this priority for 2016/17 – key actions

a) Community Cohesion

Outcomes: i) To ensure that tensions in the community remain low

Work continues to engage and support all communities in the city. Building relationships and developing trust across faith (and other) groups is critical to understanding where tensions may be developing. This can lead to partnership action to either prevent or mitigate any issues escalating. The Community Cohesion team and the Community Connectors meet with a broad range of community groups on a regular basis.

b) Hate Crime

Outcomes: i) To increase the reporting of hate crime

ii) To increase the number of positive outcomes in all hate crimes reported to

the police

- iii) To ensure that victim satisfaction of those reporting hate crime is high
- iv) To ensure that services are accessible to all members of the community
- v) To ensure that services meet the needs of diverse communities

One of the key functions of the co-ordinator will be to analyse hate crime data and identify key demographic areas that are susceptible to hate crime and undertake targeted work to address. Ensuring that individuals and communities who are at greater risk of being a victim of hate crime know how and where to report any issues is a priority for the next year. The co-ordinator will plan and deliver a number of promotional activities across to raise awareness.

c) Counter-Terrorism and Prevent

- Outcomes:
- i) Improve the effectiveness of the Channel referral process.
 - ii) Improve the governance and accountability of Prevent related activity.
 - iii) Improve public understanding and confidence in Prevent

One of the key tasks for this year, is to raise awareness of Prevent amongst front line staff of the SPP. The council is providing Home Office training (through City College) to all of its front line staff to ensure that they understand what the signs of radicalisation might be and how to report any concerns they may have.

The council continues to Chair the local Channel panel which reviews cases and identifies interventions where appropriate that will reduce the risk of radicalisation in referred individuals. The Police have reinstated the Prevent Strategic Board which meets in May 2016. This will allow all partners to understand the latest areas of risks and identify actions to address.

Priority 4 - Supporting high risk and vulnerable victims

Summary

Following an assessment of a range of crime and disorder issues, the Partnership have identified a number of emerging themes. These are significant issues which affect more than one agency and cannot be managed as business as usual. This has led to a new partnership priority – Supporting high risk and vulnerable victims.

The focus for this priority will be in tackling child sexual exploitation and young people missing from home. However, it is also recognised that modern slavery, human trafficking and gangs can create significant harm to victims and will also need partnership support.

Modern Slavery and Human Trafficking

Modern Slavery encompasses slavery, human trafficking, forced labour and domestic servitude. A large number of national and international organised crime groups and individuals are involved in modern slavery and systematically exploit large numbers of individuals by forcing and coercing them into a life of abuse and degradation.

In response to this growing area of criminality, a joint multi-agency team called Operation Pheasant was set up to support and respond to incidents of human trafficking and modern day slavery through a victim-centred and collaborative community effort. Operation Pheasant has identified over 18 brothels and 55 off street sex workers. The partnership provided a package of support to victims, which ranged from providing access to sexual health services to reconnecting victims with their home country, where requested.

Gangs

Work has been commissioned by the Partnership over the last twelve months to ascertain whether a gang problem exists within the city. The Partnership works to the Home Office definition of a gang which is:

A relatively durable, predominantly street-based group of young people who:

- See themselves (and are seen by others) as a discernible group, and
- Engage in a range of criminal activity and violence.

They may also have any or all of the following features:

- Identify with or lay claim over territory
- Have some form of identifying structural (or labelling) feature
- Are in conflict with other, similar, gangs.

It has been identified that gangs in Peterborough vary in their degree of organisation and ability and range from harmless youth peer groups into more organised crime groups. Their criminality ranges from low level anti-social behaviour to more serious offending, including supplying drugs and robberies. Where this type of activity has been identified, the Partnership has taken swift action to stop this type of activity and have worked hard to mitigate any negative impact on the community.

Research from other areas of the country reveals that there are often links between gangs and children who are regularly reported missing and 'looked after children', with gang members exploiting vulnerable people and using coercive measures to ensure compliance.

The Partnership takes a co-ordinated response to gang activity, particularly through the Safer Schools programme and the Youth Offending Service, who have put in place a range of measures to ensure that any issues relating to gang activity are quickly addressed. This includes targeted and effective interventions with young people linked to gangs. Over the last 12 months, the partnership has funded diversionary activities over the summer for young people and working on ensuring that vulnerable locations, such as Pupil Referral Units, are protected. We will ensure that activity linked to gangs is closely monitored and that there is a robust partnership response to any issues that arise.

Child Sexual Exploitation (CSE) and Missing from Home (MFH)

The link between children going missing and being sexually exploited is well documented. There were 294 incidents of children going missing from home or care in 2014/15 in Peterborough and it is estimated that running away places a significant amount of these young people at risk of serious harm and could in some instances also increase the risk of radicalisation. There have been a number of high profile cases relating to child sexual exploitation in Peterborough, Operation Erle saw a total of 10 male defendants convicted of 59 offences against 15 young females, these offenders received custodial sentences totalling over 114 years.

Whilst there has been an enormous amount of work to protect children and families, we need to continue to work together as a Partnership to prevent more young people being put at risk and support those that have been. We will continue to identify those children and young people at risk of exploitation in order to protect and safeguard them from further risk of harm. It is also our responsibility to prevent children becoming victims of this form of abuse and reduce the opportunities that offenders may have to exploit children in the future.

Work Programmes

- a) Child Sexual Exploitation & Missing From Home

Review of performance 2015/16

This is a new priority for 2016/17

How will we deliver this priority for 2016/17 - key actions

a) Child Sexual Exploitation & Missing From Home

Outcomes: i) Increase intelligence received from Police and partners in relation to Operation Makesafe

ii) Increase referrals into the MASH for CSE from police and partners

iii) Every missing episode to have a return to home interview and produce a shared debrief for partners within 5 days of their return.

iv) To reduce the amount of persons who are repeatedly missing.

v) To improve the positive outcome rate for CSE

vi) To produce an annual timetable of joint training and awareness for CSE and MFH

The partnership focus for the next 12 months will be aimed dealing with child sexual exploitation and children who are missing from home. The Partnership will ensure that every child who goes missing from home, is interviewed and the findings shared amongst partners. This will increase intelligence of underlying issues within the city and provide for preventative measures to be adopted where feasible.

Multi agency operational meetings are now in place to review high risk case

5. Conclusion

The Safer Peterborough Partnership has worked over the period of the last partnership plan to ensure the priorities outlined are delivered, and to ensure that we continue to protect those who are vulnerable and tackle the underlying causes of crime, by taking a partnership approach. Keeping our residents and visitors safe from harm remains our utmost priority.

Whilst there has been a small increase in victim based crime over the past year, the Partnership has scrutinised this rise in crime and is satisfied that changing recording practices are the main reason for the increase. The Partnership will however continue to closely examine our performance on a regular basis and will focus our efforts on preventing crime and ensuring that victims of crime are fully supported throughout the criminal justice system.

The Partnership will continue to focus on the following three priorities:

- Addressing victim based crime by reducing re-offending and protecting our residents and visitors from harm
- Tackling anti-social behaviour
- Building stronger and more supportive communities

The current risk within Peterborough, and an added priority for the Partnership for the next three years, has been identified as High Risk and Vulnerable Victims. This follows a robust review of those issues most likely to cause harm to our communities.

This strategy is supported by an action plan (see appendix) which sets out in more detail how the issues identified will be addressed.

Appendix - SPP Delivery Plan 2016 -17

Priority 1 - Addressing victim based crime by reducing reoffending and protecting out residents and visitors from harm

Work Programme	Key Actions	Outcomes	Performance measures	Lead
Offender Management	<p>Targeted worked with identified prolific offenders in partnership with National Probation Service and CRC.</p> <p>Identifying key risk areas likely to lead to re-offending or an increase and developing mitigating actions to address.</p> <p>Multi agency work ongoing through the Restorative Justice Hub.</p> <p>Increase training of front line staff across the partnership to understand and implement restorative justice procedures.</p>	<p>Achieve a falling rate of reported dwelling burglaries</p> <p>Achieve a falling rate of reported serious violent crime or violent crime with injury</p> <p>Achieve a falling rate of repeat domestic violence offenders</p> <p>Increase the number of young people participating in a restorative intervention which directly involves the victim</p> <p>Reduce the number of first time entrants coming in to the justice system</p>	<p>Police data on burglary dwelling crime rate</p> <p>Police data on levels of reported serious violent crime or violent crime with injury</p> <p>Increased reporting of offences by NHS not currently reported to the police</p> <p>DAISU data on instances of offenders committing repeat offences</p> <p>Data on the number of young people participating in restorative justice</p> <p>Data on the number of first time entrants.</p>	<p>Mel Dales Supported by: Iain Easton, Gary Goose, Andy Tolley</p>
Domestic Abuse, sexual violence, victims and witnesses	<p>Send a communication to all children and adult social care staff and key partners (GPs, safeguarding leads at schools, health colleagues) advising them</p>	<p>People presenting to frontline staff with indicators of possible domestic violence or abuse are asked about their experiences in a private discussion</p>	<p>Increase in numbers of people presenting to frontline staff who are offered a private discussion and increased take up of practitioners accessing specialist</p>	<p>Wendi Ogle – Welbourn Supported by Helen Gregg, Nicky Phillipson, Steve Welby, Jo Curphey (CRC lead), Andy</p>

	<p>of the LSCB Levels 1 and 2 awareness courses delivered by the SASP and ensure they undertake new or refresher courses within the next 6 months. A specialist workshop could be organised and delivered at Bayard Place if demand is high</p> <p>Consistent or increase in the number of referrals into SASP Audit on children's social care cases to analyse trends/common characteristics of repeat referrals, if any why they escalated and what support was put in place by MARAC. Also analyse if cases were appropriately signposted to support services to include SASP</p> <p>SASP continue to engage with key local businesses to raise awareness of the support services available to both male and female victims</p> <p>Look at undertaking a pilot Freedom Programme for non-speaking English victims</p>	<p>People experiencing domestic violence or abuse are offered referral to specialist support services</p>	<p>training</p> <p>Consistent or increase in the number of referrals into SASP</p> <p>Increase number of staff accessing the dedicated DA/SV website and the e-learning programmes</p> <p>Increase in number of perpetrators accessing different levels of support / rehabilitation programmes</p> <p>Increase in number of referrals of victims into the RJ multi agency hub Increase in number of victims provided with support Increase in support given to witnesses referred by the Witness Service</p> <p>Increase in percentage of</p>	<p>Tolley</p>
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	<p>Engage with the community connectors to ensure they have the information available to be able to signpost victims to SASP</p> <p>As part of the communications plan, include a mailout of SASP leaflets that include information on how to access both the adults and childrens services to partners, organisations and local businesses</p> <p>Send a communication to staff, partners, organisations, local businesses, GPs etc advising them of the dedicated DA/SV website and e-learning courses available to gain awareness and understanding of domestic abuse and sexual violence</p> <p>PCC to work with Cambridgeshire CC and the Police to look at commissioning a range of countywide perpetrator programmes</p> <p>Consider specialist</p>	<p>People experiencing domestic violence and abuse receive a response from level 1 or 2 trained staff</p> <p>People who disclose that they are perpetrating domestic violence or abuse are offered referral to specialist services</p> <p>Delivery of high quality victim focussed restorative justice conferences and interventions delivered by trained facilitators Provision of emotional and practical support to victims of crime</p> <p>Victims Hub to co-ordinate referrals for vulnerable and intimidated witnesses to the witness service by the Victims & Witnesses Hub</p> <p>Victims are given the opportunity to submit a victim personal statement to court</p>	<p>victims who made a VPS on victim based crime</p>	
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	programmes for non-English speaking perpetrators			
Substance misuse	<p>Through our community engagement work, we will develop increased trust, rapport and communications with communities most harmed by drug and alcohol issues. This will lead to greater intelligence of criminal activity being passed to the police.</p> <p>SPP have commissioned a new joint drug and alcohol service to deliver holistic support to children and adults.</p> <p>Develop multi-agency collaboration to ensure holistic support for people with alcohol and drug problems;</p> <p>We will engage with targeted substance misusing individuals who are frequently engaging with police;</p> <p>We will develop substance</p>	<p>Increase the number of arrests made in respect of local intelligence</p> <p>Increase the number of people with drug and alcohol misuse issues that are free from dependence (and substitute medication)</p> <p>Reduce the number of alcohol related admissions to hospital</p>	<p>Numbers of local intelligence received and the associated levels of arrests made</p> <p>Numbers in effective treatment: children and adults Successful completions of treatment: children and adults</p> <p>Reduction in A& E attendance.</p>	Wendi Ogle-Welbourn Supported by Kate Firman, Rod Grant

	<p>misuse harm reduction messages aimed at key at risk groups to raise awareness and provide information of the support available</p> <p>We will also develop alcohol and drug awareness communications campaigns for the wider population</p>			
<p>Improving Road Safety</p>	<p>Evidence lead activities developed and delivered through the Delivery Group for the Cambridgeshire and Peterborough Road Safety Partnership. (CPRSP) Group meets bi-monthly. Various partners agencies on the group including Road Policing, Fire Service, County CSPs, LAs, OPCC. All campaigns/activities are data led which is received from the CPRSP Data/Intelligence group. Current priorities; Young Driver, Motorcyclists, Vulnerable Road Users (cyclists, pedestrians and young people, Speed (Rural Roads) as well as</p>	<p>Reduce the number of people killed and seriously injured (KSI) on Peterborough's roads</p> <p>Reduce the number of people slightly injured on Peterborough's roads</p> <p>Reduce the number of young people killed and seriously injured on Peterborough's roads</p> <p>Reduce the proportion of cyclists and pedestrians killed and seriously injured on Peterborough's roads</p> <p>Reduce culpability rates</p>	<p>Numbers of KSI</p> <p>Number of slight injuries</p> <p>Number of young people KSI</p> <p>Number of cyclists and pedestrians KSI</p> <p>% breakdown of culpability</p>	<p>Liz Robin supported by Clair George</p>

	<p>influencing driver behaviour.</p> <p>Deliver road safety activities through the OPCC Casualty Reduction and Support Fund which tie in with the partnership current priorities.</p>			
Prevent primary and secondary fires	<p>Tackle flytipping, abandoned cars and other quality of life issues which may lead directly or indirectly to incidents of arson through the Prevention and Enforcement Service (PES).</p> <p>Through the PES, support the Fire and Rescue Service with education and prevention measures with schools and community groups</p> <p>Sharing intelligence between the Fire Service and the PES around high risk individuals, hot spot locations and other relevant information.</p>	Reduced number of primary and secondary fires	Number of primary and secondary fires.	Karl Bowden

Priority 2 - Tackling anti-social behaviour				
Work Programme	Key Actions	Outcomes	Performance measures	Lead
Prevention and Joint Enforcement	<p>Creation of the Prevention and Enforcement Service (PES) leading to staff having accredited community safety powers.</p> <p>Focus on prevention of crime and disorder through stronger community engagement and early intervention.</p> <p>Increase sharing of data and intelligence across the PES to allow multi agency engagement on community issues.</p>	<p>Reduce ASB</p> <p>Reduce repeat ASB issues (victim, location, or theme)</p> <p>Increase submission of multi-agency intelligence leading to successful decrease in incidents and increase in evidenced based prosecutions (enviro crime/nuisance, housing crime/nuisance, parking crime, street drinking, begging etc)</p> <p>Increase public confidence with regard to the dealing of such incidents.</p> <p>Support schools to address</p>	<p>Number of quality of life and anti-social behaviour reports made to the Police and the city council.</p> <p>Decrease in repeat ASB's.</p> <p>Decrease in incidents and Increased prosecutions related to intelligence</p> <p>Increase in the amount of the public who are satisfied that the PET team are working together to effectively address local concerns.</p> <p>Decrease in ASB rates in schools.</p>	Adrian Chapman & Gary Goose supported by Rob Hill and Karl Bowden

		<p>ASB.</p> <p>Improve the presence of visible “officers” within the city</p>	<p>Decrease in negative comments regarding those who feel they do not see a visible presence on the street (Police data should be able to provide this through our surveys)</p>	
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Priority 3- Building stronger and more supportive communities				
Theme	Key Actions	Outcomes	Performance measures	Lead

<p>Community Cohesion and population change</p>	<p>Continue to build community trust and rapport through regular engagement with communities across the city. Share intelligence of developing or rising tensions across the city and instigate a multi-agency response to diffuse.</p> <p>Promotional events across the city to raise awareness and access to hate crime reporting facilities.</p> <p>Work with people of Jewish faith and Jehovah Witnesses to raise awareness of hate crime reporting, understand barriers to reporting and their experiences.</p> <p>To work with partner agencies to assist in overcoming barriers and to</p>	<p>To ensure that tensions in the community remain low</p> <p>To increase the reporting of hate crime</p> <p>To increase the number of positive outcomes in all hate crimes reported to the police</p> <p>To ensure that victim satisfaction of those reporting hate crime is high</p> <p>To ensure that services are accessible to all members of the community</p> <p>To ensure that services meet the needs of diverse communities</p>	<p>Evidence that tensions and monitored and managed Hate crime reporting rate</p> <p>Number of positive outcomes relating to hate crime</p> <p>Victim satisfaction rates</p> <p>Evidence of positives interventions from the Community Connectors</p> <p>Evidence of positives interventions from the Community Connectors</p>	<p>Gary Goose supported by Jawaid Khan, Andy Tolley and Gemma Wood</p>
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	<p>complete direct work where required with victims.</p> <p>To identify geographical areas of risk in line with reports of hate crimes and incidents.</p> <p>Identify resources and deliver partnership interventions to raise awareness of hate crime reporting, understand and work with communities to improve cohesion and support victims. Monitor and evaluate.</p>			
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<p>Prevent</p>	<p>Increase training of all front line staff within the local authority to raise awareness of radicalisation risks and how to refer suspected cases.</p> <p>Police led strategic board to ensure a co-ordinated partner response to known and potential risks across Cambridgeshire and Peterborough.</p>	<p>Improve the effectiveness of the Channel referral process.</p> <p>Improve the governance and accountability of Prevent related activity.</p> <p>Improve public understanding and confidence in Prevent</p>	<p>Increase the percentage of the number of cases reviewed by Channel which result in an intervention being offered by the partnership.</p> <p>SPP to undertake twice yearly reviews of Prevent activity from a range of agencies. Each agency to self-assess performance against agreed criteria.</p> <p>Increase the number and type of pieces of community intelligence received by the police relating to Prevent/Community Cohesion.</p>	<p>Iain Easton supported by Claire George, Hayley Thornhill, Susie Tinsley, Prison representative, Jawaid Khan, Gemma Wood</p>
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<p>Priority 4- Supporting high risk and vulnerable victims</p>				
<p>Theme</p>	<p>Key Actions</p>	<p>Outcomes</p>	<p>Performance measures</p>	<p>Lead</p>

<p>Child sexual exploitation & missing from home</p>	<p>Multi agency Operational Meeting for Missing and CSE now in place –meets monthly to review high risk missing/CSE/CME Missing Protocol has been updated and will go to PSCB in May for endorsement</p> <p>Initial Risk Assessment of all children (13 and over referred) to CSC is completed to identify any risks</p> <p>Chelsea’s Choice will be rerun in all Peterborough schools in next academic year</p> <p>Return Interviews are sent to police and to CME on completion</p>	<p>Increase intelligence received from Police and partners in relation to Operation Makesafe</p> <p>Increase referrals into the MASH for CSE from police and partners.</p> <p>Every missing episode to have a return to home interview and produce a shared debrief for partners within 5 days of their return.</p> <p>To reduce the amount of persons who are repeatedly missing.</p> <p>To improve the positive outcome rate for CSE</p> <p>To produce an annual timetable of joint training and awareness for CSE and MFH</p>	<p>No. of items of intelligence items received.</p> <p>Number of CSE related referrals that MASH receives.</p> <p>No. of debriefs completed within 5 days.</p> <p>No. of people who are repeatedly missing</p> <p>Outcome rate for CSE</p> <p>Number of staff trained on CSE and MFH</p>	<p>Chris Mead Supported by Mike Branston, Jenny Goodes, Claire George (working group Andy Tolley)</p>
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