



Safer Peterborough Partnership Plan

2011/2014



SAFER PETERBOROUGH PARTNERSHIP¹

COMMUNITY SAFETY PLAN 2011 – 2014

Reviewed on an annual basis

Our Vision Statement

Peterborough Together: reducing crime, building safe and confident communities

1. INTRODUCTION

The plan represents of a new way of tackling crime and disorder within our City.

It builds on the success of the last year in driving down rates of reported crime. It will demonstrate commitment to Peterborough's preventative agenda by clear linkage with the City's Sustainable Community Strategy whilst not losing the focus on tackling here and now issues of crime, disorder and community safety within our neighbourhoods.

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

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

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

This new approach, freed of considerable bureaucracy, aims to bring long-term sustainable reductions in crime and disorder and to lead in the creation of stronger, supportive and cohesive communities.

2. LEGISLATIVE FRAMEWORK

- 2.1** HM Government sets out certain requirements for Community Safety Partnerships (CSPs) within the Crime and Disorder Act 1998 and the Police and Criminal Justice Act 2006. One such requirement is for CSPs to produce a Partnership Plan ('The Plan'). The Plan will cover three years but be updated annually in light of findings from annual strategic assessments.

Peterborough's current plan covers the period 2008 – 2011 and thus requires formal revision. This document forms the revised plan.

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

Responsible authorities are:

- Peterborough Unitary Authority
- Cambridgeshire Constabulary
- Cambridgeshire Fire Authority
- NHS Peterborough
- Cambridgeshire Police Authority
- The Cambridgeshire and Peterborough Probation Trust

- 2.4** Co-operating authorities are local groups or agencies that contribute significantly to community safety. The Crime and Disorder Act makes co-operating bodies key partners in the setting and delivery of objectives. Co-operating authorities should provide data and information to improve the understanding of local crime and disorder problems, thereby benefiting the community and contributing to the core functions of their respective agencies.

Co-operating authorities within the Peterborough CSP are:

- Cross Keys Homes (representing Registered Social Landlords).

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

Invitees to participate are:

- HMP Peterborough
- Peterborough Racial Equality Council
- Peterborough and Fenland Mind (representing the voluntary sector)
- The Social Impact Bond

- 2.6** As structures and needs develop the partnership is able to flex to allow new invitees to participate.

3. LINKS TO OTHER PARTNERSHIPS

3.1 The Greater Peterborough Partnership: Sustainable Community Strategy

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

A Single Delivery Plan for the City, aligned to the Sustainable Community Strategy, is nearing completion. This Community Safety Plan will support the Sustainable Community Strategy and the Single Delivery Plan.

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

- 'Making Peterborough Safer' – so that people of all ages and abilities can live, work and play in a prosperous and successful Peterborough without undue crime or fear of crime'.

3.2 Other strategies and plans

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

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

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

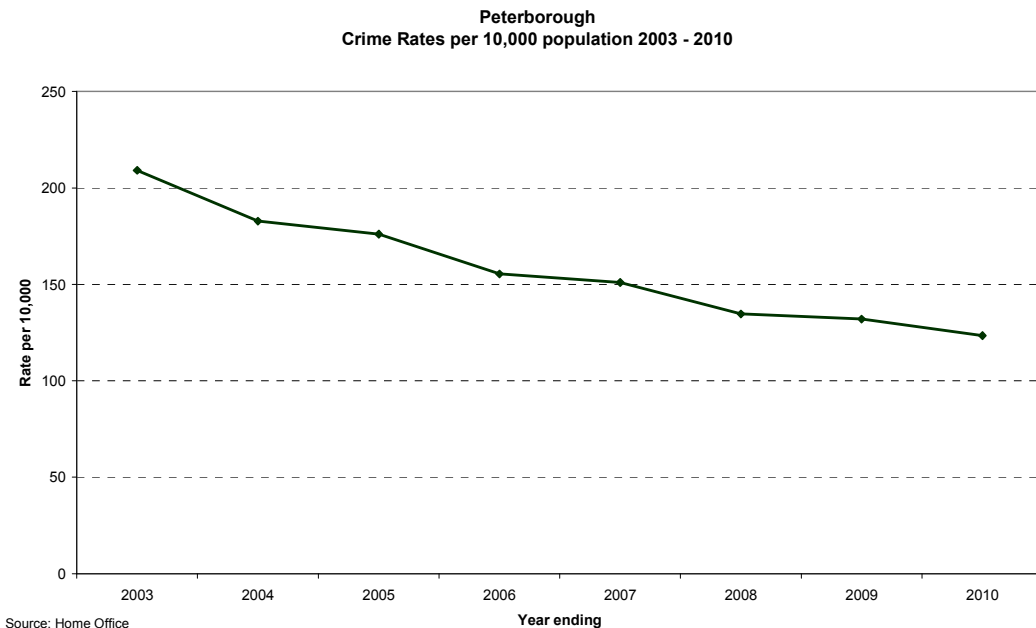
4. CHANGES TO COMMUNITY SAFETY PARTNERSHIP REPORTING ARRANGEMENTS

- 4.1** The coalition Governments strategy for Community Safety Partnerships is set out in the cross-government letter 'Cutting Crime Together' (17th December 2010).
- 4.2** The removal of central reporting regimes such as the Local Area Agreement and National Indicator set has freed the partnership allowing it to:
- Determine what is important locally;
 - Consider how we decide our local priorities;
 - Consider how we deliver outcomes that make a real difference; and
 - Decide how we measure our performance against those outcomes.
- 4.3** The Government is committed to the introduction of a new Policing and Crime Commissioner for each Police force area. Certain funding streams hitherto passed to the local authority or the police will fall under the direction of that new function from 2012/13.
- 4.4** The introduction of the Policing and Crime Commissioner will take place during the life-time of this plan and thus the plan recognises its need to be flexible and adaptable to the new relationship between CSP and this new elected role.

5. MAKING PETERBOROUGH SAFER AND STRONGER: A NEW APPROACH

5.1 The plan set for 2010 – 11 had a total of nine individual priority areas identified for activity. These were, in the main, activity based with numeric targets set against the Local Area Agreement (LAA) and National Indicator set (NIs). They were largely based upon the imperative set by the Audit Commissions ‘red flag’ for crime levels in the City and required reporting against a national reporting framework. As has been previously mentioned within this plan that framework has now been removed.

5.2 However, there has been considerable progress against those targets; in particular against levels of crime. Overall crime has reduced by **over 9%** and the priority area of serious acquisitive crime has **fallen by over 26%** (equating to in excess of 280 fewer offences).



5.3 The success of the partnership over the last twelve month provides us with a platform upon which to develop sustainable interventions that chime with the Government’s direction of travel for CSPs, the City’s Sustainable Community Strategy, are cognisant of local needs and of each partner organisation’s own priority work streams.

5.4 We have an opportunity to make the City significantly safer, to protect vulnerable people and reduce the vulnerability of some high risk localities.

5.5 It is clear that whilst crime levels have fallen across the City there remains significant issues that any City the size of Peterborough will face:

- There remains a level of acquisitive crime underpinned a group of offenders who disproportionately commit high levels of crime by re-offending.
- There remains a level of violent crime that requires co-ordinated partnership activity; some of that violent crime is drug and alcohol related and a significant level of all the City’s violent crime is ‘domestic violence’.
- Our communities remain concerned about the levels of ‘anti-social behaviour’ as is evidenced by all neighbourhood panels having some elements of anti-social behaviour as a priority on each and every occasion.

5.6 The previous approach focussing on particular crime types and issues, in the main tightly focussed around numeric performance has resulted in reduced levels of crime. There is merit in considering a similar approach because of its success however, that way of working is unsustainable given the structural changes necessary across the partnership. However, more importantly, that approach was largely reactive and reactive approaches are unlikely to bring long-term sustainable success.

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

Thus the partnership has adopted three priorities for the coming year:

- **Reducing Crime**
- **Tackling Anti-Social behaviour and Hate Crime**
- **Building Stronger and more supportive communities**

5.8 These priorities will be delivered through specific areas of work managed through the Safer/Stronger Peterborough Team’s performance framework under scrutiny of the Safer Peterborough Partnership Board. Such an approach will ensure that the progress made during 2010 is not lost freeing the City to consider the wider outcomes of the three priority areas alone with much greater discussion about the longer term cause and effect rather than short term target based priorities. This suggested way of working accords with the City’s Sustainable Community Strategy’s ‘preventative agenda’.

5.9 The table below also demonstrates the impact these priorities will have on other workstreams, and how those workstreams will influence the three priorities.

Reducing Crime	Tackling Anti-social behaviour and hate crime	Building Stronger and more supportive communities
Delivered by:	Delivered by:	Delivered by:
Reducing re-offending by the development of Integrated Offender Management	The creation of a single city-wide anti-social behaviour system	Embedding neighbourhood management process into core SPP work and culture
Linked to:	Linked to:	Linked to:
Family recovery project	Family recovery project	Family recovery project
Police ‘impact’ teams	Police ‘impact’ teams	Neighbourhood crime and justice programme
Police performance scrutiny	Protecting vulnerable people	Integrated Offender management programme
Social impact bond	RSLs anti-social behaviour provision	Social impact bond
ASB programme	IOM development	ASB programme
Neighbourhood policing	Neighbourhood policing	Neighbourhood policing
Neighbourhood management	Neighbourhood management and neighbourhood delivery	City cohesion/hate crime agenda
City Drugs services	City Drugs services	Arson task force
City Domestic violence service	City cohesion/hate crime agenda	Neighbourhood delivery teams
Links to the SARC	Youth Offending Service	Youth Offending Service
Youth Offending Service	City Domestic violence service	Safer Schools teams
Safer Schools teams	Safer Schools teams	Protecting vulnerable people
Protecting vulnerable people	Arson task force	

6. DELIVERY OF THE THREE PRIORITY AREAS

6.1 Reducing Crime

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

This City has had considerable success over the last 12 months in reducing crime; a number of factors have led to this but one contributor is the revised and expanding partnership based Integrated Offender Management initiative.

Integrated Offender Management is the overarching framework that encourages:

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

This developing approach in Peterborough has effectively gripped offenders and managed them either away and out of offending or enabled a more agile and swifter response by partners to recapture those who are continuing to offend. In Peterborough this approach is strengthened further by the national pilot of the Social Impact Bond working with all male prisoners who enter and leave Peterborough prison having been sentenced to less than 12 months imprisonment; these are some of the 10% mentioned above.

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

It is also an approach that is about to develop significantly within the next three years to bring even bigger wins in terms of cutting crime.

Integrated Offender Management will include all of the new restructured drugs services for the City (including the Drugs Intervention Programme) which are currently being re-tendered and due to start in April 2011.

A partnership-led Reducing Re-offending group will replace the old-style task and finish group to locally develop Integrated Offender Management. A national reducing re-offending evaluation tool will be available at some point during 2011 to help evidence the direct impact of this scheme across the City.

The City's IOM approach is being developed jointly with Cambridgeshire under guiding principles and an overall strategic direction provided by the Criminal Justice Board. This ensures partner agencies; most of whom are geographically county-wide managed organisations, are as effective as possible and responsive to local need.

6.1.1 Mental Health

The Partnership acknowledges the role that mental health plays as an overarching theme and we will be ensuring that it is embedded in all of our priority areas. We will build on existing structures and relationships to implement the recommendations of Lord Bradley's report following his 'review of people with mental health problems or learning disabilities in the criminal justice system'.

In particular, the partnership will aim to secure mental health provision within its IOM team and support the development of Criminal Justice Mental Health teams and ensure a focus on early intervention for those who are at risk of offending .

6.1.2 Safeguarding Vulnerable Adults

The Partnership is aware of the statutory guidance on safeguarding vulnerable adults. The Partnership will maintain a link with the Peterborough Adult Safeguarding Board in order that any policy/legislation changes impacting on the wider community safety agenda are addressed. This joint approach will help protect those vulnerable within our communities.

6.2 Tackling Anti-Social Behaviour (ASB) and Hate Crime

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

In the short-term we will develop a co-ordinated approach that involves local policing teams, dedicated ASB staff for complex cases (and let us not under-estimate the complexity of some neighbour disputes for instance), links into the City's regulatory services (pollution control and environmental health for example), links to partnership ASB teams such as Cross Keys Homes and, importantly, the City's Neighbourhood Managers and the Cohesion agenda.

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

6.2.1 The 'broken window theory'.

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

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

As a social experiment a brand new car was parked in a high crime, high deprivation area of Chicago. It remained untouched for two weeks. At the end of two weeks those controlling the experiment smashed a single small quarter-light. Within the space of 24 hours the car was stripped completely.

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

6.3 Transformation of neighbourhood delivery

Peterborough City Council is responding to local, regional and national policy changes by implementing a Neighbourhood Management solution for our communities. This is essentially a multi partner approach to problem solving, community planning and driving the improvement agenda, which connects the bottom up approach through community engagement, local aspirations and local needs, with the top down, such as legislation, regional policy data and intelligence.

Whilst a key focus of this new approach will be to resolve the root causes of current issues affecting a neighbourhood, there will be an element of medium and long term planning. The ethos is to ensure that all communities have the opportunity, and are empowered, to action and influence services and change in their local neighbourhoods through Community Action Plans.

Neighbourhood Councils have been introduced across the City and have a key role in developing and monitoring the implementation of Community Action Plans. These councils are an extension of Peterborough City Council's decision making structures to support the local needs of the community and are chaired by elected members. The Councils have an Advisory Panel of high level key partners including Peterborough Probation, Courts, Health, Education and Young People, Fire and Rescue and the Police. The existing mechanisms for engaging with communities, including the Neighbourhood Panels and Parish Councils will continue and be strengthened and will work in partnership with Neighbourhood Councils.

6.3.1 Vulnerable Neighbourhoods

Within these priorities, activity will be focused upon the most vulnerable neighbourhoods in the city. Listed below are those wards, by crime type, that are considered to be the most vulnerable:

Total Crime	Central (including city centre) East Orton Longueville
Serious Acquisitive Crime	Central (including city centre) East Paston
Violent Crime	Central (including city centre) East Orton Longueville
Domestic Abuse	Central (Including city centre) Orton Longueville East
Alcohol related incidents	Central (including city centre) East Fletton
Anti social behaviour	Central (including city centre) East Orton Longueville

Whilst all neighbourhoods will benefit from the resources of a Neighbourhood Manager and team, as set out earlier in the document, any activity around these priorities will be, where appropriate, focused in those areas where the prevalence is highest.

6.4 Other areas of focus

Whilst the three priority areas cover a wide raft of the City's safety issues there are other areas of work that will be continued as they contributed significantly to safety and feelings of safety within Peterborough.

6.4.1 Domestic Abuse and sexual assault

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

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

Sexual violence has a devastating effect on the lives of victims and their families and inspires fear in local communities. These crimes violate the basic right of women, men and children to be treated with dignity and respect, to have control over their own bodies and to live without fear of sexual violence and abuse.

The most vulnerable in society are disproportionately affected by sexual violence, causing severe and long lasting harm to victims. There are also low rates of detection and conviction. Direct physical health consequences of sexual violence include physical injury, sexually transmitted infections and unwanted pregnancy. Rape is associated with the most severe cases of domestic violence, and is a risk factor for domestic homicide. Long term consequences of sexual violence include: post traumatic stress disorder; anxiety and panic attacks; depression; social phobia; substance abuse; obesity; eating disorders; self harm and suicide; domestic violence and in some cases offending behaviour.

The partnership will continue to support the work of the Sexual Assault Referral Centre and maintain links with the developing police-led county wide Multi Agency Referral Unit.

6.4.2 Road Safety

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

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

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

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

6.4.3 Community cohesion and population change

Issues of community cohesion and population change will be monitored closely. We will consider community cohesion issues in all the work that is done by the Partnership to ensure that every community and their needs are considered in the work that is undertaken and that all have equal access to the Partnership. The move of the City's cohesion lead back into the Authority will ensure strengthened links between the safety agenda and cohesion agenda.

Hate crime is addressed in a number of ways co-ordinated by the Hate Crime Co-ordinator. These include the Open Out Scheme which allows third party reporting for victims of hate crime and Tension Monitoring Group³ which brings together a number of agencies to consider hotspots within the city

The Partnership acknowledges that there is always more work that can be done to ensure that everyone in our city has equal access to the services that are provided and that they benefit equally from the improved safety and confidence that the work of the Partnership will bring to residents and visitors of the city. Over the past 12 months we have establish a process for undertaking an Equalities Impact Assessment of each of our priority areas to ensure that we are doing all that we can to ensure that this aspiration becomes a reality. This is now embedded within the strategic planning process

Preventing Violent Extremism is addressed by the Cohesion Board (reporting to Greater Peterborough Partnership). The links between the Safer Peterborough Partnership Board are addressed by the Chair of the Cohesion Board (Paul Phillipson) and the lead officer (Jawaid Khan) both sit on the Safer Peterborough Partnership Board.

6.4.4 Victims and Witnesses

The Partnership is very aware that the needs of victims and witnesses must be paramount in all the work that we undertake. We will continue the work of Neighbourhood Crime and Justice to ensure that we better understand our communities' perceptions and concerns regarding crime and justice in their neighbourhoods. Much of the work over the last year has been focused on developing a much more visible 'Community Payback' which ensures that justice is not only done but is seen to be done. The public have had opportunity to nominate areas that should have work undertaken as part of this scheme.

³The Tension Monitoring Group is a multi agency partnership meeting to address community cohesion issues at a tactical and operational level and reports to the Community Cohesion Board.

We have recruited and trained Community Crime Fighters. These volunteers will act as advocates within their communities. During this year we will be developing mechanisms for them to come together to share experiences and explore the feasibility of developing their roles to support victims of anti social behaviour.

A key area of activity this year will be to ensure that communities receive feedback about the outcome of prosecutions in their area

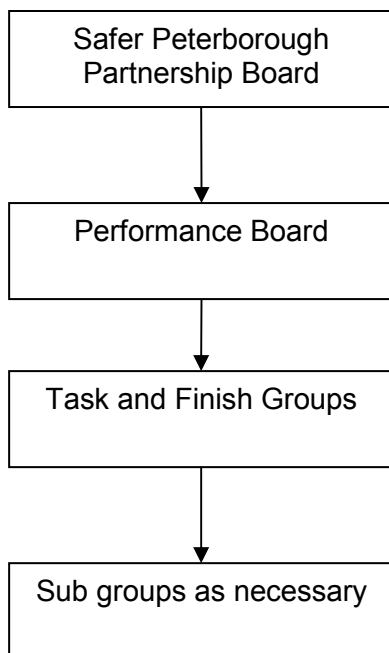
We will continue to work with other organisations offering support to victims and witnesses.

7. PERFORMANCE

- 7.1** The abolition of a rigid performance framework such as the LAA/NI's allows our local partnership to determine its own way of measuring our performance. Whilst it is an attractive prospect to be free of significant bureaucracy we must be mindful that the attention to detail and intense performance scrutiny of the partnership framework over the last twelve months is likely to have been one of the factors of its success.
- 7.2** Thus a move to three wider-ranging longer-term priorities could have risks that an insufficient performance monitoring regime leads to lack of focus and lack of identifiable results. To counter this, a strengthened monthly Safer Peterborough Partnership Performance Meeting will be responsible for monitoring progress against the priorities and responsible for exception reporting to the board. This will allow the partnership board to be responsible for unblocking blockages to performance and focussing on the direction of travel without being burdened by the detail of performance.
- 7.3** By way of example: crime levels are scrutinised on a daily basis by the police and managed through their Daily Management Meeting process – using the partnership team where necessary – it is their core business; there seems little to be gained by others scrutinising the same levels of performance.
- 7.4** The partnership can be responsible for setting appropriate targets for the three headline priorities.
- An overall numeric reduction in crime target will be introduced for the Reducing Crime priority.
 - The second priority of tackling anti-social behaviour and hate crime will require more thought. In order to fully understand our ASB/Hate Crime levels in the City may well require more reporting streams to be centralised thus an increase in figures in the first year may be the result. However, any attempt to deal with the root causes of such issues would be bound to fail unless that true picture is revealed. A measure of success may be an increase in reported cases to a single system but a true and worthwhile outcome would be a lack of escalation of offending by those identified as responsible.
 - The third priority will focus on achieving better outcomes and measures will be developed aligned to the appropriate projects and priorities in the Single Delivery Plan.
- 7.5** Priority work streams will be the main deliver of the three priority areas, each of these work streams will have an identifiable lead who will report to the performance group, a table setting out initial linkage is shown overleaf.

8. STRUCTURE OF SAFER PETERBOROUGH PARTNERSHIP

8.1 The table below shows the governance structure of the Partnership:



8.2 Partnership Board

The Partnership Board fulfils the duties of a Crime and Disorder Reduction Partnership (CDRP) as set out within the Crime and Disorder Act 1998.

The Police and Crime Act 2009 now extends these duties to include a duty to implement a strategy to reduce re-offending by adult and young offenders and to take reducing re-offending into account when exercising their functions (Section 17 of the Crime and Disorder Act 1998).

The Partnership Board is currently chaired by Chris Strickland, Deputy Chief Fire Officer of Cambridgeshire Fire and Rescue Service. This board provides strategic direction for the work of the Partnership by:

- Assessing the needs within the area
- Overseeing all planning and strategy
- Establishing the performance targets
- Resource management
- Compliance with the national guidance in relation to crime, drugs and anti social behaviour
- Commission of drug treatment services

8.3 Performance Board

Following the reviews of the Partnership in 2008 and 2010 the Delivery Board has been abolished and an enhanced Performance Challenge meeting introduced. This group, made up of performance leads from the Partnership and the theme leads for each area of business, meets between the Task and Finish Groups and Partnership Board each month to allow a thorough scrutiny of the performance for the previous month.

8.4 Task and Finish Groups

Task and Finish Groups exist for the key priority areas of partnership business and other key areas of activity. Each Task and Finish Group has a Theme Lead who is responsible for leading delivery in their business area and producing the Action Plan.

The purpose of the Task and Finish Groups is to:

- To use intelligence led problem solving to develop action plans that will facilitate performance against the Partnership Plan
- To monitor performance against targets within the Partnership Plan
- To report performance, using provided templates, to the Delivery Board on a monthly basis
- To identify necessary funding to deliver the agreed action plans
- To report problems and blockages to the Delivery Board to allow support to be provided to the Task and Finish Group
- To form sub groups where necessary for a distinct area of business
- To identify areas of success and use these to influence the work of other Task and Finish Groups

8.5 Safer Peterborough Partnership Team

The restructure within the Neighbourhoods Division of the Unitary Authority has created a quite different 'community safety' team. The new Safer/Stronger Peterborough Team is structured in the main to deliver against two areas of business to keep the City safe:

- Cutting Crime
- Reducing Anti Social Behaviour

However, the addition of the Neighbourhood Management and road safety functions move the department away from its hitherto narrow crime and disorder remit, into a department that can lead on the development of stronger and more supportive communities; communities that have a sustainable resistance to crime and disorder by addressing longer term causation factors and include much more community based activity (i.e. the 'Big Society' agenda).

The activity undertaken over the last twelve months to address the previous 9 priority areas has driven crime down. It has provided us with a platform to build a programme of work that makes those reductions sustainable and without the high levels of necessary bureaucracy that accompanied those previous work streams.

The Safer Peterborough Team is now a truly multi-agency team developing Peterborough's solutions to Peterborough's issues and has developed a set of vision and values to drive its work forward.

8.6 The Safer Peterborough Team Vision and Statement of Intent

To lead on the creation and sustainability of Strong and Supportive Communities by making Peterborough a safer place to live, work and visit.

We will do this by working in partnership to empower communities and to cut crime and reduce anti-social behaviour. We will consult with our communities to address issues that concern them most and keep them informed. We will deliver this through a partnership that is flexible, responsive and innovative; with a delivery style that is based upon integrity, respect and sensitivity for all.

We will aim to be:

The best partnership team in the country;

A team that understands the needs of our citizens and uses its influence and powers working with them to deliver positive and lasting change;

A team that others want to join because we;

- Are a team
- Listen
- Notice each other
- Say thank you internally and externally
- Enable people get on with their job
- Care for and support each other
- Have a positive identity
- Foster professional development
- Deliver results

A team that sets the standards others will follow because we;

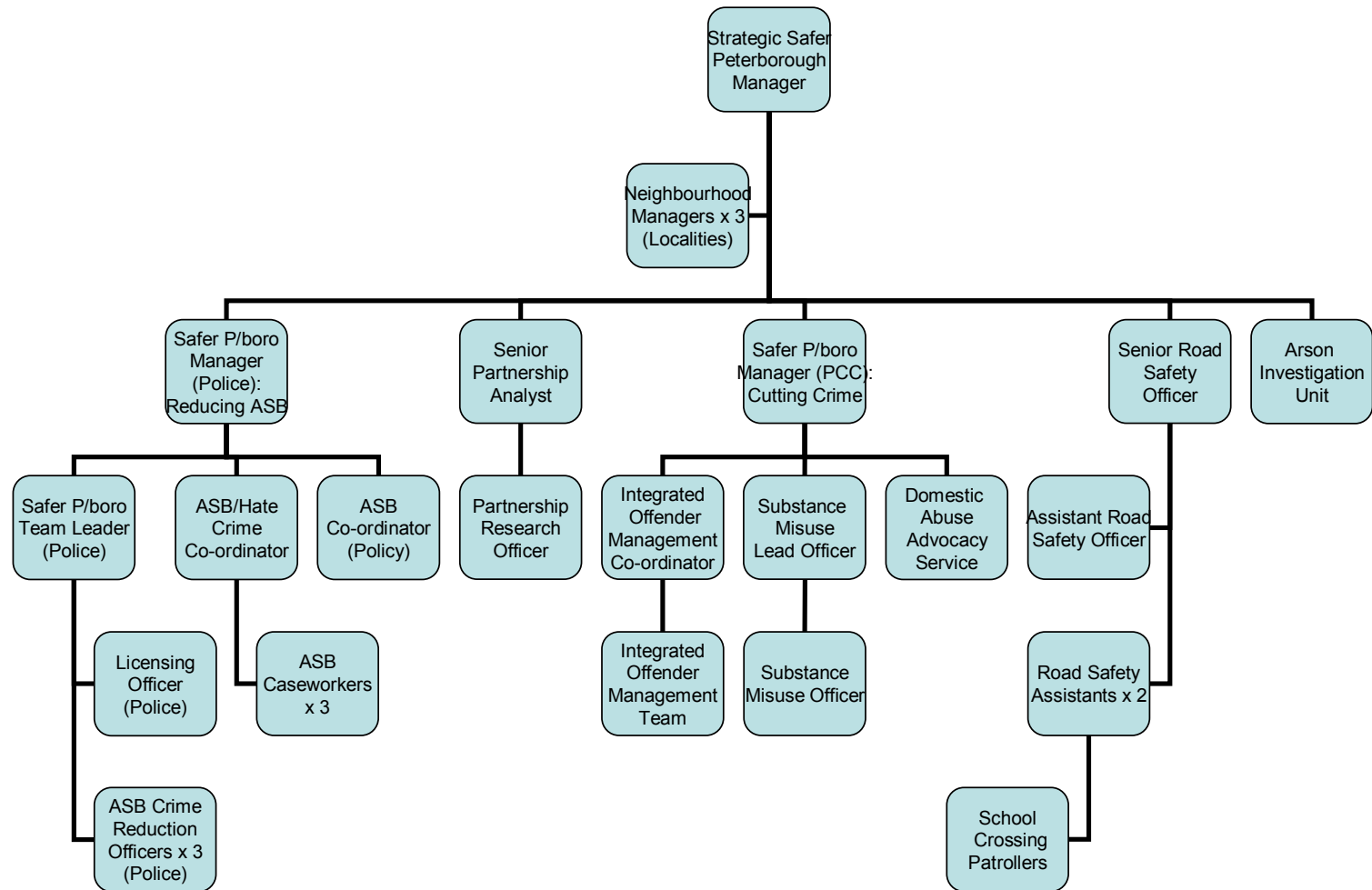
- Are a team
- Hold ourselves to account
- Continually check and improve
- Do what we say we will do
- Seek feedback, act on feedback
- Are responsive to our partners and communities
- Are passionate, enthusiastic and care about what we do

A team that is professional at all times because we/it;

- Are a team
- Set realistic expectations
- Keep people informed
- Tell it like it is
- Listen and show respect
- Embrace diversity
- Acknowledge the contribution of others
- Build and sustain positive relationships
- Responsive to what our partners and communities want
- Do the right thing

8.7 The structure of the team is set out on the next page.

Structure of the Safer/Stronger Peterborough team



9. FEAR OF CRIME

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

9.2 We will strive to lower the fear of crime of our residents. We believe that we will do this by:

- Setting clear targets to reduce crime and anti social behaviour
- Achieve the reduction targets that we set
- Take every opportunity to tell the public about the reductions in crime and anti social behaviour that we have achieved

9.3 This last twelve months has seen a major improvement in our communication with the public. Through the appointment of a Communications and Marketing Manager we have clear direction ensuring that we take every opportunity to convey to the public the work that is being done. This year has seen the recognition of our partnership brand grow.

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

10.1 Over the past twelve months we have focused our efforts on addressing the need to ensure that our stakeholders and the wider public can be part of the work that we are undertaking. It is important that they feel that we have effectively:

- Consulted with them – that is to say that we have listened to them and we have responded to what they have told us
- Informed them about what we are doing
- Involved them wherever possible in identifying priorities, planning activity and, in some cases, delivering this activity
- Partnered with them – working together to deliver mutually beneficial outcomes

10.2 Stakeholder Forums

Over the past twelve months we have further developed the stakeholder groups so that we now have a group for each of our priority areas.

The purpose of these stakeholder groups is to:

- Allow a networking opportunity for those working in this area
- Allow them to influence the priorities for our action plans and input into these
- Comment upon the activity that has been undertaken and their perception of its effectiveness
- Challenge the Task and Finish Group as and when necessary

Any member of the public or partner agency is welcome to attend the Stakeholder Forums which meet on a quarterly basis.

10.3 Special Interest Groups

This last year has seen us develop our engagement with particular groups with the formation of special interest groups. These will vary depending on the needs of the group involved. It will sometimes be appropriate to set up a specific group and other times it will be more appropriate to work with and through mechanisms that are already there.

10.4 Voluntary Sector

All of our Stakeholder Groups have voluntary sector representation, as does the Partnership Board. We have worked with Peterborough Council for Voluntary Service to improve our relationships with the voluntary sector and assist in identifying their appropriate representation. Over the coming year, we will be working with the voluntary sector to consider how we can strengthen their contribution to our work and allow them to engage as an equal partner.

We have also strengthened our commissioning arrangements to ensure that we can receive the valuable input from the voluntary sector to our work without comprising any commissioner/provider relationship. In the coming year, we will be developing this area of work, looking to work with the voluntary sector to access more external funding into the city.

10.5 Community Sector

Over the coming year our primary engagement with local people will be through the Neighbourhood Panels and Neighbourhood Councils in each geographic location. The Partnership now has an accredited 'Problem Solving in Practice' course to ensure that those responsible for implementing the priorities of these panels are appropriately trained to do this effectively. This training is also available to community groups. We are now able to offer this training free of charge to all living or working in Peterborough.

The Community Crime Fighters scheme will provide members of the public who are already active in their communities - like tenants and resident group leaders, neighbourhood watch co-ordinators or community activists - with training, information and support to work with the Partnership to help make communities safer. This scheme will be developed further over the coming year.

In working to fulfil the Partnership Plan the partners will be guided by the following principles (as adopted by the Greater Peterborough Partnership):

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

10.6 How will we tell the public if we are succeeding?

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

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

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

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

- Hold at least two 'Face the People' sessions to allow the public to question the partnership about the performance

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

- Safer Peterborough Partnership website
- Greater Peterborough Partnership website
- Responsible authorities websites
- Hard copies of the summary to be made available in sports centres, libraries and other public buildings
- Through 'Your Peterborough' to ensure that it goes to every household in the city
- Copies of the full version of the report will be available on request
- Copies in minority languages will also be available in selected locations

11. CONCLUSION

This Partnership Plan will continue to be refreshed on an annual basis following an updated Strategic Assessment. This past year has seen major developments for the Partnership which has been reflected in performance. Over the coming year we will build on the improvements made and continue to strengthen and further develop the work of the Partnership.