

STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 5
20 JULY 2011	Public Report

Report of the Head of Neighbourhoods

Contact Officer(s) – Adrian Chapman
Contact Details – 863887

PETERBOROUGH'S SINGLE DELIVERY PLAN AND ITS RELATIONSHIP TO THIS COMMITTEE

1. PURPOSE

- 1.1 This report describes the development of Peterborough's new Single Delivery Plan, and sets out detail about how it will be managed. The report then discusses in more detail the specific aspects of the Single Delivery Plan that fall within the scrutiny responsibility of this committee.

2. RECOMMENDATIONS

- 2.1 To agree comments and feedback relating to the overall Single Delivery Plan approach, these comments then being available to the Greater Peterborough Partnership to enable the further development of the Plan.

To scrutinise the programmes relating to those aspects of the Plan that fall entirely within the scrutiny responsibility of this committee, namely:

- Programme 5: Empowering People and Creating Cohesive Communities
- Programme 6: Reducing Crime and Tackling Antisocial Behaviour

To scrutinise the specific projects contained elsewhere in the Plan that fall entirely or in part within the scrutiny responsibility of this committee, namely:

- Programme 1, Project 4: Creating a Safe, Clean and Vibrant City Centre
- Programme 7, Project 27: Citizen Power Programme (this will be presented to the committee in September)

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 The Single Delivery Plan provides a framework for delivering the overarching priorities contained within the Sustainable Community Strategy. The Sustainable Community Strategy is the long term agenda for Peterborough, whilst the Single Delivery Plan sets out the actions that are required to achieve that agenda over the next 3-5 years.

4. BACKGROUND

- 4.1 In previous years, Peterborough, as with other local authority areas, has been working towards outputs and outcomes contained within the Local Area Agreement (LAA). The LAA was a formal agreement between Peterborough and central government, and described what priorities Peterborough delivery partners needed to work on to improve people's lives and wellbeing as well as our economic conditions.

- 4.2 The LAA was a three-year agreement which ended in March 2010. Since then, the council, alongside all other key public and voluntary sector partners, has been developing a new Single Delivery Plan which sets out the ambitious, stretching outcomes that are required to deliver a bigger, better Peterborough.
- 4.3 The development of the Single Delivery Plan is overseen and co-ordinated by the Greater Peterborough Partnership (GPP). The GPP is Peterborough's Local Strategic Partnership, and is the body that 'unites representatives from the public, private, faith, community and voluntary sectors together to work collectively together towards the vision and priorities of the Sustainable Community Strategy'.¹

The work of the GPP is governed by an Executive Board, chaired by the council's Chief Executive and comprising chief executive level representation from public, voluntary and private sector partners across Peterborough.

- 4.4 The detail contained within the Single Delivery Plan, although iterative by nature, has been developed through extensive discussion and consultation across GPP partner organisations. The Plan has no fixed end date, and will continue to develop and evolve as Peterborough's priorities change, but it is expected that it will begin to deliver across its diverse projects with immediate effect.
- 4.5 The Single Delivery Plan enables agencies responsible for developing and delivering services in Peterborough to work together more collaboratively, through 'whole systems thinking' approaches – in other words, rather than looking agency by agency at individual problems and issues, the Plan will enable agencies to work together to look across issues more holistically, changing one part of a process or service to impact on another.

The potential with this approach is significant. The opportunity for example to share or pool resources across organisations, to share data and information, and to combine different legislative powers more creatively will have a huge impact on our abilities to tackle some of the most significant challenges in Peterborough.

5. KEY ISSUES

- 5.1 The current high level summary of the Single Delivery Plan is attached at **appendix 1**.

It takes its direction from the four overarching objectives set out in the Sustainable Community Strategy, namely to create a bigger and better Peterborough by:

- Creating Strong and Supportive Communities
- Creating the UK's environment capital
- Creating opportunities – tackling inequalities
- Delivering substantial and sustainable growth

The Plan itself is structured around seven broad programme areas (described in appendix 1 as 'A list programmes').

These seven programme areas are:

1. Creating jobs through growth and improved skills and education
2. Supporting the most vulnerable families and tackling the causes of poverty
3. Safeguarding adults and children
4. Helping people and organisations live more healthy and sustainable lives and reducing energy consumption
5. Empowering people and creating cohesive communities
6. Reducing crime and tackling anti-social behaviour

¹ The GPP web site <http://www.gpp-peterborough.org.uk/>

7. Using our resources more efficiently, effectively and innovatively

In turn, each programme area has a small number of specific projects identified to help achieve the outcomes required. Across the whole Single Delivery Plan there are 27 such projects, and these are listed as part of appendix 1.

5.2 Each of the 7 Single Delivery Plan programmes has a programme lead officer, and each of the 27 projects has a project lead officer. These lead officers have been developing outline action plans for each of the 27 projects, and summaries of these where available are attached at **appendix 2**. Outline action plans for projects not included at appendix 2 are still being developed by project leads, and will be circulated to the committee for information as soon as they are available.

5.3 There are two Single Delivery Plan programmes that fall entirely within the scrutiny responsibility of this committee:

- Programme 5: Empowering People and Creating Cohesive Communities
- Programme 6: Reducing Crime and Tackling Antisocial Behaviour

More detail about each of these programmes is contained at **appendices 3 and 4** respectively, and it is proposed that these plans form the basis for the main debate and discussion at the scrutiny committee meeting.

Whilst the proposed action plans for these two programmes have been carefully developed with both local and national context in mind, it would be helpful and appropriate if members of the scrutiny committee could provide challenge as well as suggestions for more appropriate actions where necessary.

6. IMPLICATIONS

6.1 The Single Delivery Plan presents Peterborough with a unique opportunity to bring about significant improvements and developments to enhance the wellbeing, vibrancy, and economic outlook for the city, and the pride and aspirations felt by the people who live and work here.

7. CONSULTATION

7.1 Extensive consultation has been ongoing for some considerable time across a range of agencies in Peterborough, led by the Greater Peterborough Partnership, prior to the presentation of the Single Delivery Plan to the committee.

8. NEXT STEPS

8.1 Following the committee meeting, comments and suggestions made will be fed back through the appropriate management and governance structures in order for changes and improvements to be made specifically to programme 5 and programme 6.

9. BACKGROUND DOCUMENTS

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

9.1 Not applicable.

10. APPENDICES

10.1 Appendix 1: Summary of the Single Delivery Plan
Appendix 2: Summary of the projects contained within the Single Delivery Plan
Appendix 3: Project Plans for Programme 5 – Empowering People and Creating Cohesive Communities
Appendix 4: Project Delivery Methodology for Programme 6 – Reducing Crime and Tackling Antisocial Behaviour

Appendix 1: Summary of the Single Delivery Plan

Our long-term agenda	A List Programmes
<p>To create a bigger and better Peterborough by:</p> <p>Creating Strong and Supportive Communities</p> <p>Creating the UK's environment capital</p> <p>Creating opportunities – tackling inequalities</p> <p>Delivering substantial and sustainable growth</p>	<ol style="list-style-type: none">1. Creating jobs through growth and improved skills and education2. Supporting the most vulnerable families and tackling the causes of poverty3. Safeguarding adults and children4. Helping people and organisations live more healthy and sustainable lives and reducing energy consumption5. Empowering people and creating cohesive communities6. Reducing crime and tackling anti-social behaviour7. Using our resources more efficiently, effectively and innovatively

A list –Priority Programmes	Programme Leads	Key projects [tbd – we may have to prioritise within these lists]	Project leads
1. Creating jobs through growth and improved skills and education	Neil Darwin, Opportunity Peterborough	1. Improving skills and raising standards in schools	Gary Perkins
		2. Gain inward investment through a proactive marketing campaign	Steve Bowyer
		3. Delivery of key infrastructure projects	Andrew Edwards
		4. Create a safe, clean and vibrant city centre	Annette Joyce
		5. Create homes for a growing population	Simon Machen
2. Supporting the most vulnerable families and tackling the causes of poverty	Tim Bishop, Adult Social Care	6. Family recovery project	Joanne Melvin
		7. Family poverty project	Sian Peer
		8. Living my life project	Nick Blake
		9. Helping people back into work	Christina Malle
3. Safeguarding adults and children	Andrew Brunt, Children’s Services	10. Helping people to safeguard themselves	Judy Jones & Mark Howe
		11. Risk enablement	Allison Sunley & Iain Easton
4. Helping people and organisations live more healthy and sustainable lives and reducing energy consumption	Sue Mitchell, NHS Peterborough Rachel Huxley, PECT	12. Encouraging regular exercise and active travel Sustainable transport/TravelChoice	Jon Marsden Teresa Wood
		13. Healthy eating/local food	Janine Starling
		14. Tackling fuel poverty to improve health	Age UK name yet tbc
		15. Encouraging production & use of renewable energy	Trevor Gibson
		16. Reducing smoking	Rob Newman
		17. Reducing alcohol consumption	Nikki Griffiths

5. Empowering people and creating cohesive communities	Adrian Chapman, Peterborough City Council	18. Delivering the localism agenda	Leonie McCarthy & John Cunningham
		19. Tackling the causes of hate crime and community tension	Jawaid Khan & MJ Ladha
		20. Building VCS capacity to deliver local services	Leonie McCarthy & Sarah Fletcher
6. Reducing crime	DCI Gary Goose, Cambs Constabulary	21. Integrated Offender Management	Karen Kibblewhite
		22. Tackling Domestic Abuse	Chris Balmer
		23. Targeting vulnerable locations	Julie Rivett, Cate Harding and Lisa Emmanuel
7. Using our resources more efficiently, effectively and innovatively	Heather Darwin	24. Partnership People	Louise Barnett
		25. Partnership Property	Andrew Edwards
		26. Financial planning and value for money	Stephen Pilsworth
		27. Citizen Power	Graeme Clarke

Single Delivery Plan 2011-2012

Programme 1, Project 3: Delivery of Key Infrastructure Projects
Project Lead: Andrew Edwards

Delivery of key infrastructure projects

PR897 Public Realm Phase 2 and 3
Aims – development of proposals for the refurbishment of Bridge Street (phase 2) and Long Causeway (phase 3)

PR1008 Re-development of Bretton
Aims - The re-redevelopment of Bretton and the provision of a redeveloped Cresset and Key Worker housing.

PR916 Stadium Re-development Stand One (STEM Centre) Design Phase
*Aims – re-develop the East Stand to include the delivery of a fully equipped and operational STEM centre underneath the seating area by end of 2011. **NOTE: this is the design phase only***

PR965 Community Stadium Phase 1 STEM Centre
Aims – please refer to aims of PR916. This is the development phase of the project

PR816 Peterborough Delivery Partnership (PDP)
Aims – to create the new growth Delivery Partnership for Peterborough and outline initial project activity and high level milestones

PR976 Fletton Quays Site Development and Preparation
Aims – to determine in detail the constraints and limitations faced across the site, including the best options for minimising the impact of these. To ensure the information necessary for preparing the financial architecture for deliverina the site is available.

PR673 Carbon Challenge
Aims - Construction of a zero carbon community on the South Bank comprising around 350 homes (built to code for sustainable homes level 6), small scale retail and commercial, a community facility and a combined heat and power plant.

PR875 Public Sector Relocation Advocacy Commission:
Aims – commission resources to solicit interest and commitment from central government departments to relocate to Peterborough

Appendix 2

Single Delivery Plan 2011-2012

Programme 1, Project 4: Create a safe and vibrant city centre

Project Lead: Annette Joyce

Investigate the potential for a Business Improvement District in the City Centre.

To review CCTV provision and delivery

Secure income/ sponsorship for city centre activities

Reduce anti social behaviour in the City Centre

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To review funding opportunities to remove street signage/clutter and review quality of Markets/Street trading and commercial promotions

Reduce street signage/clutter and number of sub-standard promotions

St John's Church - create a community interest trust.
Produce a mixed programme of entertainments for the city centre.
Production of a commercial strategy

Develop a partnership communications plan.
Produce region wide publications promoting Peterborough's Offer

Secure funding

Establish communications forum

Single Delivery Plan, 2011-12

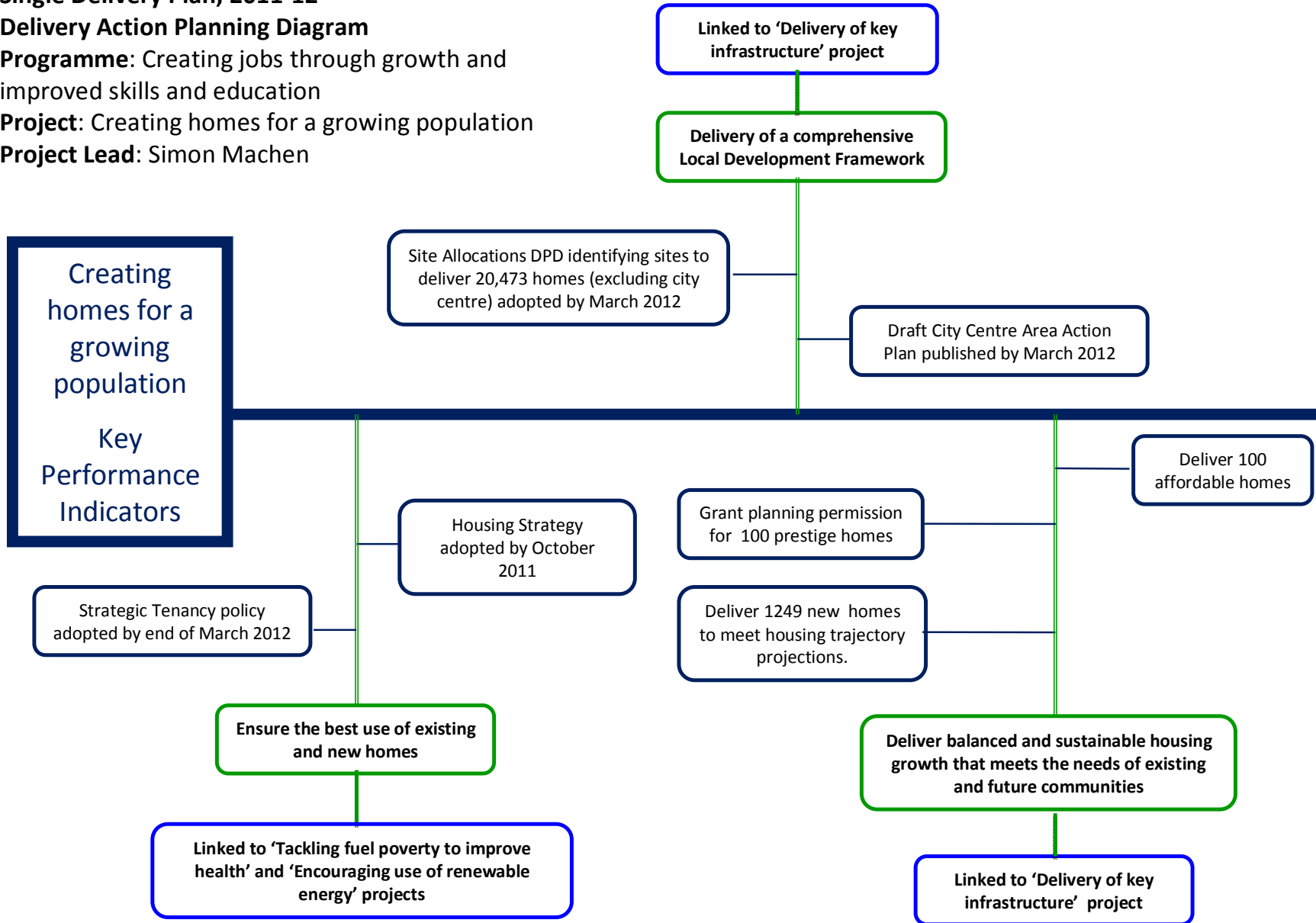
Delivery Action Planning Diagram

Programme: Creating jobs through growth and improved skills and education

Project: Creating homes for a growing population

Project Lead: Simon Machen

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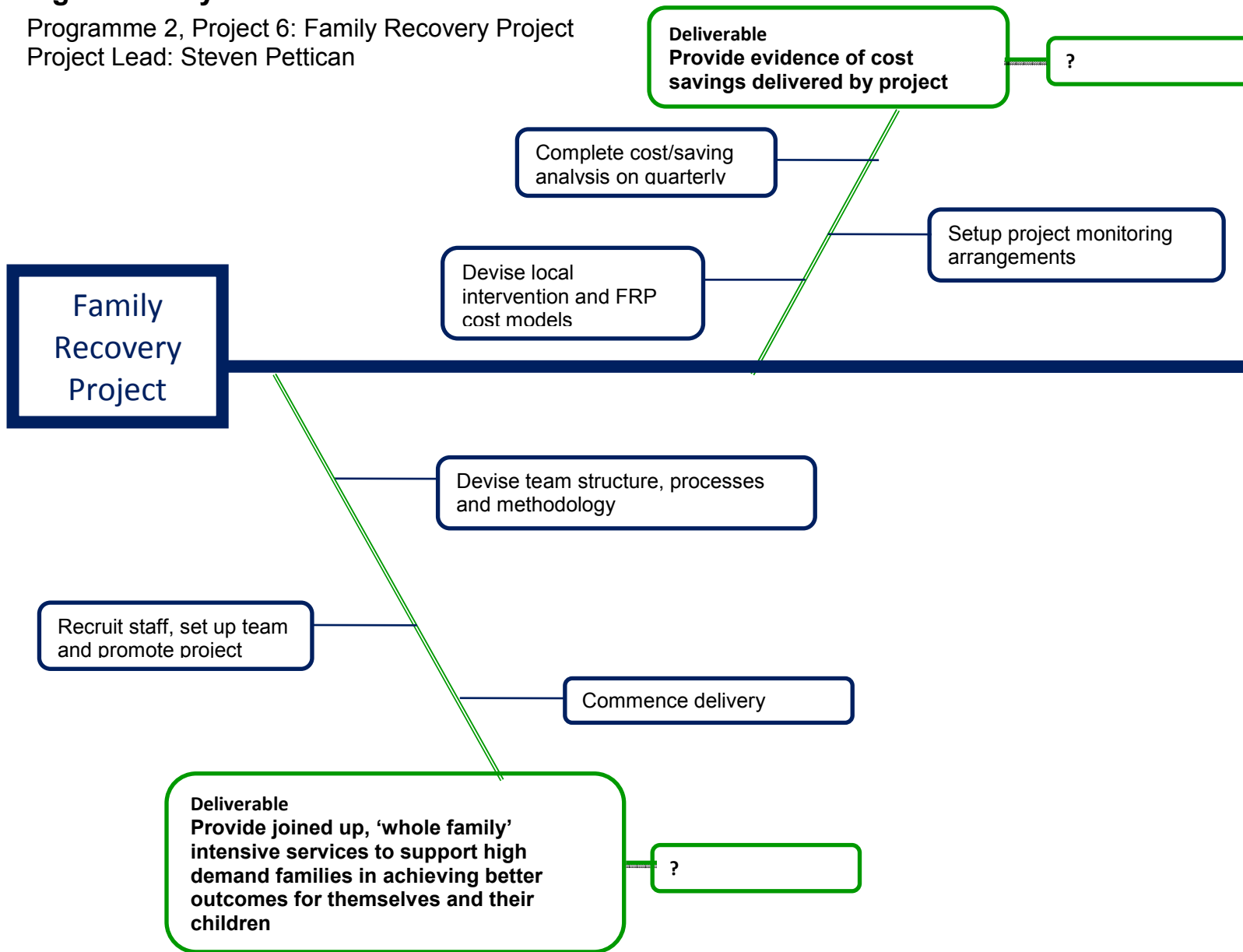


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Single Delivery Plan 2011-2012

Programme 2, Project 6: Family Recovery Project
Project Lead: Steven Pettican

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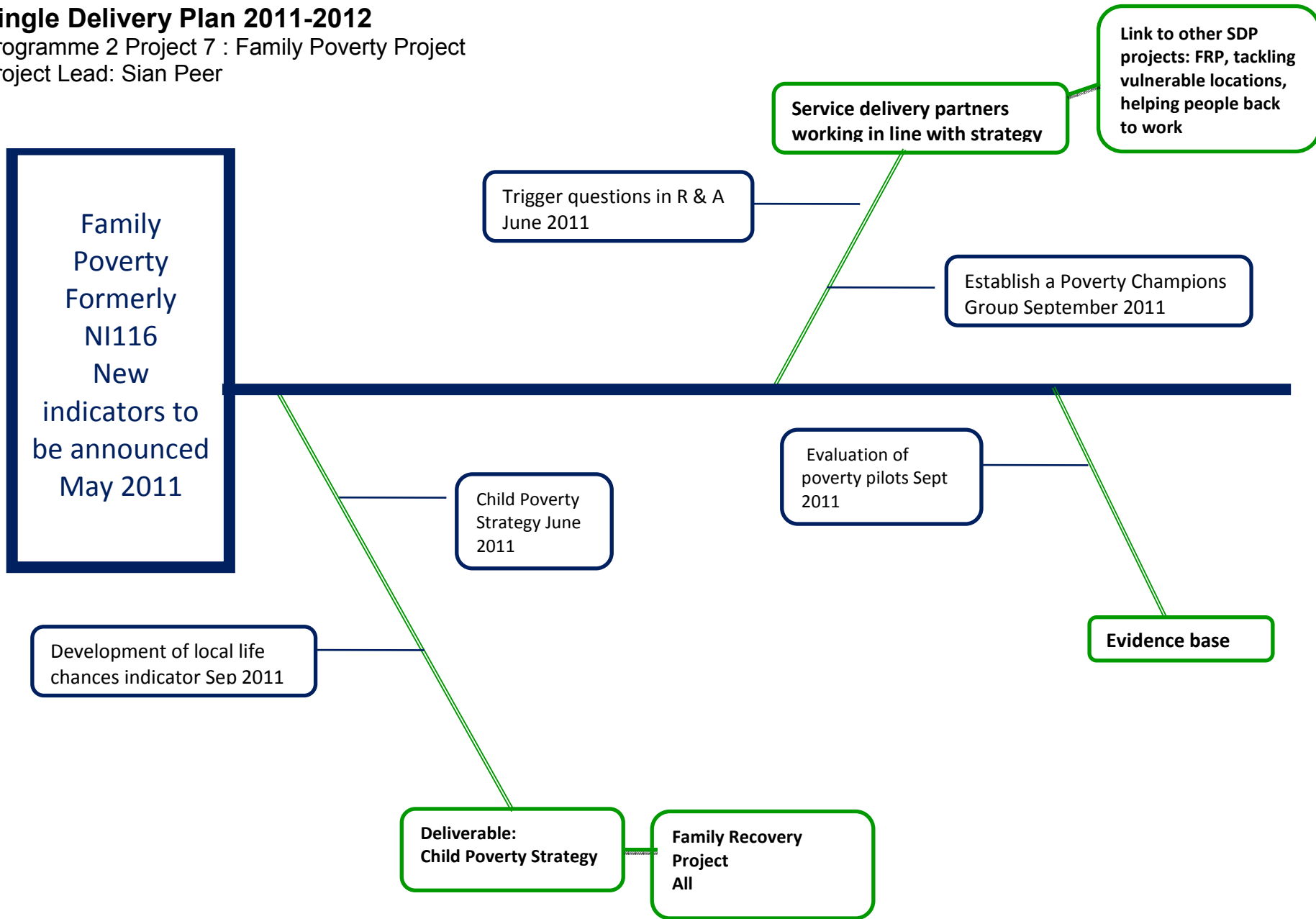


Single Delivery Plan 2011-2012

Programme 2 Project 7 : Family Poverty Project

Project Lead: Sian Peer

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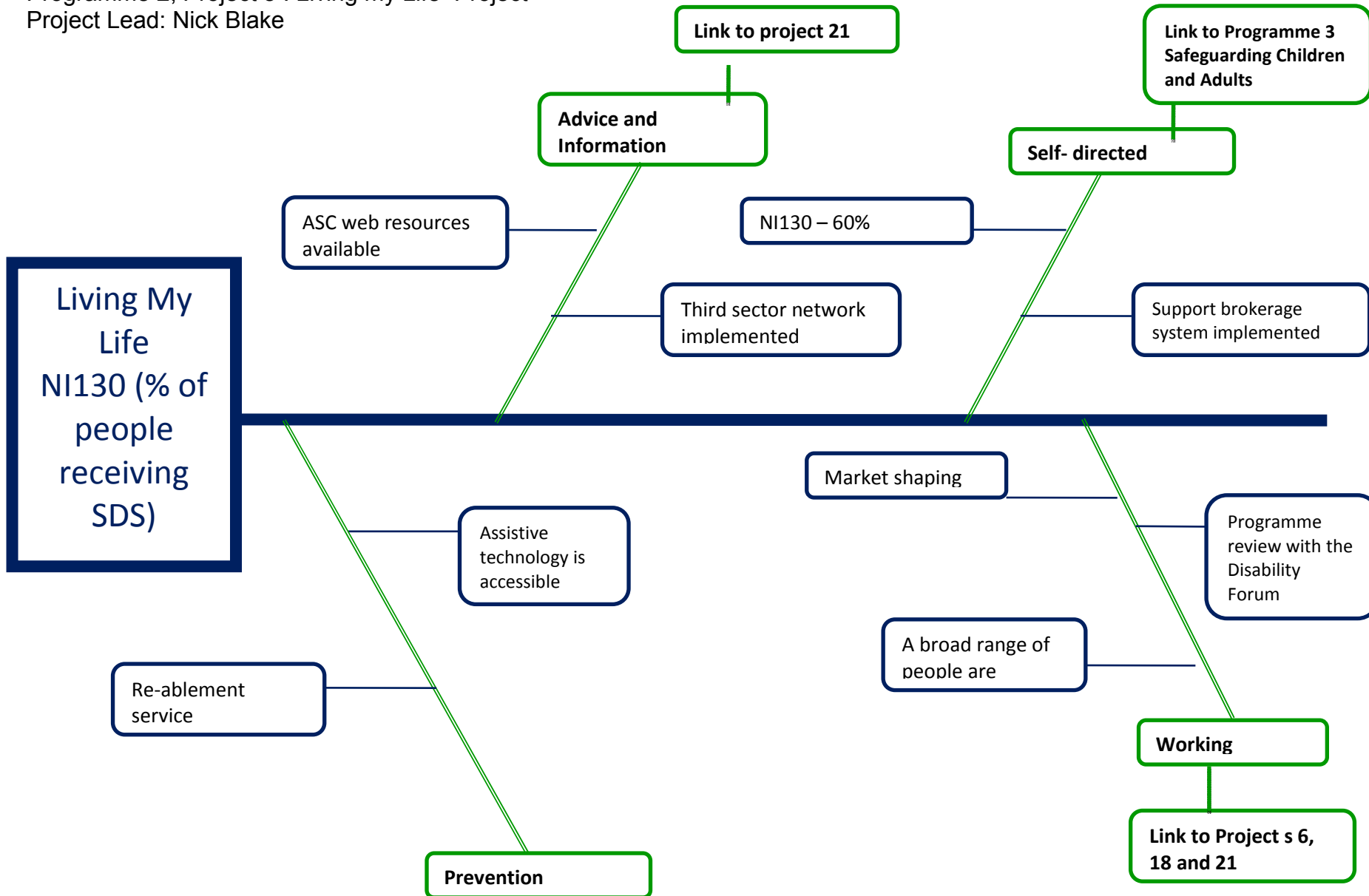
Appendix 2

Single Delivery Plan 2011-2012

Programme 2, Project 8 : Living my Life Project

Project Lead: Nick Blake

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Appendix 2

Single Delivery Plan 2011-2012

Programme 3 Project 10 : Helping People Safeguard Themselves

Project Lead : Judy Jones & Mark Howe

2011-12	
Deliverable	Promoting joint awareness raising of safeguarding risks for both Adults and Children

2011-12	
Key Activity	<ol style="list-style-type: none">1. Identify and priorities common areas of safeguarding need.2. Joint marketing activities3. Joint communication plan4. Safer recruitment5. E'saftey6. Strengthening awareness raising through outreach into the community via third parties [Age UK NSPCC}
Responsibility (Lead Partner)	Adult and Children Safeguarding Boards
Resource Requirement and Availability	To be agreed Support from : <ol style="list-style-type: none">1. Adult and Children Comms group2. Jenny Paris Recruitment
Milestones	Establish T&F group to take the above forward.
Dependencies	<ol style="list-style-type: none">1. Third sector involvement and engagement2. General internal resources being made available to deliver to the set tasks3. Financial support for awareness raising from partnerships

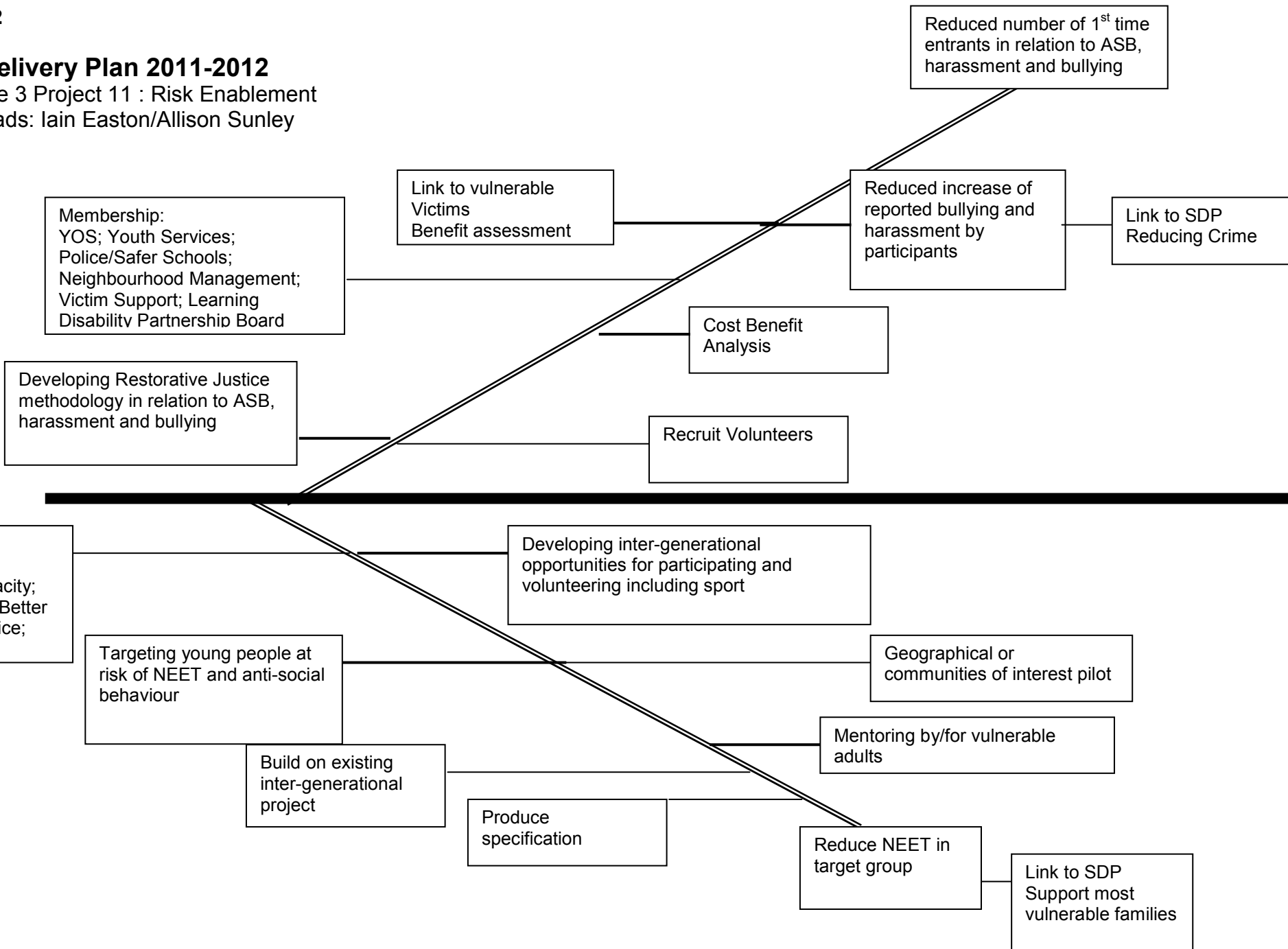
Impact	<ol style="list-style-type: none"> 1. Greater awareness of safeguarding across the communities within Peterborough. 2. Preventative activities to assist people challenge incidences of abuse 3. Greater community safeguarding resilience within Peterborough
Risks & Barriers	<ol style="list-style-type: none"> 1. Resources available to deliver the key outcomes above
Link to other SDP projects	<p>Links to:</p> <ul style="list-style-type: none"> SDP 5 SDP 6 SDP 7

Appendix 2

Single Delivery Plan 2011-2012

Programme 3 Project 11 : Risk Enablement

Project Leads: Iain Easton/Allison Sunley



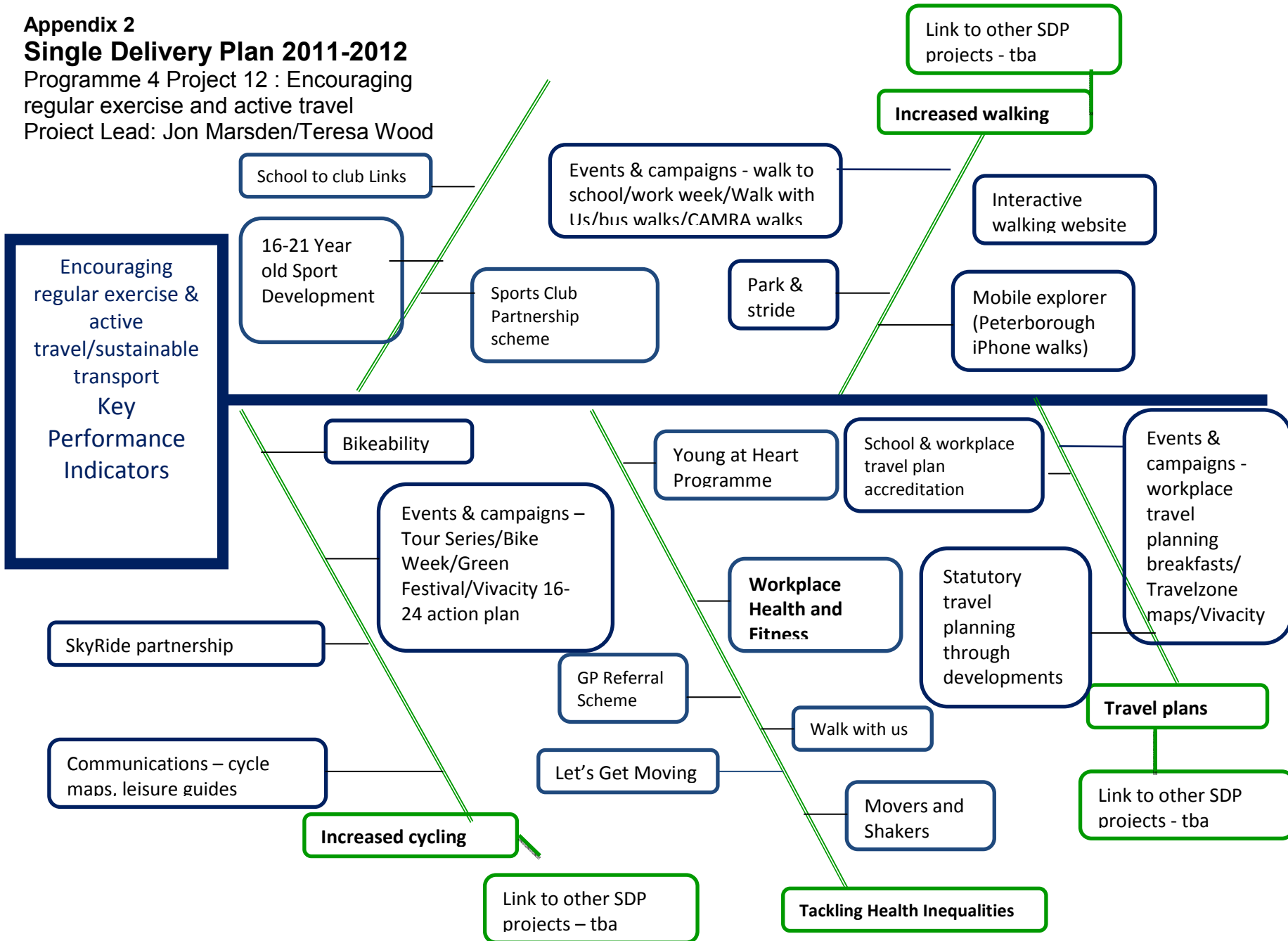
Appendix 2

Single Delivery Plan 2011-2012

Programme 4 Project 12 : Encouraging regular exercise and active travel

Project Lead: Jon Marsden/Teresa Wood

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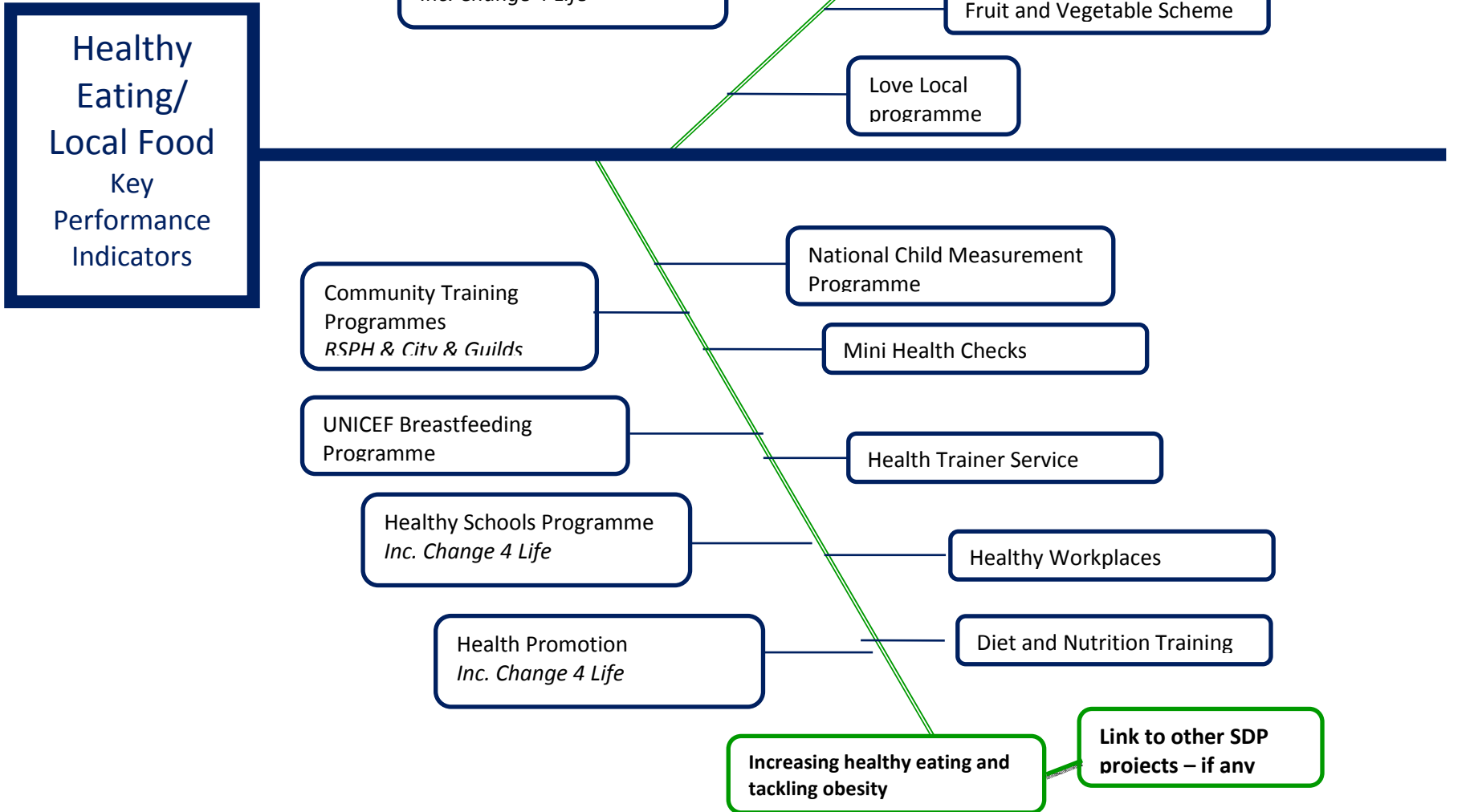


Single Delivery Plan 2011-2012

Programme 4 Project 13 : Eating Healthy Local Food

Project Lead: Janine Starling

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Appendix 2

Single Delivery Plan 2011-2012

Programme 4 Project 14: Tackling Fuel Poverty to Improve Health
Project Lead: Age UK

Tackling domestic fuel poverty to improve health
Reduce bills

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Heat loss web hits – No. of hits on PCC heat loss website, informing residents where heat is being lost from their homes, encouraging action

Repairs Assistance – Warm Front Top Up £15,000 (initially) – for clients accessing Warm Front funding who cannot meet their contribution over the grant maxima.

Loft & Cavity Wall Insulation Programme - £75,000 for Repairs Assistance, which will provide free insulation to householders with an income of less than £18,000

Link to other SDP projects - EE&RE

Deliverable Peterborough City Council improving the energy efficiency of the housing stock in Peterborough

Energy loans from Libraries – X number of residents loaning a meter to track their household energy usage.

Central Heating and Boiler Scheme – £300,000 (initially) for assistance available to repair/replace boilers and central heating systems which have broken down.

CKH improving energy efficiency of building stock – X external insulations, X lost insulations, X replacement heating systems

CKH– advisor targets – e.g. benefits

Switching tariffs - 200 residents switching to a more affordable energy tariff.

CKH measuring energy efficiency of building stock –increasing SAP rating

Age UK – No. of referrals for benefit maximization

Energy efficiency - 80% of residents changing their energy behaviour to become more efficient.

Home visits - Energy Matters project officer conducting 600 home visits to social tenants that are most at risk of fuel poverty (over 55's and single parent families).

Deliverable CKH and Age UK Improving efficiency of housing stock and helping over 55's manage their money

Deliverable (PECT and Cross Keys Homes) Energy matters project saves Peterborough residents £9,600 (April 11 – March 12)

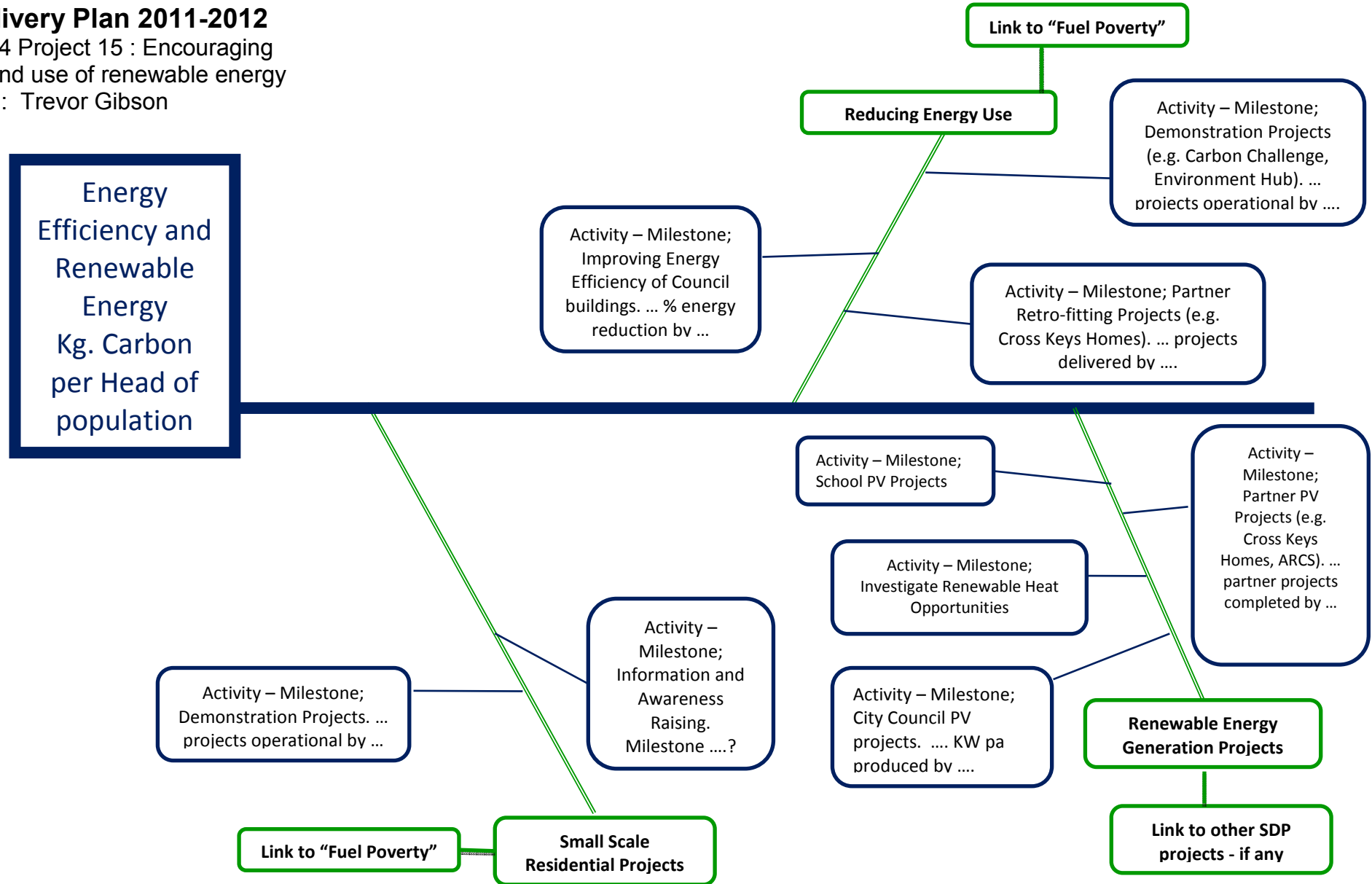
Link to other SDP projects – EE&RE

Link to other SDP projects - EE&RE

Single Delivery Plan 2011-2012

Programme 4 Project 15 : Encouraging production and use of renewable energy
Project Lead: Trevor Gibson

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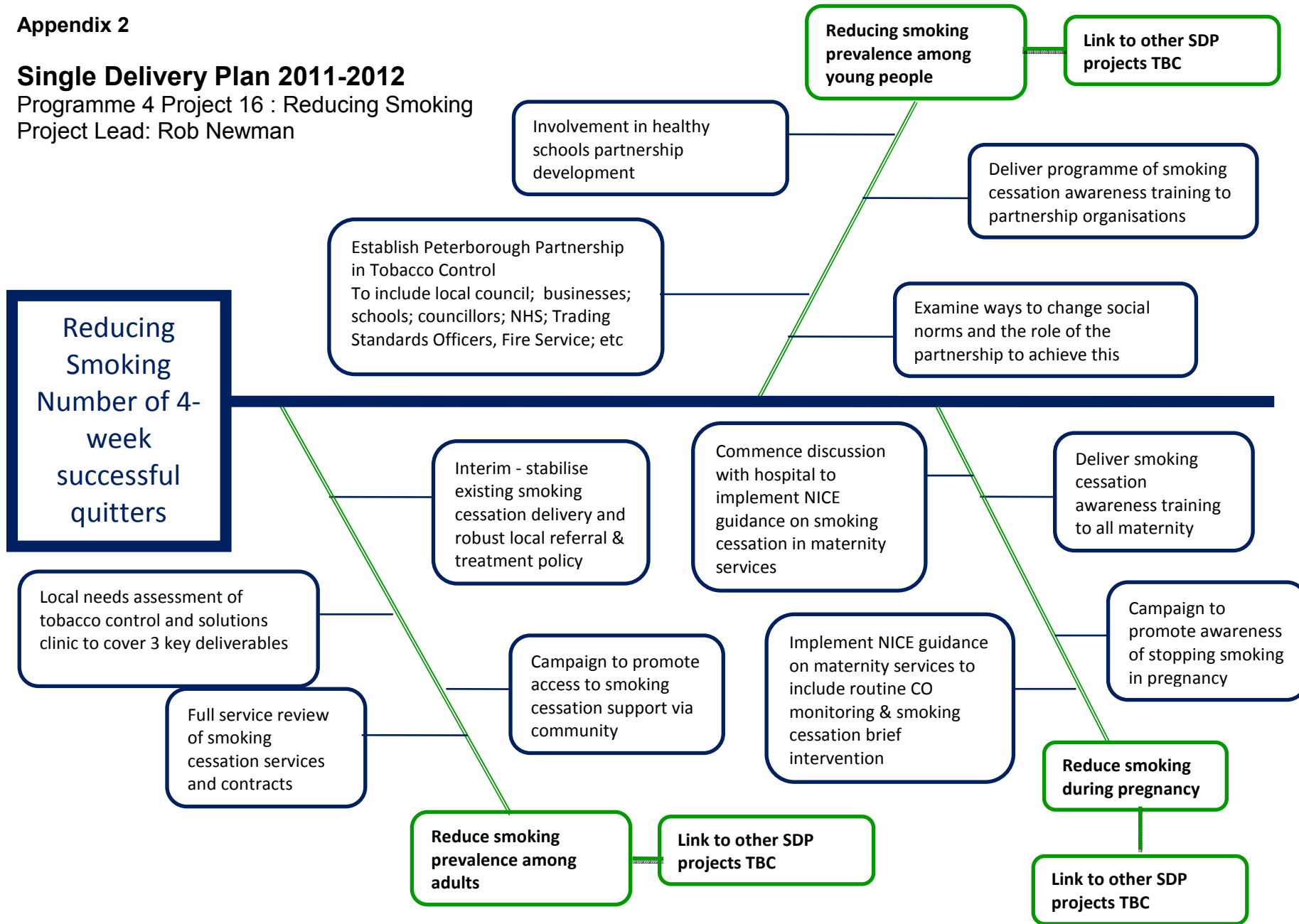


Appendix 2

Single Delivery Plan 2011-2012

Programme 4 Project 16 : Reducing Smoking
Project Lead: Rob Newman

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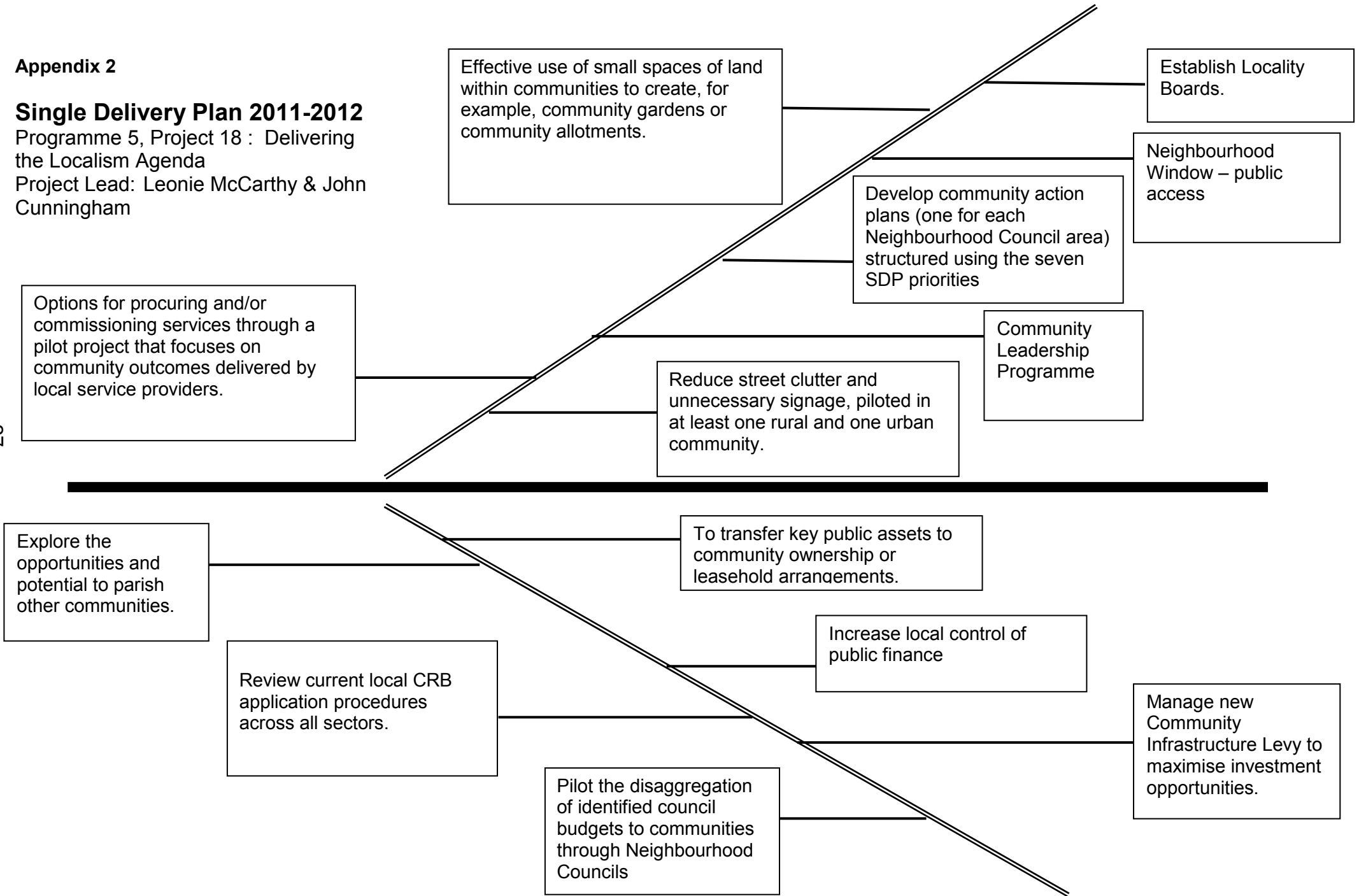
Appendix 2

Single Delivery Plan 2011-2012

Programme 5, Project 18 : Delivering the Localism Agenda

Project Lead: Leonie McCarthy & John Cunningham

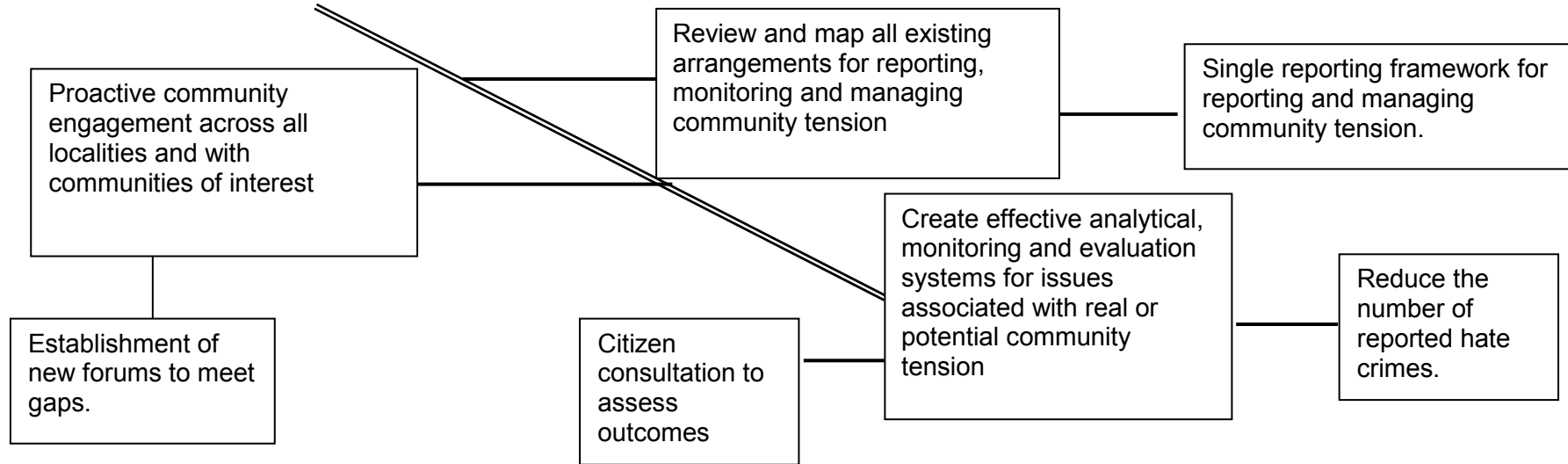
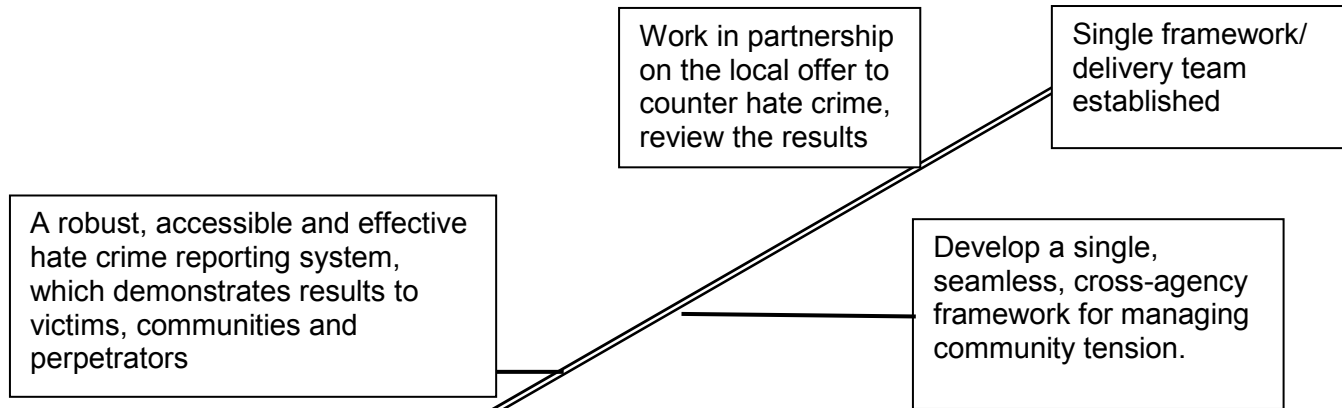
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Single Delivery Plan 2011-2012

Programme 5 Project 19: Tackling the causes of hate crime and community tension

Project Leads: Jawaid Khan and MJ Ladha

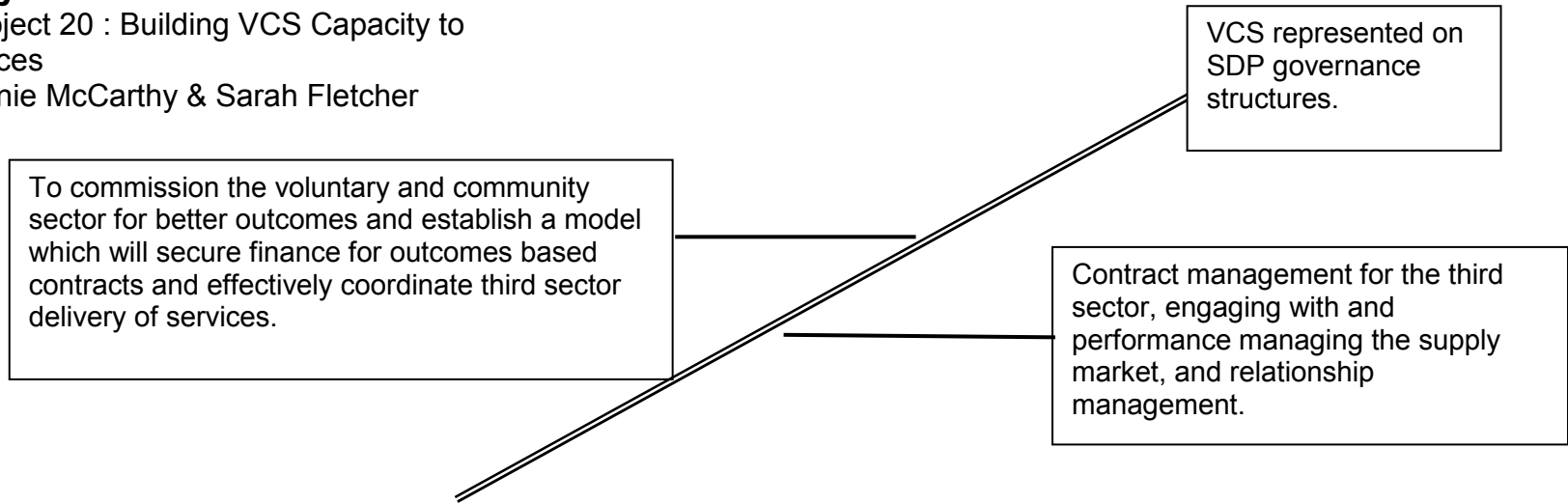


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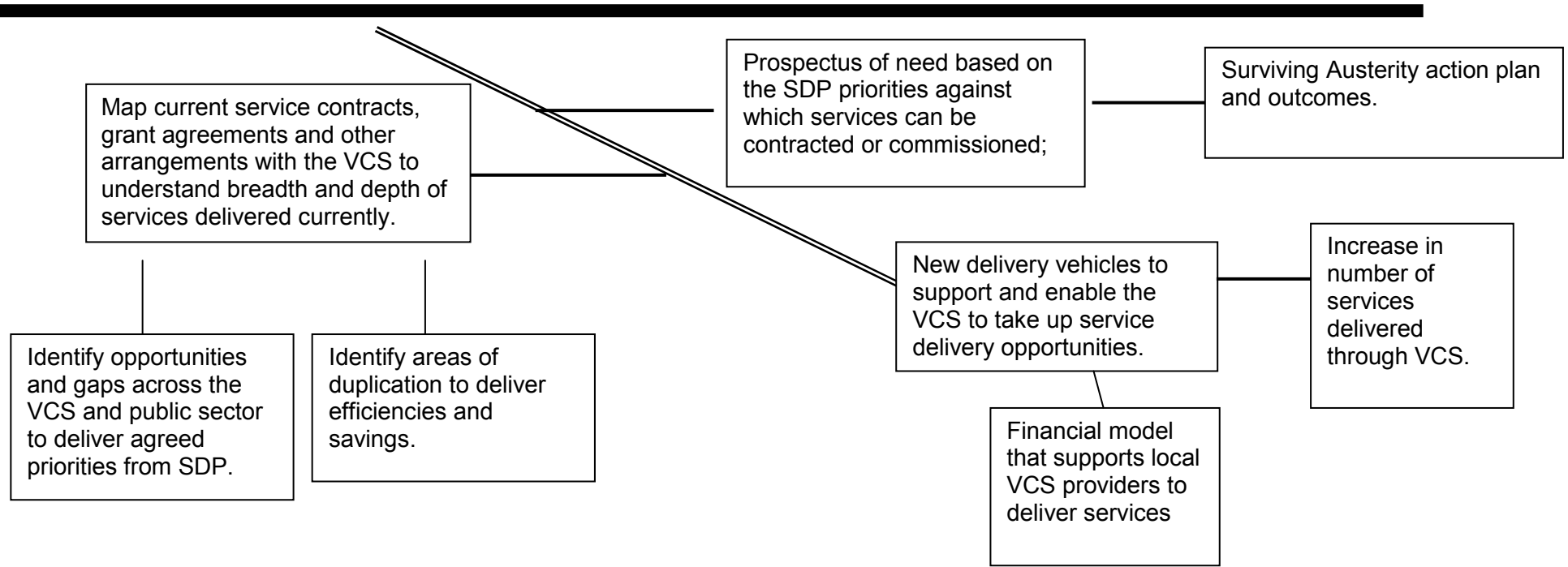
Single Delivery Plan 2011-2012

Programme 4 Project 20 : Building VCS Capacity to deliver local services

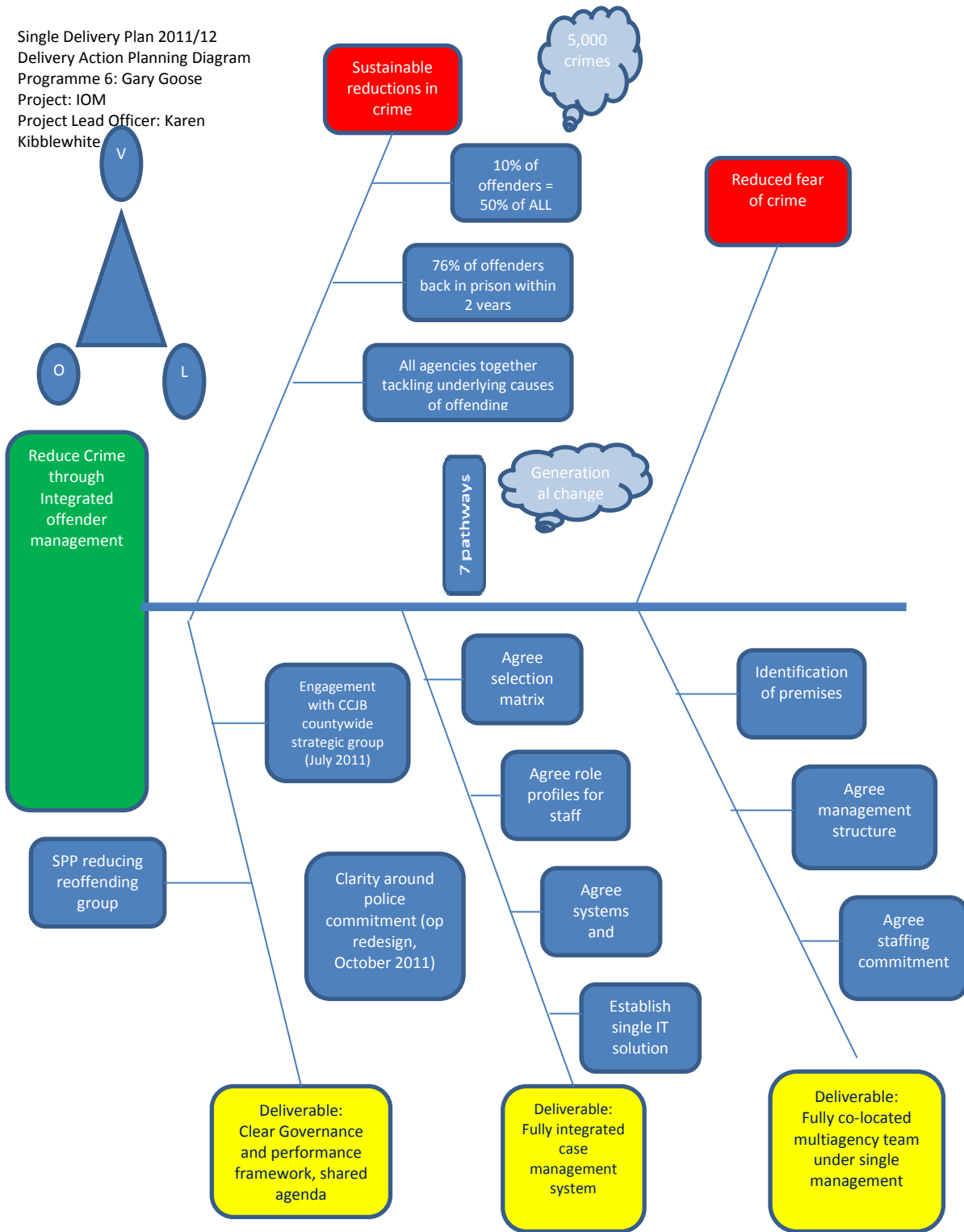
Project Lead: Leonie McCarthy & Sarah Fletcher



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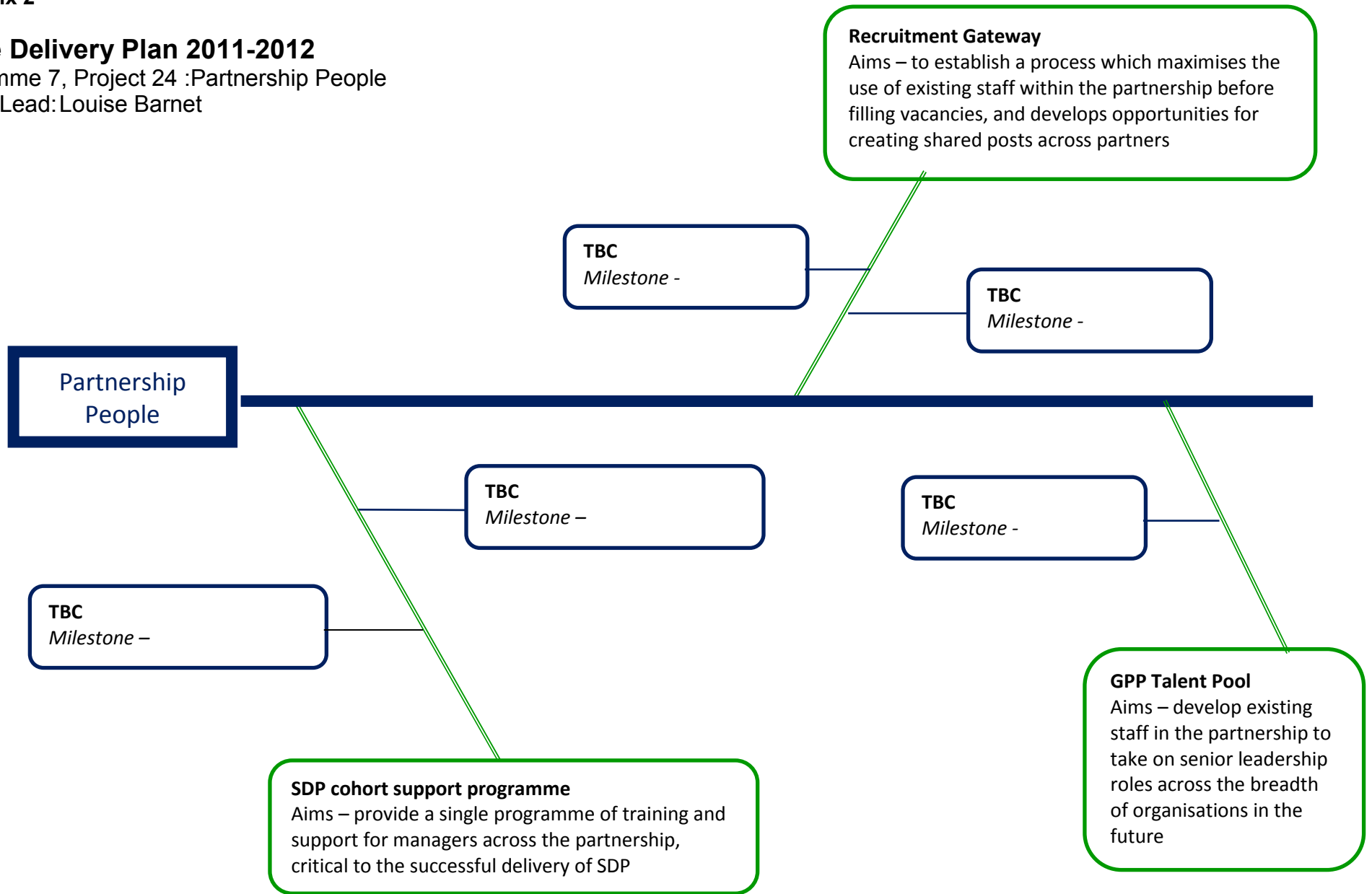
Single Delivery Plan 2011/12
 Delivery Action Planning Diagram
 Programme 6: Gary Goose
 Project: IOM
 Project Lead Officer: Karen Kibblewhite



Single Delivery Plan 2011-2012

Programme 7, Project 24 :Partnership People
Project Lead: Louise Barnet

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Appendix 3: Project Plans for Programme 5 – Empowering People and Creating Cohesive Communities

Project Name	Building voluntary and community sector capacity to deliver local services
Project Lead Officer	Leonie McCarthy, Social Inclusion Manager, Peterborough City Council Sarah Fletcher, Assistant General Secretary, PCVS
Key Performance Indicators	TBD

	Deliverable	Activity	Link to other SDP projects
1.	Confirmed roles for VCS partners at all tiers of the Single Delivery Plan management and governance structure	<ul style="list-style-type: none"> (i) Finalise the SDP governance framework (ii) Review the purpose and roles of existing VCS governance and communication forums (e.g. PIC, VCS Reference Group) (iii) Develop role descriptions for representatives across all sectors who will sit on SDP partnerships etc (iv) Appoint VCS representatives to all tiers of the SDP governance and management framework 	<ul style="list-style-type: none"> • Partnership People
2.	Prospectus of need based on the SDP priorities against which services can be commissioned or contracted	<ul style="list-style-type: none"> (i) Finalise the SDP priorities and projects, including populating the project action plans (ii) Map out the outputs and outcomes required, and the associated service needs (iii) Reflect the priorities contained in the JSNA and other key strategic plans and policies (iv) Develop a prospectus of need that forms the basis of a future commissioning framework 	<ul style="list-style-type: none"> • Financial Planning and Value for Money • Delivering the Localism Agenda
3.	Opportunities and gaps identified across the VCS and public sectors to deliver to agreed priorities	<ul style="list-style-type: none"> (i) Map current service contracts, grant agreements and other arrangements with the VCS, including anticipated outputs, milestones and outcomes (ii) Map, as far as is possible, the breadth and depth of services delivered currently by the VCS (iii) Compare the map at action (iii) with the map at action (i) to identify gaps and duplication 	<ul style="list-style-type: none"> • Financial Planning and Value for Money • Delivering the Localism Agenda

	Deliverable	Activity	Link to other SDP projects
		<p>(iv) Carry out an assessment of how duplicated services might be delivered more effectively (reduced costs and better quality)</p> <p>(v) Carry out an assessment of who might be best placed to deliver gaps in service provision</p>	
4.	Financial model that supports local VCS providers to deliver services	<p>(i) Research models nationally and across the EU that enable local providers to deliver services to local people</p> <p>(ii) Assess the EU procurement requirements of any new financial model</p> <p>(iii) Review existing VCS grant regimes</p> <p>(iv) Develop work to create a new inward investment vehicle achieved through VCS collaboration (see deliverable 5)</p>	<ul style="list-style-type: none"> ● Financial Planning and Value for Money ● Delivering the Localism Agenda
5.	New delivery vehicle/s to support and enable the VCS to take up service delivery opportunities	<p>(i) Research models nationally and across the EU that enable local providers to deliver services to local people</p> <p>(ii) Continue the work on the 'Surviving Austerity' programme through a small taskforce, including production of a report including clear recommendations</p> <p>(iii) Explore the potential and appetite for local VCS organisations to collaborate</p> <p>(iv) If agreed, create a new VCS delivery vehicle that strengthens and enhances the role of local service providers</p>	<ul style="list-style-type: none"> ● Financial Planning and Value for Money ● Delivering the Localism Agenda ● Family Recovery Project

Project Name	Tackling the Causes of Hate Crime and Community Tension
Project Lead Officer	Jawaid Khan, Community Cohesion Manager, Peterborough City Council Maheeb Ladha, Chief Executive, Peterborough Race Equality Council
Key Performance Indicators	TBD

	Deliverable	Activity	Link to other SDP projects
1.	A robust, accessible and effective hate crime reporting system, which demonstrates results to victims, communities and perpetrators	<ul style="list-style-type: none"> (i) Review the role of the Hate Crime Task and Finish Group, and, reaffirm its role and importance (ii) Recruit to the role of Hate Crime Lead Officer based within PREC (iii) Carry out an extensive analysis of hate crime reporting across public and VCS agencies to show trends and to identify gaps (iv) Review existing public reporting mechanisms (v) Review existing partner response arrangements to reporting and managing hate crime (vi) Ensure that reporting systems are clear – from first report through to final outcome, including data capture, information sharing protocols, and performance management (vii) Develop a new marketing or information campaign aimed at raising awareness of (i) the impact of hate crime, and (ii) the opportunity to report hate crime (viii) Work in partnership on the local offer to counter hate crime, review the results and look at lessons to be learnt 	<ul style="list-style-type: none"> • Targeting vulnerable locations • Family Recovery Project
2.	Proactive community engagement across all localities and with communities of interest	<ul style="list-style-type: none"> (i) Map current and known communities – within localities and across communities of interest (ii) Map existing community engagement activities across GPP partners, building on the work of the relevant Solution Centre (iii) Continue to develop and then finalise the shape of the new Community Cohesion Unit in PCC, led by the Community Cohesion Manager (iv) Develop a new GPP community engagement strategy 	<ul style="list-style-type: none"> • Create a Safe, Clean and Vibrant City Centre • Delivering the Localism Agenda • Building VCS Capacity to Deliver Local Services

	Deliverable	Activity	Link to other SDP projects
		<p>(v) Establish appropriate forums etc where there are gaps in communication, and aim to streamline existing forums where there is duplication</p> <p>(vi) Identify opportunities for targeted community engagement as relevant through, for example, short term investment</p>	
3.	A single joined-up mechanism for identifying, managing and mitigating community tension	<p>(i) Review and map all existing arrangements for reporting, monitoring and managing community tension</p> <p>(ii) Create effective analytical, monitoring and evaluation systems for issues associated with real or potential community tension</p> <p>(iii) Develop a single, seamless, cross-agency framework for managing community tension, including mechanisms for smooth and effective escalation through GPP partners as necessary</p>	<ul style="list-style-type: none"> ● Targeting vulnerable locations ● Family Recovery Project ● Create a Safe, Clean and Vibrant City Centre

Project Name	Delivering the Localism Agenda
Project Lead Officer	Leonie McCarthy, Social Inclusion Manager, Peterborough City Council John Cunningham, General Secretary, PCVS
Key Performance Indicators	TBD

	Deliverable	Activity	Link to other SDP projects
1.	Process of continuous review and refinement as the Localism Bill passes through Parliament	<p>(i) Monitor updates as they're provided through Government departments, national bodies etc</p> <p>(ii) Feed in update as necessary to relevant SDP partnerships etc</p>	<ul style="list-style-type: none"> • Create Homes for a Growing Population • Building VCS Capacity to Deliver Local Services • Targeting Vulnerable Locations • Partnership People • Partnership Property • Financial Planning and Value for Money
2.	Lift the burden of bureaucracy	<p>(i) Develop a programme to make more effective use of small spaces of land within communities that is currently redundant, to create, for example, community gardens or community allotments</p> <p>(ii) Develop a programme that reduces street clutter and unnecessary signage, piloted in at least one rural and one urban community</p> <p>(iii) Review current local CRB application procedures across all sectors following the national existing Home Office review, and seek to reform the process for CRB's to make them less bureaucratic and burdensome</p>	<ul style="list-style-type: none"> • Create a Safe, Clean and Vibrant City Centre • Living My Life Project • Encouraging Regular Exercise • Healthy Eating, Local Food • Tackling the Causes of Hate Crime and Community Tension • Targeting Vulnerable Locations • Financial Planning and Value for Money • Helping People to Safeguard Themselves

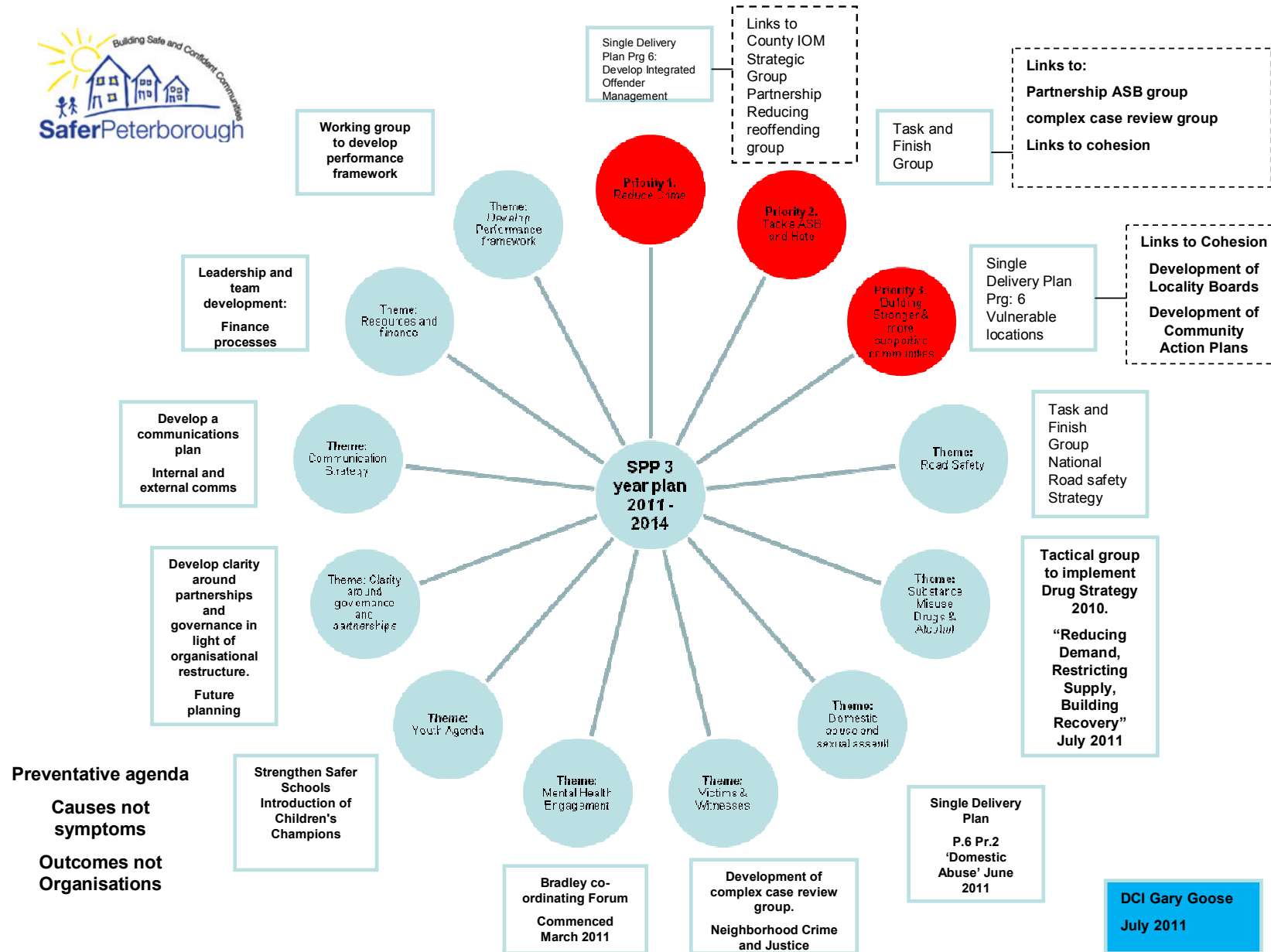
	Deliverable	Activity	Link to other SDP projects
3.	Empower communities to do things their way	<p>(i) Establish multi-agency Locality Boards as part of the SDP governance framework</p> <p>(ii) Develop community action plans (one for each Neighbourhood Council area) structured using the seven SDP priorities</p> <p>(iii) Continue to transfer key public assets to community ownership or leasehold arrangements, including the John Mansfield Centre, Gladstone Park Community Centre, and the Focus Community Centre</p>	<ul style="list-style-type: none"> ● Partnership Property ● Financial Planning and Value for Money ● Family Recovery Project ● Targeting Vulnerable Locations
4.	Increase local control of public finance	<p>(i) Pilot the disaggregation of identified council budgets to communities through Neighbourhood Councils</p> <p>(ii) Develop a process for managing the new Community Infrastructure Levy with the aim of maximising investment opportunities at community level</p> <p>(iii) Develop a new financial model for voluntary and community sector service providers (see the 'VCS Capacity' action plan, deliverable 4, activity (iv))</p>	<ul style="list-style-type: none"> ● Financial Planning and Value for Money ● Delivery of Key Infrastructure Projects ● Create Homes for a Growing Population ● Building VCS Capacity to Deliver Local Services
5.	Diversify the supply of public services	<p>(i) Develop new delivery vehicles that enable public services to be delivered by different organisations (see the 'VCS Capacity' action plan, deliverable 5)</p> <p>(ii) Explore different options for procuring and/or commissioning services through a pilot project that focuses on community outcomes delivered by local service providers</p>	<ul style="list-style-type: none"> ● Financial Planning and Value for Money ● Building VCS Capacity to Deliver Local Services
6.	Open up government to public scrutiny	<p>(i) Continue to develop and populate the Neighbourhood Window tool</p> <p>(ii) Establish information sharing protocols for personalised and de-personalised data from key agencies, including across PCC, Police, NHS, social landlord and VCS partners</p> <p>(iii) Make the Neighbourhood Window available to the public using appropriate security mechanisms as necessary</p>	<ul style="list-style-type: none"> ● Financial Planning and Value for Money ● Family Recovery Project ● Family Poverty Project ● Targeting Vulnerable Locations

	Deliverable	Activity	Link to other SDP projects
7.	Strengthen accountability to local people	<p>(i) Work with the Peterborough Association of Local Councils to explore the opportunities and potential to parish other communities across Peterborough</p> <p>(ii) Develop a Community Leadership programme, drawing together the learning from, e.g., Street Leaders, Neighbourhood Watch, and Community Crime Fighters in order to create a single community enabler role</p>	<ul style="list-style-type: none"> • Building VCS Capacity to Deliver Local Services • Financial Planning and Value for Money

Appendix 4: Project Delivery Methodology for Programme 6 – Reducing Crime and Tackling Antisocial Behaviour



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2011 to 2014



SaferPeterborough Partnership Plan



The partnership plan

Government requires the SaferPeterborough partnership to produce a **partnership plan** that identifies the areas it prioritises action each year.

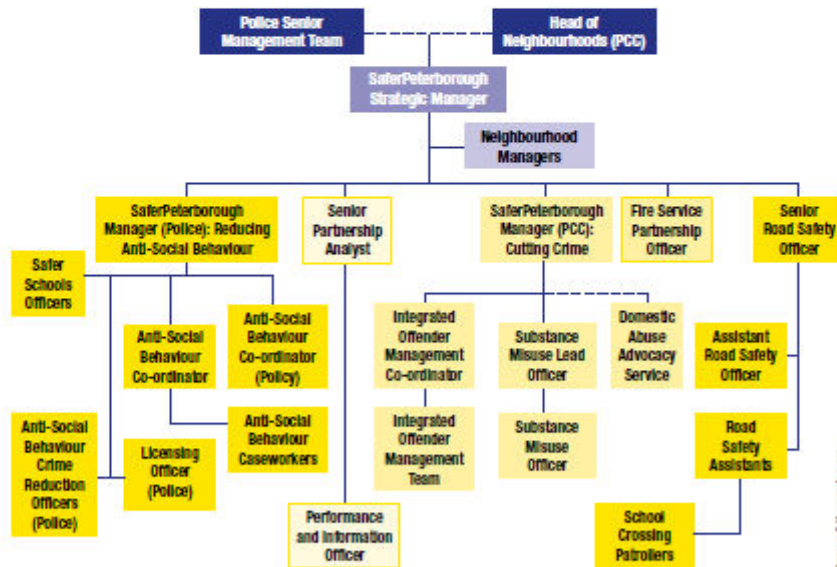
The plan spans a three-year period and is updated annually to reflect findings from strategic assessments that paint a picture of crime, disorder and safety in our neighbourhoods.

The plan supports **The Greater Peterborough Partnership (GPP) sustainable community strategy**, which sets out the direction for the overall

strategic development of Peterborough, resulting in a single delivery plan.

Visit www.saferpeterborough.org.uk to view the partnership plan in full or call (01733) 747474 and ask for the SaferPeterborough team who will post the plan to you.

The SaferPeterborough team



Front cover bottom right photo courtesy of thepostroom

SaferPeterborough is a community safety partnership made up of local organisations who work together to reduce crime and the fear of crime in Peterborough.

The partnership is responsible for making our city a safer place to live, work and visit. Its vision is to empower neighbourhoods to help cut crime and reduce anti-social behaviour, which will create and sustain strong and supportive communities.

The SaferPeterborough team is responsible for delivery of this vision and is structured to focus on three priority areas:

- Reducing crime
- Tackling anti-social behaviour and hate crime
- Building stronger and more supportive communities

These priorities cover nine themes that concern communities the most:

- Anti-social behaviour
- Arson
- Domestic abuse
- Hate crime
- Road safety
- Serious acquisitive crime
- Serious sexual offences
- Substance misuse
- Violent crime

Partnership organisations



The SaferPeterborough partnership brings together responsible authorities who, under Section 17 of the Crime and Disorder Act 1998, have a duty to consider the community safety implications of their actions.

The responsible authorities are:

- Peterborough City Council
- Cambridgeshire Constabulary
- Cambridgeshire and Peterborough Fire Authority
- NHS Peterborough
- Cambridgeshire Police Authority
- Cambridgeshire and Peterborough Probation Trust

Co-operating authorities are local groups or organisations 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 provide information to improve the understanding of local crime and disorder problems, thereby benefiting the core functions of the partnership.

Cross Keys Homes (representing registered social landlords) is a co-operating authority of the partnership. SaferPeterborough also invites other organisations to assist in the delivery of crime reduction activities. These are known as invitees to participate. This provides an opportunity for the voluntary sector to support the work of the partnership.

Invitees to participate are:

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



Achievements: April 2010 to March 2011

From April 2010 to March 2011 crime in Peterborough reduced by 10 per cent.

We have:

- Strengthened and co-located police and city council community safety teams
- Targeted 200 known burglars (Operation Alert)

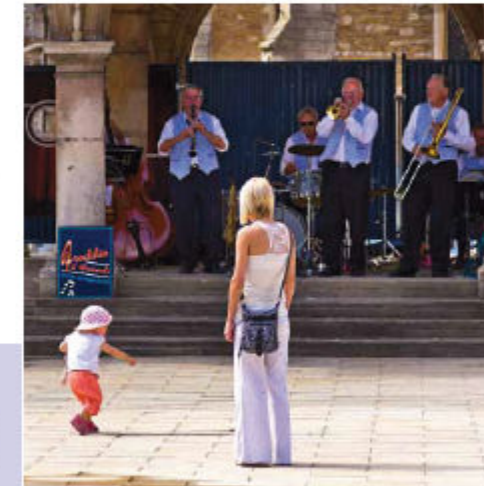
- Remodeled our prolific and priority offender programme into an integrated offender management programme
- Declared our intent to deal with the causes as well as symptoms of crime through a revised three-year partnership plan

Reduction of crime types

	From April 2009 to March 2010	From April 2010 to March 2011	Numeric change	Change
Serious acquisitive crime	3,926	3,054	-872	-22.2%
Theft / unauthorised taking of a vehicle	424	313	-111	-26.2%
Violent crime	4,657	4,591	-66	-1.4%
Serious sexual offences	252	237	-15	-6.0%

The results are:

- **27 per cent reduction** in reported burglary. A financial saving to the city of £1,212,428 (Economic and Social Cost of Crime - Home Office research paper)
- **26 per cent reduction** in acts of criminal damage (1,126 fewer). A financial saving to the city of £977,714
- **18 per cent reduction** of victim-based crime. Approximately 2,200 fewer victims of crime
- **25 per cent fewer incidents** of racially aggravated crime



Crime reduction by areas

	April 2009 - March 2010	April 2010 - March 2011	Reduction
North West	3,942	3,265	-17.2%
North East	2,968	2,289	-22.9%
South West	1,989	1,792	-9.9%
South East	2,960	2,939	-0.7%
East North	2,901	2,506	-13.6%
East South	1,733	1,568	-9.5%
Central - City Centre	3,243	3,154	-2.7%
Central - Central North	1,565	1,559	-0.4%

Some challenges remain despite crime levels having fallen across the city.

- The level of acquisitive crime is underpinned by a group of offenders who regularly re-offend
- A significant level of reported violent crime is domestic abuse
- Communities remain concerned about the levels of anti-social behaviour they experience

Delivery of priority areas

Reducing crime

The most effective way to reduce crime in partnership is to tackle those most disproportionately responsible for the bulk of that crime. National figures have revealed approximately 10 per cent of offenders are responsible for up to 50 per cent of crime.

A major reason for a reduction in crime in Peterborough is the partnership-led **integrated offender management** initiative. This initiative encourages:

- Partners to tackle offenders together
- Delivery of a local response to local problems
- Offenders to face their responsibility, or face the consequences
- Making better use of existing (and proven) programmes and governance
- Easy accessibility to high risk offenders who cause serious harm and /or re-offend

This approach is strengthened further by a national pilot - a **social impact bond**, which is a contract with the public sector in which it commits to pay for improved social outcomes. The Peterborough pilot is funded by investment raised through a social impact bond. A number of organisations deliver intervention work under the **One Service** brand to 3,000 short-sentenced men released from HMP Peterborough.

This approach offers released prisoners the opportunity to change their lives by focusing on the causes of their offending behaviour across a range of tried and tested pathways to reduce re-offending.

Integrated offender management links up with other areas of work within the city to make longer-term change a realistic prospect. These include the **family recovery project**, **safer schools**, the **drug interventions programme**, the development of a city-wide approach to **anti-social behaviour** and the harm caused by **alcohol misuse**.

Mental health

The partnership acknowledges the role mental health plays as an overarching theme and we continue to ensure it is embedded across our priority areas. We will work to recommendations of Lord Bradley's report: 'review of people with mental health problems or learning disabilities in the criminal justice system.'



Safeguarding vulnerable adults

Linking with the Peterborough **adult safeguarding board** ensures any policy or legislation changes impact on the wider community safety agenda. This joint approach will help protect those most vulnerable within our communities.

Tackling anti-social behaviour and hate crime

The partnership's anti-social behaviour team focuses on providing support for victims. Reports of incidents have been steadily increasing and this reflects an increase in the public's confidence in the team's ability to resolve anti-social behaviour issues.

In more than 65 per cent of cases where a perpetrator is warned about their behaviour, the anti-social behaviour stops. The majority (95 per cent) of signed acceptable behaviour contracts (ABCs) prevent further acts of anti-social behaviour occurring.

Hate crime reporting data is analysed by the partnership and reporting is encouraged via the police, a third party reporting scheme, Peterborough Racial Equality Council, Cross Keys Homes and Crimestoppers.

An independent case review group ensures those organisations with responsibility for tackling hate crime are doing so in the most effective way possible.

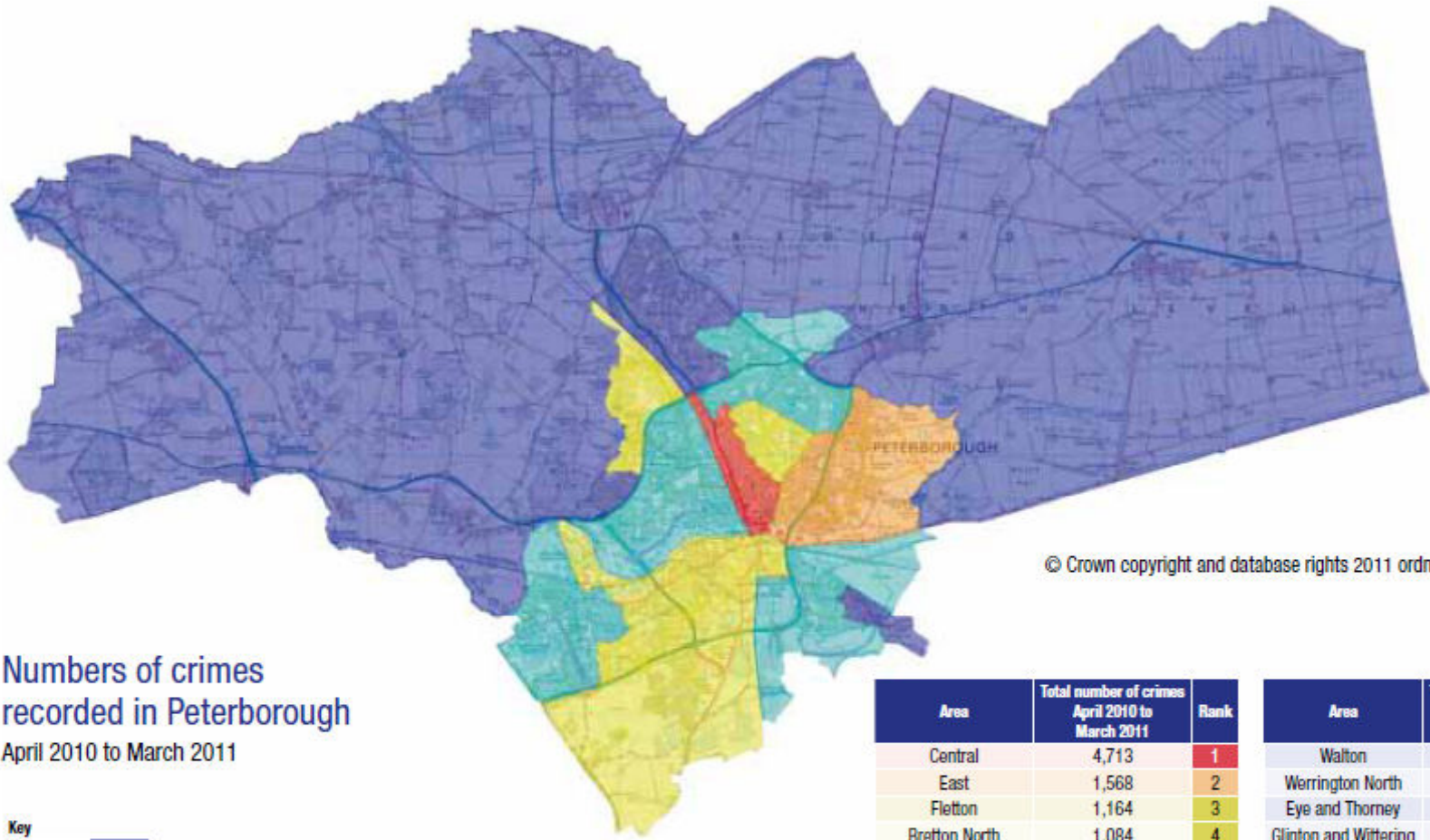
Transformation of neighbourhood delivery

The city council's **neighbourhood management** approach is designed to resolve root causes of issues affecting a community.

We want to ensure communities have the opportunity - and are empowered - to action and influence services and change in their local neighbourhoods through **community action plans**.

Neighbourhood committees have a key role in developing and monitoring the implementation of community action plans.

Police neighbourhood panels and parish councils are strengthened with the growth of neighbourhood committees.



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Numbers of crimes recorded in Peterborough
April 2010 to March 2011

Key

0-499	Blue
500-999	Green
1000-1499	Yellow
1500-1999	Orange
2000 plus	Red

Area	Total number of crimes April 2010 to March 2011	Rank
Central	4,713	1
East	1,568	2
Fletton	1,164	3
Bretton North	1,084	4
Orton with Hampton	1,063	5
Orton Longueville	1,016	6
Park	1,000	7
Ravensthorpe	932	8
Dogsthorpe	893	9
Orton Waterville	776	10
West	723	11
Paston	696	12
North	613	13
Stanground Central	599	14

Area	Total number of crimes April 2010 to March 2011	Rank
Walton	451	15
Werrington North	410	16
Eye and Thorney	365	17
Glington and Wittering	265	18
Werrington South	238	19
Bretton South	141	20
Newborough	129	21
Stanground East	113	22
Barnack	70	23
Northborough	50	24

Other areas of focus

While our three priority areas cover a wide range of the city's safety issues, work continues across other themes to ensure we continue to reduce crime.

Road safety

The partnership's road safety priority is the combination of education, engineering, enforcement and encouragement activities focused on reducing the number of road traffic casualties.

Over the last 10 years the number of people killed and seriously injured on Peterborough roads has reduced by 40 per cent. The road safety action plan prioritises areas of work with young drivers, speeding, motorcyclists, drink and drug driving, in-car safety and young people.

In 2010 more than 1,000 young people took part in road safety programmes delivered by the partnership.

The road safety task and finish group runs under the authority of the Cambridgeshire and Peterborough Road Safety Partnership, which is responsible for the delivery of road safety across Peterborough and Cambridgeshire.

Domestic abuse and sexual assault

Crime statistics and research show 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.

The SaferPeterborough partnership also recognises:

- Men can be victims of domestic abuse
- Women can perpetrate domestic abuse
- Domestic abuse can take place in gay, lesbian, bisexual and transgender relationships

The partnership therefore aims to support anyone affected by domestic abuse.

Rape is associated with the most severe cases of domestic abuse and is a risk factor for domestic homicide. The partnership continues to support the work of the **Oasis @ Rivergate** (sexual assault referral centre) and maintain links with the police-led county-wide multi-agency referral unit.



Community cohesion and population change

Each area of priority has undergone an equalities impact assessment to ensure the work we are doing considers the impact of our migrant communities and the needs of vulnerable groups.

Preventing violent extremism is addressed by a cohesion board that reports to **The Greater Peterborough Partnership**. The chair of the cohesion board and its lead officer have a seat on the SaferPeterborough partnership board.

Victims and witnesses

The needs of victims and witnesses are vital in all the work the partnership undertakes. A key area of activity is to ensure communities receive feedback about the outcome of prosecutions in their area.

Working with the Cambridgeshire and Peterborough Probation Trust has enabled **Community Payback** to be more visible, which demonstrates justice is not only being done but it is seen to be done.

Performance

A monthly SaferPeterborough partnership performance meeting is responsible for monitoring progress against our priorities and reporting to the SaferPeterborough board.



“Over the last 10 years the number of people killed and seriously injured on Peterborough roads has reduced by 40 per cent.”

Partnership board

The SaferPeterborough partnership board fulfils the duties of a crime and disorder reduction partnership (CDRP) as set out within the Crime and Disorder Act.

The Police and Crime Act 2009 extends these responsibilities to include a duty to implement a strategy to reduce re-offending by adult and young offenders.

The board provides strategic direction for the work of the partnership by:

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

Task and finish groups

Task and finish groups exist for the key priority areas of partnership business. Each group has a theme lead who is responsible for delivering on their business area and producing an action plan.

The purpose of task and finish groups is to:

- Use intelligence-led problem solving to develop action plans that facilitate performance against the partnership plan
- Monitor performance against targets within the partnership plan
- Identify funding to deliver agreed action plans
- Form sub-groups where necessary for a distinct area of business
- Identify areas of success and use these to influence the work of other task and finish groups

Have your say

The partnership is committed to ensuring any member of our community can access information about the partnership plan.

We want to know what you have to say about the partnership's priorities and how we deliver them. There are a number of ways you can talk to us.

Visit our website www.saferpeterborough.org.uk and feedback to us by clicking the 'Have Your Say' button on every page.

Come to Face the People consultation events

We are at the Peterborough Festival (Central Park) and Christmas lights switch-on events. High-ranking decision makers from the partnership attend these events and talk to you about crime and community safety concerns in your neighbourhoods, what you would like to see improved and what priorities you think we should focus on.

You can view Face the People consultation results on www.saferpeterborough.org.uk or call (01733) 747474 and ask for the SaferPeterborough team, who will send you a copy.



Neighbourhood panel meetings

You can have your say on policing where you live and issues that need tackling in your neighbourhood so that action can be taken.

Police are at these quarterly meetings and are joined by representatives from the partnership who help shape policing priorities for the area.

Three priorities are chosen at the meetings for the neighbourhood policing team to tackle over a period of three months.

For details of your next panel meeting visit www.cambs.police.uk.

Neighbourhood Watch

Neighbourhood Watch is a community initiative supported by the police but owned and run by local residents.

It aims to help residents protect themselves and their property from crime by improving home security, greater vigilance, reporting of suspicious incidents to police and by fostering a community spirit.

All watch schemes are different and are tailored to the make-up of the neighbourhood and local community.

For information call your neighbourhood policing team on 0345 456 456 4.



The SaferPeterborough partnership is working with the One Service to support short-sentenced male prisoners through and beyond the prison gate by offering proactive and one-to-one support to address their needs and prevent re-offending.

The One Service is funded by social investment raised through a social impact bond. The bond was announced by the justice secretary and is an innovative way to bring new money into the social sector.

A social impact bond raises private investment to pay for services, which are delivered by social sector providers with a proven track record. Financial returns to investors are funded by the Ministry of Justice and are based on improved social outcomes. If outcomes do not improve, then investors will receive no recompense.

The social impact bond in Peterborough funds organisations working to reduce re-offending rates of short-sentence male prisoners leaving HMP Peterborough.

The One Service is located at: Hayward House, Rightwell East, Bretton Centre, Bretton, Peterborough, PE3 8DX.



Victim Support offers free and confidential help to victims of crime and you do not have to report a crime to the police to get its help. Victim Support is not a government agency or part of the police.

A witness service operates in every criminal court to help people called as witnesses.

The Victim Supportline (0845 30 30 900) gives immediate help over the phone and will put you in touch with the local team.



Are you worried about what might happen to you if you talk to the police about a crime? Or are you scared to come forward and be a witness?

You can pass on information to Crimestoppers without revealing your identity.

- Crimestoppers records no personal details about you
- You will not be required to give your name or address
- Your call will not be recorded or traced
- You will not have to make a statement or appear in court

Crimestoppers is not an emergency service and if you see a crime taking place you should call 999 to report it immediately.

To give information anonymously to Crimestoppers call 0800 555 111.

Visit www.crimestoppers-uk.org or www.fearless.org

Neighbourhood management

Neighbourhood management is designed to improve joint delivery of services from different organisations representing the SaferPeterborough partnership to our communities.

The aim is to tailor delivery to the needs and priorities of individual neighbourhoods and make a local team responsible for ensuring those improvements and change are delivered.

It requires effective participation by local people and organisations committed to working in partnership at a neighbourhood level.

There are three neighbourhood managers who cover the city in three areas:

- Central and East team
- South team
- North and West team

Each manager is supported by teams of officers within the city council neighbourhood services department whose roles include housing enforcement, environmental enforcement and pollution control.

Neighbourhood managers also support the seven neighbourhood committees.

Neighbourhood committees

Neighbourhood committees (previously called neighbourhood councils) are made up of elected city council members along with representatives from parish councils, Cambridgeshire Constabulary, Cambridgeshire and Peterborough Fire Authority, registered social landlords and members of local community groups.

The quarterly meetings represent a way of delegating decision-making to local areas, enabling communities to have a say about issues and how services are delivered in their area.

Community action plans that include identified priorities and actions to address the needs of each community are created for each committee.

The long-term effectiveness of neighbourhood committees relies on the number of residents attending them. The committees provide an opportunity for people to influence and shape their neighbourhoods.



For details of the next neighbourhood committee in your area, call (01733) 747474 and ask for the neighbourhood management team or email neighbourhoods@peterborough.gov.uk

The seven neighbourhood committees are:

Rural North - Northborough, Barnack, Ginton and Wittering, Newborough and Eye and Thorney wards

Peterborough North - Werrington north, and Werrington south, plus Paston and Walton wards

Peterborough West - Bretton north and Bretton south, plus West and Ravensthorpe wards

Central and North - Central and North wards

Dogsthorpe, East and Park - Dogsthorpe, East and Park wards

Fletton, Stanground and Woodston - Stanground Central, Stanground East, and Fletton and Woodston wards

Orton with Hampton - Orton with Hampton, Orton Longueville and Orton Waterville wards



The Greater Peterborough Partnership (GPP) is the body that unites the many and varied organisations involved in the future development of Peterborough to enable them to work together with a common purpose and a shared vision: a bigger and better Peterborough.

Partners working through The Greater Peterborough Partnership share a common goal to improve the quality of life in our communities and ensure everyone benefits from growth and opportunities.

To support this vision the partners have identified the following four areas of work as part of a sustainable community strategy, which are being prioritised in order to achieve the vision:

1. Creating opportunities - tackling inequalities
2. Creating strong and supportive communities
3. Creating the UK's environment capital
4. Delivering substantial and truly sustainable growth

The SaferPeterborough partnership is committed to supporting these priorities and with particular focus on the creating strong and supportive communities vision. This priority has been created with the below deliverable outcomes:

Empowering local communities... so that all communities and individuals are engaged and empowered and take their opportunities to shape the future of Peterborough.

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

Building community cohesion... so that new communities are integrated into Peterborough and welcomed for the contribution they bring to our city and rural areas.

Building pride in Peterborough... so that we recognise, celebrate and take pride in Peterborough's achievements, its diverse but shared culture and the exciting opportunities for leisure and relaxation.

To view a copy of the sustainable community strategy summary or for more information, contact the The Greater Peterborough Partnership on (01 733) 207330 or visit www.gpp-peterborough.org.uk





If you have difficulty in understanding this booklet, we can arrange for it to be explained to you by an interpreter. Please call **(01733) 747474** and ask for the **SaferPeterborough partnership**.