

Citizen Power review paper

People are more powerful than they think...

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Introduction

Citizen Power – Investing in the future of Peterborough

“Citizen Power is one of the best projects on civic renewal to have emerged in recent years. Unlike a lot of think tank work, Citizen Power is creating change rather than only talking about it.”

Peter John, Professor of Governance and Co-Director of Institute for Political and Economic Governance, University of Manchester

Why Citizen Power is so important

There has never been a more important time for a project like Citizen Power.

Engagement with the democratic process at a local and national level is at an all-time low, while reductions in grant funding are affecting the City Council’s ability to fund important projects in and around Peterborough.

Citizen Power addresses both of these issues by finding ways to engage with communities in order to make new connections, find solutions to social issues and inspire the next generation. In doing so, communities gain valuable pride in their resourcefulness, resilience and self-reliance.

The project reflects the philosophy of the Big Society and localism, encouraging stronger, more engaged communities that can not only shape and influence decisions that directly affect them, but be supported to become actively involved to make a positive difference.

Citizen Power is already delivering results. With the support of our partners, Citizen Power has already:

- Engaged five schools and 710 students in developing new areas of their curriculum; they are now working with local organisations on projects to benefit the wider community
- Worked with eight young women who had been banned from their local shopping centre; after a day spent engaging with other shoppers, they are now ambassadors for the centre
- Held an event attended by 20 drug and alcohol service users; hot-spots for drug and alcohol abuse in the city were identified, as well as barriers to recovery, and possible solutions
- Signed up 23 local residents to the Civic Commons; two events have so far been held to discuss and produce action plans about how the community can work together with local agencies to tackle anti-social behaviour
- Awarded grants to local residents for project ideas on helping the environment; these include the maintenance of a community garden

We are extremely grateful to our partners for their generous financial contribution to Citizen Power and the active role they are playing in making it a success.

Looking ahead, Citizen Power has the potential to repay our investment in it many times over in the coming years, both financially and in the social health of our city.

This report explains what Citizen Power has achieved in its first year, how our learning has shaped our goals for its second year and why it is important that we stay the course.

Long-term benefits – an integral part of Peterborough’s future

Citizen Power has the potential to play a pivotal role in the delivery of Peterborough’s Single Delivery Plan (SDP) and is now becoming firmly embedded within programme seven of the plan, ‘Using our resources more effectively, efficiently and innovatively’.

Matthew Taylor, RSA Chief Executive and formerly part of the Prime Minister’s Policy Unit (where he was Chief Advisor on Political Strategy), is taking an active role in helping the city develop and implement the plan.

Financial backing – Serious belief in Citizen Power

As a Council, we have invested £250,000 into Citizen Power over two years. As a direct result of our commitment, other public and private organisations have chosen to invest a further £920,775:

- £148,085 from the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA)
- £250,000 from Arts Council England.

The commitment of these huge organisations to partner us both financially and in the leadership of the project going forward cannot be underestimated. Their backing has already had a knock-on effect, lending the project the kind of weight that has brought other Trusts and organisations to the table. The RSA alone has personally raised further funds totalling £519,190 through its own standing as a heavyweight investor:

- £189,190 from the Department of Communities and Local Government, the Tudor Trust, the Esmée Fairbairn Foundation and Cross Keys Homes.
- £330,000 from the Arts and Humanities Research Council (AHRC) who have agreed to invest £205,800 for delivery of an oral history project, and £124,200 for programme evaluation, all carried out by De Montfort University and Sussex University. This investment will evaluate the outcomes and impact of each of the projects and carry out an independent evaluation of programme-wide impacts around participation. It will also run a project to gather an oral history of Peterborough.

In addition, £3,500 of *further* investment has been made by the Arts Council for the development and production of case studies from the Arts and Social Change project.

This brings the total investment in the city to £1,170,775. For every £1 that the City Council has invested, our partners have invested more than £3.68 in Peterborough – money that they could have spent on other projects in other cities.

As well as providing significant financial backing, our partners represent a vital and ongoing support network. We are proud to have their backing and excited at what the prospects for these and other relationships may mean for Peterborough in the future.

Considerable interest in Citizen Power

The beauty of this project is that it is entirely inclusive; all members of the community of all ages and backgrounds will find something within Citizen Power to engage with, from school pupils to their teachers and parents, right through to marginalised groups and the older generation.

The fact that each project connects with the others – allowing organisations, community groups and schools to interact – means that we can reach the community as a whole. The number and diversity of the people already involved in this project after its first year speaks for itself.

The response to Citizen Power has also been very positive among senior civil servants from across the Cabinet Office, the Big Society Vanguard Team, the Department of Communities and Local Government and the Department of Culture, Media and Sport; all have asked to be kept up to date with the programme's progress.

Citizen Power has already generated considerable interest from other local councils, including Southend Borough, Cambridgeshire, Essex and Darlington Borough.

The Review Process – Listening, learning and responding

This is a project with a long-term vision, and the scrutiny process has proved invaluable in helping us to seek to improve the programme and take decisive action where necessary.

Following the review process, we have revised the Civic Health strand of our original action plan into ChangeMakers, which alongside the other five elements offers significant practical and economic potential.

Governance

One of the most important areas we have identified for review following the scrutiny process has been that of governance, ie ensuring that we are honouring our responsibilities to the people of Peterborough, as well as our numerous investors.

Again, as part of our review process, we have made governance more integral, so that scrutiny processes are embedded alongside our decision-making, rather than part of a periodic review.

We are recommending the formation of a Scrutiny Task and Finish Group that will work with officers to ensure we are implementing all recommendations and actions in the proper fashion, making certain we're meeting the regular goals within our action plans, outlined in the Appendices of this report.

The structure of the Citizen Power Operations Board has also been altered in response to the latest review, as well as the structure of the Communications Group (please see page 12 of this report for full details).

A physical presence in Peterborough

In response to positive feedback so far, we have also addressed a lack of a physical presence in the city. We will provide a permanent location where local people can 'pop in' to talk to those involved in Citizen Power, helping to understand in more detail what it is about and how they can become involved. The base will also be used for local activities.

The Old Still on Westgate Arcade has been secured as a temporary base, potentially until Christmas 2011. The accommodation has also be made available to local groups and organisations who are looking to find somewhere for their activities. For example, links have been forged with the Churches Together Inspiration Studio which works with young people in the city. As a result of this, the Citizen Power programme is exploring ways in which to engage some of these young people.

The First Year – Projects, successes and plans

“The Big Society is about transforming the way that the state and services function so that ordinary people are enabled to play a bigger part in meeting the challenges we all face. In its work with the RSA on Citizen Power, Peterborough City Council is leading the way in developing practical models for how this can be done.”

Gareth Davies, Head of the Prime Minister’s Strategy Unit

Citizen Power consists of six individual strands, each of which ties in to the others to create connections between schools, businesses and the wider community and economy. Each also addresses issues and priorities highlighted by both the local authority and Peterborough residents.

Project 1: Peterborough Curriculum – Connecting what we learn with where we live

“We need to put Peterborough on the map and raise the profile of the wonderful things we have – ensure that children have a different perspective.”

Karen Roofe, Headteacher at Bishop Creighton Primary School

This project involves developing part of the school curriculum to better connect young people with where they live. Curriculum projects are designed to draw on the local area and the people within it, improving engagement between local employers, community groups and pupils. A knock-on effect of this is that new levels of engagement with the community will be brought to parents through their children.

The project aims to increase the quality, number and diversity of relationships students have with a range of individuals, organisations and other local schools, empowering students to help shape their own lessons through one or more National Curriculum subjects; a model that could be scaled up both locally and nationally.

Progress so far and future plans

Five partner schools are currently signed up (a total of 710 students), as well as 27 community partners including heritage sites, Peterborough United Football Club, Peterborough Cathedral and voluntary sector groups.

Forty-one representatives from potential community partners and schools have met to discuss project ideas, and there has also been a workshop for teachers and students, held to develop research tools. An online directory has been launched on the council website, enabling community groups to offer themselves and their services to schools.

Citizen Power plans to work on projects alongside each school between now and the end of the 2012 academic year. Possible projects include helping to design, develop and fundraise for the new education and visitors' centre at the Cathedral; participating in the real life regeneration plans for the railway area in Peterborough; and involvement in the '40 Years On' project, a theatre piece based on oral histories taken from people in Peterborough's memories of the Peterborough Development Corporation. This latter project has been developed in partnership with Eastern Angles/Peterborough Library and Archive.

The railway project, which is being planned by students at Dogsthorpe School, is in keeping with the city's long heritage with rail. Railworld, a charity that builds and designs mini engines, has linked up with the school to teach them more about rail history. This includes study on the East Coast mainline, as well as design and engineering, encouraging students to engage with the future of the rail network.

Inspired by the curriculum project, schools are now enjoying links with other sites and organisations that wouldn't otherwise have been forged. A number of schools have linked up with Nene Park to offer sailing and water sports, allowing pupils to experience new things that wouldn't usually have been made available to them.

Research carried out by English Heritage and the Commission for Architecture and the Built Environment has found that young people say they are far less likely to engage in anti-social behaviour or vandalism – and more likely to volunteer – when they understand more about their local area.

Project 2: Sustainable Citizenship – Living in the Environmental Capital

"We will not know what our community knows, cherishes and aspires to unless we engage with it in a way that we have not done so up to now. Exciting prospects to move into the unknown."

Mary Foreman, Headteacher, Dogsthorpe Junior School, Peterborough

The Sustainable Citizenship project has encouraged, tested and supported the ideas of local people in promoting green behaviour in the city. This project supports the work which has made Peterborough the Home of Environmental Capital, and its status as having the largest cluster of environmental enterprises across the UK.

It is also in keeping with the City's Environmental Capital Policy and its focus on fundamental, long-term changes in attitude, and the Single Delivery Plan Programme 4: Helping people and organisations live more healthy and sustainable lives and reducing energy consumption.

This project also applies some of the latest thinking on behavioural change from the RSA's own research, for example creating interest from major stakeholders such as the Department for Environment, Food and Rural Affairs (DEFRA).

Progress so far and future plans

Sustainable Citizenship will establish a network of 400 individual, community group and commercial members who wish to play an active role in environmental initiatives in Peterborough, as measured through membership of a website (at least 20 percent of whom have made active contributions). This will include attendance at events and active participation in projects.

We will also fund a pilot of three to six community-led initiatives that encourage pro-environmental behaviour in Peterborough, developing a strategy to allow at least one of these initiatives to become sustainable in the long-term.

A partnership has already been formed with Peterborough Environment City Trust (PECT) to take the work of this project forward jointly, in support of the Home of Environmental Capital credentials. A workshop was held in October 2010 with 25 local residents, after which four presented project ideas to a panel of judges and two received a grant of £1,500. The projects aided by the money include programmes aiming to encourage local residents to take a more active role in looking after a community garden in Paston, as well as a spinney in Bretton.

There is also significant interest in mapping redundant and un-loved land across the city and identifying ways in which it can be brought back into use. Three plots of land have so far been identified through discussion with Enterprise Peterborough and councillors, and further outreach to councillors and the community is planned.

More workshops with local people are also planned for autumn 2011, to identify further community-led ideas; we are also going to develop projects with national research centres (UCL Energy Institute) and professional organisations (Institution of Engineering and Technology).

Project 3: Recovery Capital – Empowering marginalised citizens to fulfil their potential

“Citizen Power Peterborough has taken off. Its social action approach to tackling big issues, like antisocial behaviour and drug dependency, is exciting and something other places should be adopting.”

Ben Rogers, Director of the Centre for London, a new think tank based at Demos

Recovery Capital examines how we can best support people in Peterborough with problems associated with drug and /or alcohol use, developing better collaboration between organisations and individuals. We will pilot new ideas to help people with drug and alcohol problems to build and strengthen the capabilities, resources and support needed most in helping to sustain recovery and reduce the likelihood of re-offending.

Peterborough has a higher than average injecting drug using population, and levels of existing recovery capital are generally low amongst drug and alcohol users.

This project will develop a culture of user-centred provision, linking in with the city’s Family Recovery Project, which engages service users in the design of new ideas to help them move away from reliance on the state.

Progress so far and future plans

Recovery Capital will provide positive role models to encourage more people into accessing the support they need to start their own recovery journey, and will eventually create an environment in which less people develop problematic drug and alcohol use.

A local stakeholder event was held in January 2011 with 20 drug and alcohol service users, service providers and community organisations. This identified the problem areas of the city regarding drugs and alcohol, and also potential barriers or gaps when it comes to accessing treatment.

Involving service users in the development of treatment programmes is a critical step in improving services; interviews with those who have current issues or a history with drug or alcohol abuse have been carried out, and the need has been identified for more safe places for people to come together to provide mutual support.

We are developing community-based resources to aid recovery, highlighting the need for family support, support from friends, access to education, a sense of belonging to the community and access to leisure activities. The production of maps to help visualise the resources and assets available to support people in their recovery are also being produced. Publicising this is a great way to reduce the stigmas surrounding problem drug and alcohol use, as well as those surrounding marginalised groups.

In addition the Recovery Capital work has enhanced the city's plans as part of the tender exercise for the adult drug treatment service.

Project 4: ChangeMakers – bringing together Peterborough's drivers of change

"The research shows how difficult it is to create a 'big society' of active citizens in the UK. It demands innovative and experimental approaches to public participation like the RSA's Citizen Power work in Peterborough."

Bobby Duffy, Managing Director, Ipsos MORI Social Research Institute

Through the use of a 'social network analysis' survey, this project will map and identify a network of 'ChangeMakers' within Peterborough, to include dynamic public service practitioners and local government officials, as well as knowledgeable local residents and community activists. This programme will also help drive forward the different areas outlined in the Local Strategic Partnership's Single Delivery Plan.

We will identify an initial 30 to 40 ChangeMakers, who will collectively offer: expertise on specific issues; strong connections within the community, their areas of interest and work; an open approach to collaboration and working with others; integrity, honesty and respect; good communication skills and a forward-thinking, proactive attitude.

Progress so far and future plans

Having identified that the original Civic Health project was not cost-effective enough in measuring the community's ability to get involved in local life, we have instead developed ChangeMakers. This combines both the Civic Health principles and an emphasis on social media, which is a more affordable and far reaching way in which to garner interest.

We are creating a 'living directory' of key ChangeMakers containing information on their skills, knowledge and areas of work, with recommendations put forward to local policymakers and service practitioners outlining ways in which they can use this database.

So far, a support network of different organisations has been formed, including the leading market research company Ipsos MORI and representatives from Pathways through Participation, a major research project exploring ways to increase levels of volunteering across the UK.

Two focus groups with Peterborough residents to examine their own perspectives on participation have also taken place, which will help to inform the survey development.

This project will build the foundations for greater collaboration and joined-up working between ChangeMakers across different sectors (public, private and third), helping to deliver the Single Delivery Plan in the coming months and years.

Project 5: Arts and Social Change – Putting art at the heart of the city

“Artists are already working with many different groups, cultures and organisations by producing a creative economy that benefits people in Peterborough... there is a growing feeling that we can all join together to help one another and present a united front.”

Keely Mills, A prominent local poet

Arts and Social Change works with artists and arts organisations to strengthen a sense of residents' belonging and attachment to Peterborough, as well as improving the visibility and quality of arts and culture in the city.

Citizen Power is much more than just an arts-based programme, but it is this strand that has received the greatest scrutiny. In order to see its full potential it must be viewed within the context of the other five strands, rather than as a separate entity.

The arts is the ideal medium through which to connect with the Peterborough community. It encourages shared experiences and helps underpin the rest of the programme.

Part of the Citizen Power philosophy is to be brave with our ideas and not to shy away from being provocative. We want to create projects that make people take notice, make them think, that they remember and talk about.

The extent to which these objectives are achieved will, of course, vary from project to project. Despite its subjectivity and the challenges of quantifying its success, it remains one of our most important and powerful methods of engaging with our community about Citizen Power.

In relation to the number of people engaged in the arts across the UK, Peterborough is in the bottom 20 percent. We believe this project to be crucial in exposing residents to more arts and culture, as well as encouraging active participation, generating greater attachment and pride in the city.

Vivacity, which manages many of Peterborough's most popular culture and leisure facilities on behalf of the Council, is only just over a year old and is already helping to change the landscape of the city. It is receiving increased funding, and is responsible for Peterborough Festival, the success of which is growing to become a real milestone in the cultural calendar.

Through involvement with Citizen Power, alongside a burgeoning relationship with Vivacity, the Arts Council has become increasingly confident in investing in the city. The work within this strand of Citizen Power is not only being timed to coincide with the 2012 Peterborough Festival, but also the Olympics.

A strong creative sector has been proven to provide substantial economic advantages; in 2007, before the global financial crisis, the creative industries accounted for £59.9bn or 6.2% of UK Gross Value Added, with £16.6bn in exports and nearly two million jobs.

There are six projects within Arts and Social Change:

Creative Gatherings	A series of meetings, principally for those who live and work in the arts in Peterborough. Creative Gatherings also act as an anchor for practical projects such as Experiments in Place Making, and each is jointly-facilitated between established professionals and regular local participants.
Experiments in Place Making	Two locally based artists (who have not worked together before) partner with a Neighbourhood Manager to develop specific interventions that address a local need.
Dialogue in Action	Helping to improve public services with local artists - this work is central to the delivery of the Single Delivery Plan.
Context Matters	Two artists are hosted by local voluntary groups for one year (July 2011 to July 2012). This year, Grennan and Sperandio and Joshua Sofaer are hosted by Morland Court Resident's Association and Peterborough Street Pastors.
Made in Peterborough	An arts commissions strand which will deliver two high quality arts commissions that engage local residents in their creation.
Talking Arts	Three high profile events at which nationally renowned artists, keynote speakers and local practitioners invite interaction on specific issues relevant to Citizen Power. The first event is entitled Cross Pollination: The Birds, the Bees and Us and will take place in October 2011.

Progress so far and future plans

Since mid-2010, Citizen Power has hosted five Creative Gatherings attended by 139 people; a core group of about 25 regularly attend, including a representative from the Youth Parliament who went on to link up with a local school involved in the Peterborough Curriculum.

'Experiments in Place Making' has already engaged with eight young women (many of whom were not in employment, education or training) who had been banned by a local shopping centre. The Education director for Clare Cottage worked with a visual artist, Neighbourhood Manager, local youth services, community support police officer and shopping centre manager, lifting the ban for one day to allow artists to conduct workshops with the women and local people.

The young women engaged with shoppers (asking questions about how they felt about where they lived and why) in the centre for one day, so successfully that they have been asked to become 'Ambassadors' for the centre. One artist involved works with Peterborough FM station, and the girls will be interviewed for her programme; some of them are now keen on apprenticing in radio.

Encounters, a Sheffield based company, led the first 'Made in Peterborough' commission called 'Take me to' – a series of bus tours around Peterborough on which local residents shared their personal stories about places that held particular memories. This culminated in a final event, at which everyone brought and shared food.

One participant in 'Made in Peterborough – Take me to' commented: *"My biggest hope is that this tour can be spread further so more people can share this. Today I'm taking away with me happiness at finding new places to go and explore later, pride in living in such a diverse city and excitement about the future. I can now view Peterborough as somewhere that I could find my space in, a home, belonging."*

The second commission will be decided in August and have a relationship with the Peterborough Festival 2012. There are two further events being planned for Talking Arts after September (the themes of these will be locally determined), and a report to share the learning from the Arts and Social Change work called 'The value of locally based networks' will also be published in September.

Project 6: Civic Commons – Creating the capabilities for civic action

'Anything the community can do to provide a safe environment for residents and visitors should be encouraged.'

Lawrence Wright, Neighbourhood Watch Co-ordinator

'I feel like I'm part of a mini Government think tank – but especially for Peterborough!'

Mags Brown, Rape Crisis, Peterborough and Girl Guide Leader

The Civic Commons is a space where residents, prominent local figures and leading thinkers can discuss new ideas and broach the things that matter to them. This will build knowledge and confidence on a range of local issues, from anti-social behaviour to immigration, helping people to see different perspectives and come up with practical solutions to these social problems.

New relationships are being forged, closing the gap between local people and the city's decision-makers. This gives citizens a greater sense of influence, and decision-makers greater insight into the people they represent.

Progress so far and future plans

Twenty three local residents are signed up members of the Civic Commons, each active and respected within their community. For some, it is the first time their voice has been heard at a city-wide level. Members include the Chair and Treasurer of the Zimbabwe Community Association, the Chair of Rape Crisis and a Girl Guide Leader, a member of the Bangladeshi Community, a volunteer tree warden, a Neighbourhood Watch Co-ordinator and a civilian officer from RAF Wittering.

The Civic Commons idea gained the attention of Central Government Officers through the Parliamentary Outreach programme and they have committed to support the project through training and mentoring the members of Civic Commons.

The first Civic Commons event was held in January 2011 and discussed how local people and organisations could work together to tackle anti-social behaviour. Prominent speakers attended such as Irene Lucas, former Permanent Secretary of the Department for Communities and Local Government and Ben Rogers, formerly of the Prime Minister's Strategy Unit.

The second Civic Commons event (held in May 2011) identified the following three projects as ways forward in tackling youth anti-social behaviour in the Century Square area of the city: (i) Trialling the 'Woolwich Model' in Peterborough, training citizens in skills such as conflict resolution; (ii) Community Guardians, incorporating elements of the Streetwatch model, including civilian presence on the streets in ASB trouble-spots. The scheme would encourage civilian volunteers to play a positive role in local areas, organising events and actively bringing together local people rather than only guarding against trouble; (iii) Youth Community events between young people local to the Century Square/ Millfield area, particularly those that have been involved in anti-social behaviour, alongside residents, charities and local police.

The Woolwich Model was developed in the Woolwich Docks where there was a high number of work-related accidents. Rather than relying on the health system, workers were trained in first aid to enable them to help themselves. These same principles are being applied to the issues associated with anti-social behaviour through Civic Commons, where communities will be empowered to become more self-sufficient.

Civic Commons members are keen to work with the Greater Peterborough Partnership to continue debating issues affecting the City and suggest, test and trial new ideas

Project 7: Social Media (withdrawn)

This project is yet to commence; the review has provided an opportunity to look again at this element of the programme, leading to recognition of the burgeoning interest of Peterborough residents in accessing social media sites. RSA Fellow Prof. Edward Truch, who has a specialist interest in social media, has secured an RSA Catalyst grant to carry out an action research project to understand how internet enabled communication builds, sustains and helps mobilise social networks. This work will take place in Peterborough.

Governance and Programme evaluation

Governance of this project is to become a more integrated and constant consultative process, including a recommendation to form a Scrutiny Task and Finish Group to ensure we're meeting regular goals within the action plans outlined in the Appendices of this report.

The responsibility for delivery of the Citizen Power programme rests with the Head of Neighbourhood Services; the Programme Manager oversees delivery of the various project themes as part of his role. Both the RSA and the Arts Council have identified equivalent lead officers in their respective organisations.

The Citizen Power Operations Board currently comprises both delivery and senior management staff from across PCC, the RSA and the Arts Council, representatives from Vivacity, the voluntary sector and Opportunity Peterborough. It meets monthly to monitor and challenge programme delivery and provide routes in to embedding the work across the city and extending its reach.

As part of the review process, membership of the Citizen Power Operations Board has been revised to the following:

- Head of Neighbourhoods, PCC
- Citizen Power Programme Manager, PCC
- Head of Citizen Power Programme, RSA
- Citizen Power Programme Manager, RSA
- Relationships Manager – Regional Planning, ACE

As previously, the programme will continue to report to the Strong and Supportive Communities Scrutiny Committee, as well as producing monthly reports to the Verto project management system.

The Citizen Power Communications Group

This group is formed of media and communication experts from PCC, RSA, Arts Council and Vivacity, and has also undergone rigorous review. The way in which the programme communicates with key stakeholders in Peterborough and beyond has been given a clear task of ensuring that:

- Elected Members are engaged to promote understanding of the programme going forward
- Elected Members are fully aware of activities planned for their Ward and have the opportunity to be involved in planning and taking part in these activities
- Elected Members are aware of programme activities which have a city-wide focus and have the opportunity to take part should they wish
- Member engagement will be achieved by utilising:
 - Monthly meetings between Neighbourhood Managers and local Councillors
 - The Neighbourhood Committees and Ward Forums
 - Member Bulletins
 - The Citizen Power Newsletter
- The Citizen Power events calendar is utilised to ensure timely communications to promote activities as well as highlight achievements.

To ensure communications as above are achieved, the Communications Group will be refreshed as follows:

- Head of Media and Communications, PCC (chair)
- Media and Communications Officer, PCC
- Citizen Power Programme Manager, PCC
- Head of Media, RSA
- Programme Manager, RSA
- Communications Officer, Arts Council
- Communications Manager, Vivacity

Programme Evaluation – using the CLEAR model

For the first time in the UK, the CLEAR evaluation is to be applied to Peterborough, cementing our accountability to the city and our partners, as well as further developing Peterborough as a place where new ideas and models are encouraged in the name of economic and social progress.

Designed by Professors Lowdres, Pratchett and Stoker, the CLEAR evaluation has been implemented in 23 cities and towns across mainland Europe, and will empower residents in Peterborough to hold the Citizen Power programme and local agencies to account, measuring their success against the following criteria:

- **Can do** – do citizens have the resources and knowledge to participate in their communities?
- **Like to** – do citizens have a sense of attachment that reinforces civic participation?
- **Enabled to** – are citizens mobilised through community groups and voluntary organisations?
- **Asked to** – are citizens provided with opportunities to participate by official bodies?
- **Responded to** – how much feedback do citizens receive that views have been seriously considered?

We and our investors and partners are accountable to the residents of Peterborough, and are looking to position the city in a local, national and international context, allowing local people to see how it is performing in relation to other places.

The evaluation will provide an indication of what can be done to enhance participation and improve citizen empowerment in the future, in turn enhancing engagement, inclusion and pride in what the city has to offer.

Conclusion – Positive progress

“Big cuts to local government mean councils having to find new ways of plugging the gaps left behind. Citizen Power shows how this should be done – with local people at the heart of everything. Peterborough should be praised for embarking on such a forward-thinking programme of inquiry.”

David Lammy, MP for Tottenham

Citizen Power is a long-term project seeking to deliver a fundamental change in attitudes, and this takes time.

The first year has been spent developing ideas, piloting projects and building sustainable relationships with organisations that are serious, both about investing financially and supporting us in seeing the project through to fruition. Where projects have been less successful, we have taken decisive action.

We are proud of what Citizen Power has achieved in its first year. With £920,775 worth of funding from outside investors who trust us and our partners to see this through, and projects for year two already in progress, now is not the time to lose momentum.

The collaboration that has already taken place between members of the community, schools and organisations has cemented relationships, but we can do more. We can draw inspiration from the various individuals now working as a team that would otherwise not have been brought together, such as Neighbourhood Managers, local youth service workers, artists and community support police officers.

The five schools and 27 community partners that are now collaborating represents a big step, but year two promises to bring even more together to better educate our children and their parents on the local community.

With so much already in place and the long-term support of our partners, Citizen Power promises a second year that is set to make even more social changes, more returns on investment and more community engagement than the first.

Appendix 1: Action Plans – What the future holds for each element of Citizen Power

As outlined in the main report, it is proposed that all our action plans are implemented in conjunction with a Scrutiny Task and Finish Group, ensuring we carry out each action thoroughly. This also applies to our spending plans, as laid out in Appendix 2: Finance (p.25). Below is a summary of the actions identified, along with lead person(s) and target dates.

Project 1: Peterborough Curriculum		
Action	Lead Person(s)	Target Date
1.1 Further encourage schools to recognise the value that their immediate communities have to teaching in their schools. Local councillors will play a leading role in this.	Jon Lewis, PCC Graeme Clark, PCC Louise Thomas, RSA	31 March 2012
1.2 Strengthen councillor relationship with Peterborough Curriculum.	Graeme Clark, PCC Louise Thomas, RSA	31 Oct 2011
1.3 Council-led policies and protocols to enable learning outside the classroom to be made easier (for example, transport issues addressed), with greater support.	John Richards, PCC Graeme Clark, PCC Louise Thomas, RSA	31 March 2012
1.4 It is recognised that legacy is one of the key aspects to this project. Therefore the Peterborough Curriculum Interest Group is tasked with continuing its early work in developing a sustainable legacy model.	Jon Lewis, PCC Louise Thomas, RSA	31 March 2012

Project 2: Sustainable Citizenship		
Action	Lead Person(s)	Target Date
2.1 Ensure its planned outcomes are in line with what is intended via the Home of Environmental Capital work. To enable this, closer links will be developed with Councillor Sam Dalton.	Rachael Huxley, PECT Jamie Young, RSA	30 Sept 2011
2.2 Develop a much stronger foundation in sustainability locally which will enable the strand to connect much more easily with local projects.	Rachael Huxley, PECT Jamie Young, RSA	30 Sept 2011
2.3 Forge stronger links with Peterborough's environmental businesses.	Rachael Huxley, PECT Jamie Young, RSA	31 Oct 2011

Project 3: Recovery Capital		
Action	Lead Person(s)	Target Date
3.1 The Recovery Capital work informs the Single Delivery Plan Programme 7 activity, in relation to how services are commissioned in the city.	Karen Kibblewhite, PCC Heather Darwin, PCC Rebecca Daddow, RSA	31 March 2012
3.2 The work Recovery Capital does in relation to community organising is used to inform the Single Delivery Plan work on how the City can mobilise the resources that exist within our communities.	Graeme Clark, PCC Heather Darwin, PCC Rebecca Daddow, RSA	31 March 2012
3.3 The Family Recovery project forges close links with Recovery Capital, enabling developments/learning from working in the drugs and alcohol arena to be applied quickly to Family Recovery work.	Steve Pettican, PCC Rebecca Daddow, RSA	31 Oct 2011

Project 4: ChangeMakers		
Action	Lead Person(s)	Target Date
4.1 To understand the role of elected members in this proposal.	Graeme Clark, PCC Ben Dellot, RSA	30 Nov 2011
4.2 With Programme 7 of the SDP, explore who 'owns' the ChangeMaker Network once the project is complete. This will include ensuring the Network remains current.	Graeme Clark, PCC Heather Darwin, PCC	20 Dec 2011
4.3 To explore links with the City's Timebanking initiative, which Citizen Power is already supporting.	Graeme Clark, PCC Leonie McCarthy, PCC Jamie Young, RSA	31 Oct 2011
4.4 To engage with Civic Commons and Peterborough Curriculum to help identify possible ChangeMakers.	Graeme Clark, PCC Julie Rivett, PCC	31 Oct 2011

Project 5: Arts & Social Change		
Action	Lead Person(s)	Target Date
5.1 That partners fully commit to the delivery of outstanding experiments in place making and the dissemination of the results of the experiments.	Julie Rivett, PCC Cate Harding, PCC Graeme Clark, PCC	31 Oct 2011
5.2 To understand ways in which the Context Matters programme can guide and mentor local practitioners.	Greer Roberts, Vivacity Jocelyn Cunningham, RSA	20 Dec 2011
5.3 Strengthen elected member involvement in the Arts and Social Change element of the programme.	Greer Roberts, Vivacity Graeme Clark, PCC Jocelyn Cunningham, RSA	30 Nov 2011

Project 6: Civic Commons		
Action	Lead Person(s)	Target Date
6.1 Working with Programme 7, investigate how Civic Commons can be integrated into the Single Delivery Plan at both strategic and local levels.	Graeme Clark, PCC Heather Darwin, PCC Julie Rivett, PCC	31 March 2012
6.2 Building upon 6.1 above investigate how Civic Commons can provide: <ul style="list-style-type: none"> ▪ the opportunity to try new ways of thinking ▪ the chance to test new ideas on the ground ▪ new and practical ways of working with engaged citizens to tackle local issues and improve local communities 	Julie Rivett, PCC Graeme Clark, PCC	31 March 2012
6.3 Building upon 6.1 and 6.2 above consider the possibility and practicalities of introducing a range of incentives to reward citizens who are able to affect positive change in their neighbourhoods e.g. community credits/Timebanking	Graeme Clark, PCC Julie Rivett, PCC	31 March 2012

7. Governance		
Action	Lead Person(s)	Target Date
7.1 To implement the changes to the membership of the Citizen Power Operations Board.	Graeme Clark, PCC	30 Sept 2011
7.2 Integrate the Citizen Power Senior Management Group into the Single Delivery Plan Programme 7 Board.	Graeme Clark, PCC Adrian Chapman, PCC	31 Oct 2011

8. Communications		
Action	Lead Person(s)	Target Date
8.1 To implement the changes to the membership of the Citizen Power Communications Group.	Graeme Clark, PCC	Complete
8.2 Engage elected members to promote understanding of the programme going forward.	Graeme Clark, PCC Rachael Thornton, PCC Members	Immediate & ongoing
8.3 Ensure elected members are fully aware of activities planned for their Ward so they have the opportunity to be involved in planning and taking part in these activities.	Graeme Clark, PCC Peterborough Project Leads Members	Immediate & ongoing
8.4 Ensure elected members are aware of programme activities which have a city-wide focus and have the opportunity to take part should they wish to.	Graeme Clark, PCC Rachael Thornton, PCC	Immediate & ongoing
8.5 Member engagement to be achieved by utilising: <ul style="list-style-type: none"> ▪ monthly meetings between Neighbourhood Managers and local Councillors ▪ the Neighbourhood Committees and Ward Forums ▪ member Bulletins ▪ the Citizen Power Newsletter 	Graeme Clark, PCC Rachael Thornton, PCC Georgina Chatfield, RSA	Immediate & ongoing

8. Communications continued		
Action	Lead Person(s)	Target Date
<p>8.6 That the Citizen Power website is reviewed to maximise its usage, looking at in particular:</p> <ul style="list-style-type: none"> ▪ who the main audiences are ▪ making clear how people can get involved ▪ updating the calendar with events ▪ including outcomes of the project and publicising the benefits of the project ▪ accessibility of language ▪ the sustainability of the website (and other social media) beyond Citizen Power 	<p>Graeme Clark, PCC Rachael Thornton, PCC Georgina Chatfield, RSA</p>	<p>Immediate & ongoing</p>
<p>8.7 To arrange a regular slot each week when there will be members of the team available at the Old Still to speak to local people about the programme. This will be advertised at the Old Still along with information about other community groups and artists who are using the building.</p>	<p>Graeme Clark, PCC Georgina Chatfield, RSA</p>	<p>Complete</p>

Appendix 2: Finance

Citizen Power will run for just over two years, with total funding confirmed as follows:

Peterborough City Council	£250,000
Arts Council England	£250,000
RSA	£148,085

Additionally, the RSA has raised:

Department of Communities and Local Government	£25,000
Tudor Trust	£35,000
Esmée Fairbairn Foundation	£124,190
Cross Keys Homes	£5,000

Furthermore, the RSA is fundraising to develop spin-off project ideas and to strengthen the legacy of the programme within the city, and the Arts Council has provided a further £3,500 for the production of case studies from the Arts and Social Change project.

Through Citizen Power there has also been additional external investment in Peterborough from the Arts and Humanities Research Council (AHRC), who have agreed to invest £330,000 for evaluation and research, carried out by De Montfort University and Sussex University.

Across all the partners, the total investment in Citizen Power Peterborough is £1,170,775.

How will this money be spent?

The expenditure for each strand of the programme by financial year is as follows:

	2010-11	2011-12	2012-13	Total
Core programme*	£105,478	£76,765	£26,563	£208,806
Peterborough Curriculum	£51,145	£87,409	£39,900	£178,454
Arts and Social Change	£86,846	£109,743	£56,911	£253,500
Sustainable Citizenship	£49,530	£24,572	£0	£74,102
Civic Commons	£15,112	£5,551	£0	£20,663
Recovery Capital	£22,087	£51,428	£0	£73,515
ChangeMakers (formerly Civic Health)	£17,907	£10,013	£0	£27,920
Social Media	£3,815	£0	£0	£3,815
Arts and Humanities Research Council	£0	£219,996	£110,004	£330,000
TOTAL	£351,920	£585,477	£233,378	£1,170,775

- Core programme costs include contributions towards programme management, publications and travel.

Appendix 3: Partner and Funder Profiles

The Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA) works with partners and 27,000 Fellows to develop and promote new ways of thinking about social progress. By researching, designing and testing new social models, RSA projects aim to encourage a more inventive, resourceful and fulfilled society and a strengthened economy.

Arts Council England is the national body for the arts in England, distributing public money from the Government and the National Lottery, developing and investing in artistic experiences that both enrich people's lives and improve the economy.

Arts and Humanities Research Council [AHRC] supports world-class research that furthers our understanding of human culture and creativity.

Esmée Fairbairn Foundation is one of the largest independent grant-making foundations in the UK. Its aim is to improve the quality of life for people and communities in the UK both now and in the future.

Tudor Trust is an independent grant-making charitable trust which supports organisations working in any part of the UK. It funds a wide range of people and organisations working to build stronger communities.