

STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE

**WEDNESDAY 19 JANUARY 2011
7.00 PM**

Bourges/Viersen Room - Town Hall

AGENDA

Page No

1. Apologies for Absence

2. Declarations of Interest and Whipping Declarations

At this point Members must declare whether they have an interest, whether personal or prejudicial, in any of the items on the agenda. Members must also declare if they are subject to their party group whip in relation to any items under consideration.

3. Minutes of meeting held on 10 November 2010

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

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

5. Portfolio Progress Report from Cabinet Member

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Cabinet Member for Community Cohesion and Community Safety

CRIME AND DISORDER SCRUTINY COMMITTEE

For item 6 only the Strong and Supportive Communities Scrutiny Committee will be acting as the Council's designated Crime and Disorder Scrutiny Committee.

6. Safer Peterborough Partnership Adult Drug Treatment Plan 2011-2014 **17 - 64**

7. Citizens Power Programme - Project Initiation Document (PID) **65 - 88**

8. Citizens Power Programme - Civic Health and Peterborough Curriculum Strands **89 - 110**

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11.	Forward Plan of Key Decisions	141 - 156
12.	Work Programme 2010/11	157 - 162
13.	Date of Next Meeting	

9 March 2011



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Committee Members:

Councillors: M Todd (Chairman), S Day (Vice-Chairman), M Collins, G Simons, J R Fox, S Goldspink and C Burton

Substitutes: Councillors: D Over, B Saltmarsh and G Murphy

Co-opted member when Committee Acting as Crime and Disorder Scrutiny Committee:
Ansar Ali – Policy Authority Representative

Further information about this meeting can be obtained from Paulina Ford on telephone 01733 452508 or by email – paulina.ford@peterborough.gov.uk

**MINUTES OF A MEETING OF THE
STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE
HELD IN THE
BOURGES & VIERSEN ROOMS, TOWN HALL, PETERBOROUGH**

10 NOVEMBER 2010

Present: Councillors Todd (Chairman), S Day, C Burton, Simons, Serluca, JR Fox and Goldspink

Co-Opted Member: Ansar Ali – Cambridgeshire Police Authority

Also Present:

Councillor Hiller	Cabinet Member for Housing, Neighbourhoods and Planning
Councillor Eley	Cabinet Member for Business Engagement
Councillor Sandford	Representing the Leader of the Liberal Democrat Group
Jocelyn Cunningham	Director of Creative Learning, Royal Society of Arts

Officers in Attendance:

Paul Phillipson	Executive Director - Operations
Adrian Chapman	Head of Neighbourhood Services
Julie Rivett	Neighbourhoods and Community Engagement Strategic Manager
Karen Kibblewhite	Community Safety & Substance Misuse Manager
Graeme Clark	Project Lead for Citizens Power: Peterborough
Paulina Ford	Performance Scrutiny and Research Officer
Amy Brown	Solicitor

1. Apologies

Apologies had been received from Councillor Collins and Councillor Serluca was in attendance as substitute.

2. Declarations of Interest and Whipping Declarations

The following declarations of interest were made:

Item 5 – Portfolio Progress Report From Cabinet Members Relevant to the Committee

As the report had made reference to planning services Councillor Todd and Councillor Burton declared personal interests in that they were members of the Planning and Environmental Protection Committee.

3. Minutes of the meeting held on 15 September 2010

The minutes of the Strong and Supportive Communities Scrutiny Committee meeting held on 15 September 2010 were approved as an accurate record.

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

There were no requests for Call-in to consider.

5. Portfolio Progress Report from Cabinet Members Relevant to the Committee

Councillor Hiller, Cabinet Member for Housing, Neighbourhoods & Planning and Councillor Eley, Cabinet Member for Business Engagement attended the meeting and spoke to the Committee about the progress that had been made on their relevant portfolios. The report had informed the Committee of updates in planning services, neighbourhood services and transport and engineering which came under the remit of Councillor Hiller and the Visitor Destination Centre, retail businesses, CCTV and recent events held across the city which fell under the remit of Councillor Eley.

Observations and questions were raised around the following areas:

- In relation to the A15/Junction 8 improvement works Councillor Hiller was asked to brief the Committee on what type of traffic lights would be put in place at the roundabout? *There would be a sequential set of traffic lights in place which would also link into the Garden Park traffic lights and would be tested prior to going live. The improvement works had increased the lanes at the junction from two to three and four lanes. There would also be a staggered pedestrian crossing to allow pedestrians from the Dogsthorpe area to travel safely to the Garden Park area.*
- Councillor Hiller was also asked for an update on the latest situation regarding the residents of Finchfield who had concerns about the noise coming from the junction? *A public meeting had been held and it was agreed that a noise barrier would be installed along the area of the road where it widened. Consultation with the residents was continuing.*
- There was mention in the budget report about replacing the traffic lights in Bright Street. It also mentioned switching lights off at night to save energy. Could Councillor Hiller comment on this and advise if these lights would be switched off at night. *Paul Phillips informed Members that the Bright Street traffic lights were one of the oldest sets of traffic lights in the city and would be replaced with sequential traffic lights. It was possible that the new style of lights would have provision to alter in the way they work. Switching the lights off would be a road safety issue as it would mean raising awareness to the public that they would not be on all the time and this would have to be looked into.*
- Members congratulated the Cabinet Member on the installation of the new signalised junction at the Morrison's Store. There had however been some concerns from a resident that the existing pedestrian crossing near to Morrison's was to be removed. *The Cabinet Member and Director of Operations were not aware of this and would find out and report back to the Committee.*
- Who would pay for the remedial work still to be completed on the A1073 Spalding to Eye Improvement Scheme? *The contractors Morgan Sindall were charged with handing over a road that was fit for purpose before it was signed off for use. The contractors would therefore pay for the work to be done.*
- The Care and Repair service would not be transferring over with the Lot 3 bid. Could the Cabinet Member give reasons why? *It was determined that the Care and Repair Service was a useful service to have in house. It was a profitable service and could be developed further.*
- Could the Cabinet Member give an update on the repatriation project for the homeless? *It had been very successful but there was still a need to be vigilant.*
- The Chair congratulated the officers involved on the project for their excellent work.
- Members had asked for details on the number of complaints received with regard to the level of service in the Planning Department and how many planning appeals had been received. *There had been 19 complaints made from April 2009 to March 2010 and 16 from April 2010 to October 2010. Councillor Hiller considered this to be low compared to other authorities of a similar size. There had been 52 appeals during 2009.*
- Members requested a further breakdown of how serious the planning complaints were. *Councillor Hiller advised that he would provide this and also how many appeals were upheld or overturned.*

- Members had asked for details on the footfall for the Visitor Destination Centre in comparison to the Tourist Information Centre:
 - Tourist Information Centre - November 2008 (4516 visitors) – October 2009 (5610 visitors)
 - Visitor Destination Centre - November 2009 (5016 visitors) – October 2010 (10,239 visitors)

The figures had shown a consistent increase in footfall since its opening in November 2009 and Members congratulated Councillor Elsey and the officers running the centre on its success.

- Had consideration been given to removing the CCTV cameras and had an assessment been completed on their cost and use? *Councillor Elsey informed members that work had been done on the success rate of crime prevention and apprehending criminals through the use of CCTV. Consideration was being given to replacing the cameras with cameras that transmitted wirelessly therefore reducing the costs by not using leased lines. Consideration was also being given to offering a competitive commercial service to a variety of different businesses with the view to becoming cost neutral. The CCTV service was a unique 24hours, 7 day a week service that offered a direct line to the police. There was a possibility of other services that could be offered and these were being looked into.*

ACTIONS AGREED

- (i) To note the current progress on the portfolios for Housing, Neighbourhoods & Planning and Business Engagement.
- (ii) That the Executive Director of Operations:
 1. Investigate if there are plans in place to remove the existing pedestrian crossing near to Morrison's and report back to the Committee via the Scrutiny Officer.
 2. Provide further detail on how serious the complaints were which had been received with regard to the level of service in the Planning Department and report back to the Committee via the Scrutiny Officer

CRIME AND DISORDER SCRUTINY COMMITTEE ITEM 6 ONLY

6. Designated Public Place Order (DPPO) – Proposed New Orders

Karen Kibblewhite, the Community Safety & Substance Misuse Manager introduced the report. The report informed the Committee about six areas of the City which were being considered for Designated Public Places Orders (DPPO) with a proposal that four of the six orders go ahead. The six areas being considered had gone out to consultation to the Parish Councils, residents and relevant ward councillors.

Observations and questions were raised around the following areas:

- Why was the Pyramid Centre, Bretton not being recommended for a DPPO? *The number of anti social behaviour incidents logged in that area was 76 but only five had been alcohol related. There was some additional work being done to tackle the anti social behaviour by other means.*
- Members noted that when consulting with residents groups in the areas being considered for DPPOs, only 8 out of the 10 groups consulted had responded. The Chair pointed out that a great deal of consultation had already taken place at the Neighbourhood Panel meetings and therefore residents may have felt that they had already given their views.
- How big was the problem of alcohol drinking in the city? *The officer informed Members that it was no more than any other comparable city.*

RECOMMENDATION

To endorse the proposed Designated Public Places Orders for

- a. Church Drive, Orton Waterville
- b. Millfield and New England
- c. Dogsthorpe
- d. Eastfield Road

and to recommend their adoption to Full Council.

7. Citizens Power Programme – Arts and Social Change & Social Media Projects

Graeme Clark and Jocelyn Cunningham, Director of Creative Learning from Royal Society of Arts (RSA) and the RSA lead on the arts and social change strand, presented the report. Citizens Power was an initial two year funded programme looking to bring people together to shape the future of the City and build connections between people and the places where they lived. There were seven strands which looked at new ways in which people could be supported and encouraged to make a positive difference within their communities.

Arts and Social Change looked at the way creative arts could develop a sense of belonging and pride within the City of Peterborough. It would support local people and key figures to understand the needs and build joint aspirations, ideas and solutions to tackle the challenges the City faced today. This was the biggest strand and covered five elements.

Social media was about developing an online platform which would connect different people from different communities and improve community participation. The long term goal was to have a network of sustainable community websites that were owned and developed by local people.

Councillor Goldspink had submitted a list of questions prior to the meeting to obtain further information and a written response to these had been provided. Officers welcomed the questions and advised the Committee that the questions had enabled them to examine every component of the report.

Observations and questions were raised around the following areas:

- Members commented that the report was not detailed enough and not in plain English.
- A budget of £199,914 had been allocated to Peterborough Core and officers were asked to explain what Peterborough Core was. *Peterborough Core was about managing communications, attendance at meetings and bringing the seven strands together and provided the core funding to bring all these links together.*
- The officers were asked to explain in plain English what “to inform the processes employed across all aspects of Citizen Power in order to understand how arts interventions impact upon attachment, participation and innovation” meant. *The three underpinning ideas of Citizens Power related to improving levels of attachment and belonging to the City. Informing the process was saying that this kind of work, arts and creativity would inform all the ways of working that citizen’s power would have.*
- What was the process of selecting people to get involved in the projects and avoiding the usual suspects who were already engaged with the Council? *The ‘Take me to’ engagement project provided an open invitation to all people and it was hoped that people who would not normally get involved but did excellent community work would be identified or come forward.*
- What was the total cost of this project for Peterborough City Council? *The Council had committed £125,000 for each of the next two years for this project. The programme*

would continue to evolve and may attract further funding but the Council's contribution would remain at £125,000 for each of the next two years.

- In the current budgetary climate were officers convinced that this should be a priority? *In a time of extreme financial pressure the programme which was unique and would continue to evolve and would act as a bridge between the impact of that financial pressure and our communities. It would place Peterborough in the best position to help our communities face what was to come.*
- Members felt that community engagement had been tried through various projects like resident associations, action groups, and Neighbourhood Councils and there seemed to be a move from one project to another dependant on where the funding was.
- The project documentation for the Citizens Power Programme had not contained a Project Initiation Document which was a key and essential document. Members were advised that the City Council no longer deemed a PID to be an essential document but Members agreed that it was an important document and therefore should be prepared. Members agreed that a Project Initiation Document should be completed and brought back to the Committee for review at the next meeting in January. Councillor Goldspink having experience of project management volunteered to assist Graeme Clark in preparing the document.
- Peterborough was proud of its rich cultural diversity but the Citizens Power Programme did not seem to reflect this in its reports. *Experiments in place making, dialogue in action and curriculum work would have specific focus areas in cultural diversity.*
- In future reports could the connections with cultural diversity stand out and be made very clear? *Future reports would show the links more clearly.*
- With the agreement of the Chair, Kevin Roddis gave his views on the Programme. He commented on some work that had already been completed under the Citizens Power Programme specifically referring to the comments on the Citizens Power website and he felt that the comments being made did not encourage community cohesion or pride in Peterborough. He felt that the programme did not address the people of Peterborough and was not addressing the cohesion aspect. *Officers responded and advised that the programme was trying to look at what people really thought and what they really felt about where they lived. The website was for the people of Peterborough to talk about Peterborough and the comments on the website were meant to provoke and promote dialogue.*

ACTIONS

The Committee agreed:

- I. That Councillor Goldspink would work with Graeme Clark to produce a Project Initiation Document for the Programme.
- II. That the Project Initiation Document for the Citizens Power Programme would be presented to the Committee at the next meeting in January.

8. Neighbourhood Councils – Progress Report

Julie Rivett, Neighbourhoods and Community Engagement Strategic Manager introduced the report. The report informed the Committee of the progress made by the Neighbourhood Councils during their first year of operation, key issues which had been identified and suggestions for moving forward and addressing those issues. Julie Rivett corrected an error in the report with regard to the section on financial responsibility which should have stated that the Neighbourhood pool would be 35% and the Strategic Pool 65%.

Observations and questions were raised around the following areas:

- Had officers considered going out to meet the public directly rather than asking them to come to meetings? It was suggested that meeting places could include pubs or that raising awareness could take place in such places as shopping centres and

supermarkets. *It was recognised that our engagement strategy needed to be much more user friendly. What also needed to be recognised were all the other things that happened in between the Neighbourhood Council meetings and our engagement that under pinned that. All suggestions would be welcomed.*

- Adrian Chapman informed Members that the meetings had been formulaic which meant less flexibility for creative ways of engaging. Outside of the meetings residents were being engaged through street surgeries and at other venues of their choice at convenient times to suit them. He invited the Scrutiny Committee to help develop neighbourhood councils in a way that would enable them to engage with people in a more flexible way.
- Councillor Sandford was concerned that the £25,000 allocated to each Neighbourhood Council was being reduced to zero and would instead be allocated from the planning obligations scheme. He felt that that would create a very hit and miss situation if a Neighbourhood Council happened to be in one of the more established areas of the city where they could end up getting very little funding compared to an area where there was a major housing development where there could be quite significant funding. He asked if any calculations had been carried out to show what the total amount of money going to each Neighbourhood Council would have been if this had been implemented 12 months ago and would it have been an increase on the £25,000 or a cut. *Calculations had not been made and going forward there would be a need to ensure best use of the money from planning obligations.*
- When Neighbourhood Councils were first introduced the proposal was that they would have significant decision making powers to enable them to make decisions which affected particular areas but this had not happened. They were also to be delegated with a significant amount from the revenue budget of the Council but as soon as there were financial difficulties the Council wanted to take the funding away. *Adrian Chapman felt that in the current economic difficulties the role of Neighbourhood Councils should be even more important. Adrian advised Members that he would like to carry out a full review of Neighbourhood Councils and to redraft their Terms of Reference to develop and strengthen their role and asked for the support of Scrutiny in that process.*
- Members felt that rather than cutting the frequency of Neighbourhood Council meetings there should be an increase. Cutting the number of meetings may destroy the concept of the Councils as people could lose interest if they were only held twice a year. *Adrian Chapman pointed out that the concept of cutting Neighbourhood Councils budgets and reducing the number of meetings were only proposals and that through consultation at this Committee, Council and through other mechanisms Members could put forward their views. He also urged Members to encourage their constituents to give their views.*
- Members requested a full review of Neighbourhood Councils to look at what they were trying to achieve, what vehicles already existed to do it, how they could work with those vehicles and what realistic decision making powers they could have. A small sub committee could be set up to complete a review. *Adrian Chapman looked forward to working with the Scrutiny Committee on a positive way forward to review and reform Neighbourhood Councils and through this review come back to the Committee with additional recommendations during the consultation period for the budget.*
- Julie Rivett advised Members that some recent work had been done with rural communities as Parish Councils had felt that Neighbourhood Councils were duplicating work that they had been doing for years. Workshops had been held with the Parish Councils which had resulted in a change of view and the setting up of a Rural Affairs working group. The working group had prepared a business case to put forward to the leader and cabinet with their proposals on new ways of working.
- Members asked if co-opted members could join the task and finish group. The Scrutiny Officer advised that co-opted members could join the group provided they did not exceed the number of Members on the group and that the group agreed to them joining.
- Councillor Goldspink informed the Committee of some points that someone had raised with him regarding Neighbourhood Councils. It had been noted that most of the Neighbourhood Council time was being taken up by presentations from officers, some Councillors were not attending meetings and not even sending their apologies and no-one had ever asked members of the public about the seating arrangements. Last year

meetings had been held before Christmas and had not been very well attended and yet meetings were being held at the same time this year. If there were to be fewer meetings the special responsibility allowance for the Chairs could be halved.

- Councillor Sandford felt that a more formal approach should be taken with regard to seating arrangements and that Councillors should sit as a committee with members of the public sitting separately. This would avoid confusion when voting took place and would demonstrate that they had real decision making power. However other members felt that the best format was to sit informally and with the public as this format promoted better engagement and interaction with the public.
- Some members felt that special responsibility payments should not be paid to the Chairs of the Neighbourhood Councils and by doing this it would save £109,000.

The Committee agreed to set up a Task and Finish Group to review Neighbourhood Councils. The Scrutiny Officer advised the Committee that she would write to the Group Secretaries asking for nominations. Councillors Todd, Burton, Simons and JR Fox all put their names forward as nominations for the group. It was agreed that the first part of the review would look at the financial element to ensure that it was fed into the budget setting process by February. The full review would be completed by the end of this Municipal year.

ACTION

The Committee agreed:

- i. To establish a task and finish group to review the processes and principles of the Neighbourhood Councils and to come forward with recommendations for their continued development.
- ii. That the review will examine all aspects of Neighbourhood Councils, including their funding, delegated responsibilities and logistical arrangements. The review will also look at how the meetings can be developed to meet the expectations of local residents.

9. Forward Plan of Key Decisions

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

ACTION AGREED

The Committee noted the Forward Plan and agreed that there were no items for further consideration.

10. Work Programme

Members considered the Committee's Work Programme for 2010/11 and discussed possible items for inclusion.

ACTION AGREED

To confirm the work programme for 2010/11 and the Scrutiny Officer to make any amendments as discussed during the meeting.

- Citizens Power Programme Project Initiation Document to be added to the January agenda.

11. Date of Next Meeting

Wednesday 19 January 2011

The meeting began at 7.00 and ended at 8.55pm

CHAIRMAN

STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 5
19 JANUARY 2011	Public Report

Report of the Cabinet Member for Community Cohesion and Community Safety

Contact Details – Adrian Chapman, 863887

Portfolio Progress Report

1. PURPOSE

To provide Members with a progress report from the Cabinet Member for Community Cohesion and Community Safety in relation to matters relevant to this Committee.

2. RECOMMENDATIONS

Members are asked to scrutinise the progress made on the Cabinet Member's Portfolio by providing challenge where necessary and to suggest ideas and initiatives to support improvements in performance.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

The ambition of the Sustainable Community Strategy is to deliver a bigger and better Peterborough, taking advantage of the inherent opportunities we have and at the same time tackling the challenges we face in order to deliver a higher quality of life for all. The priorities and actions from this Portfolio directly contribute to this ambition.

4. BACKGROUND

The Strong and Supportive Scrutiny Committee have agreed to invite all relevant Cabinet Members to its meetings throughout the year to learn more about the priorities for that Portfolio, to provide input and information in support of the work of the Cabinet Member, and to ascertain what help or advice the Scrutiny Committee can provide.

This report provides Members with an update on Councillor Irene Walsh's Portfolio including information about priorities, progress made to date, and forthcoming actions.

5. KEY ISSUES

5.1 Context

The Portfolio covering Community Cohesion and Community Safety was newly created this municipal year, and draws together important aspects of Council business which are critical to the growth, regeneration and resilience of our communities. The Portfolio responsibility also covers Human Resources and Health and Safety, but these do not fall within the remit of this Scrutiny Committee.

Initial priorities for Councillor Walsh centred on (i) learning about all aspects of her new Portfolio, and (ii) working with Cabinet colleagues to prepare for and publish the budget proposals currently being consulted upon.

Running alongside this, operational reviews and restructures of many parts of Councillor Walsh's Portfolio have been taking place, and Councillor Walsh herself has been instrumental in guiding new arrangements and structures to deliver even better services. For the remainder of this year, the focus will be on ensuring new structural and organisational arrangements are fully embedded, that the whole Portfolio is working effectively with all key areas of the Council and its partners, and that services continue to improve whilst driving forward on the efficiency agenda.

The following sections review each element of Councillor Walsh's portfolio in more depth.

5.2 Community Safety

The community safety service for Peterborough continues to be delivered by the multi-agency Safer Peterborough Partnership community safety team.

5.2.1 The current position

The community safety structure within Peterborough arose from joint Police/City Council work following various Home Office support visits in recent years¹.

The result of that work was a joint Police/Council Community Safety Unit that provides focussed partnership activity across a number of core community safety areas of business.

Working primarily to the priorities set out in the Safer Peterborough Partnership Strategic Assessment 2009/10, the year to date has seen some significant successes in reducing reported crime and tackling anti-social behaviour. A review of the unit's structure during the latter part of 2010 has seen further evolution of the team to now include the Council's Road Safety function, and the Neighbourhood Managers are also co-located alongside community safety staff.

The result is a truly outward looking department embedded in the whole Neighbourhoods division, that is able to tackle not only 'here and now' issues that require immediate attention but is also able to identify emerging trends and prevent escalation, looking too at the causes of issues rather than simply the symptoms with long-term sustainable improvements in our neighbourhoods as a goal. The newly shaped unit will look at supporting and addressing vulnerable localities as well as focussing upon those individuals who cause our communities the most harm and protecting those vulnerable individuals within our communities. This change of emphasis syncs with Peterborough's intention through the wide-ranging Sustainable Community Strategy to have a 'preventative agenda'.

To reflect this change of emphasis the community safety team is now known as the Safer/Stronger Peterborough Team.

5.2.2 Specific successes through 2010

- **A reduction in overall crime rates of around 9% for Peterborough**
- **Reductions in priority crime**
Supported by the joint Safer/Stronger Peterborough Team, the partnership has continued to evolve its existing Prolific and Priority Offender Scheme, linking it more closely with the Drugs Intervention Programme, Operation Alert (a Police-led targetting of those thought to be actively committing offences), and a probation-led Key's Project for offenders, aiming to bring a single integrated approach to offender management within Peterborough.

¹ Home Office Police and Crime Standards Directorate and GO East Partnership Support Programme with Peterborough Community Safety Partnership (January 2008, reviewed October 2008)

Based upon an approach that encourages those at risk of offending to change their ways or face a higher risk of capture this refocus has brought significant reductions in reported priority crime:

- ***House burglary has reduced by 18.2 % leading to 275 fewer victims***
- ***Car crime has reduced by 24.8 % leading to 653 fewer victims***
- ***More people are entering drug treatment (around 800 at any one time) and that treatment is more effective***

The integrated offender management approach currently aims to manage around 120 of those causing Peterborough the most harm.

An independent review commissioned and funded under the Governments 'Vigilance' programme (addressing areas with historic high crime rates) endorsed the approach being taken by Peterborough and in particular the move towards Integrated Offender Management as a plank of long-term sustainable success.

- **Violent Crime**

Statistically violent crime shows a slight increase over the year. This is an example of why statistics always have to have context around them. This rise is in part as a direct result of police activity to try and prevent serious violence arising out of the night time economy. The police are targetting those getting drunk earlier in the evening with penalty notices for disorder in order to prevent them from becoming victims or offenders as the night wears on.

Domestic Violence continues to be a concern, amounting for between 30% - 35% of Peterborough's overall reported violent crime. Domestic Violence has always been under-reported leading to victims suffering in silence and, at times, leading to really serious injury or death. Increases in the reports of domestic violence can indicate a positive endorsement of our attempts to really deal with the problem by encouraging people to come forward; the domestic violence team have completed awareness training amongst numerous groups of professionals during the year in order to increase the understanding of the signs of what is a serious crime. This will remain a difficult statistical balance as we move forward into the next year but the really positive news is the reduction in the number of repeat cases, up to 13.5%, indicating that interventions are working.

- **Anti-social behaviour**

The Local Authority had developed a bespoke system for tackling anti-social behaviour across Peterborough with the appointment of an anti-social behaviour co-ordinator and caseworker. Working closely with the police and neighbourhood managers the team has begun to tackle some of Peterborough's long-term hot spots areas for such behaviour. Work will be developing over the next twelve months to join the Local Authority and police systems together to provide one anti-social behaviour response for Peterborough where citizens can expect a consistency of approach for such problems.

5.2.3 The future

Peterborough's Safer/Stronger Peterborough Team now has distinct identity. It has a clear statement of intent about what it aims to achieve:

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

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

We will aim to be:

- The best partnership team in the country
- A team that understands the needs of our citizens and uses its influence and powers working with them to deliver positive and lasting change

The key challenges for 2011 are significant though and will require a continued strong partnership to deliver even more success. Four of those challenges are set out below:

- **Maintaining a strong partnership commitment to a multi-agency way of working to deliver a safer Peterborough**

The budget reductions across all statutory agencies mean that every post and every penny is scrutinised. The strength of the partnership arrangements in Peterborough has enabled us to develop our team around targetting those who cause the most crime, protecting the vulnerable and enhancing our neighbourhoods. None of the successes to date will be sustainable unless those partnerships continue. The benefit for Peterborough will be in the long-term by reducing repeat offending and by increasing the strength of our communities. I would urge the Scrutiny Committee to recognise the benefits of sustainable partnerships.

- **Delivering a single anti-social behaviour system for Peterborough**

Whilst Peterborough benefits from a police and council focus on ASB the two are not truly joined and also miss out on other early indicators of emerging ASB. To fully understand the ASB picture for Peterborough requires a single system drawing information from all partners about how ASB is affecting them

- **Delivering a new system for tackling drug misuse within Peterborough**

The current contract for drugs services comes to a close on 31st March 2011. A process is in place to renew and modernise the service. This will effectively link the criminal justice interventions with community based interventions leading to a more effective service. In addition the Citizen Power programme includes a Recovery Capital aspect for drug users aiming to build sustainable changes in use. This service change is a significant piece of work that will require considerable time and effort by the Safer/Stronger Peterborough Team's drug specialists in order to ensure no break in service provision.

- **Delivering a new system for tackling domestic violence**

The funding position means that the existing domestic violence service is unsustainable. New ways of working and opportunities to link with the wider Cambridgeshire independent domestic violence service are being looked at in order to ensure no drop in standards of intervention in this important area.

5.3 Community Cohesion

The Community Cohesion function forms part of the overall Neighbourhoods division, and is coordinated by the Cohesion Manager.

5.3.1 *The current position*

Peterborough benefits from an experienced and effective Cohesion Manager, who, although employed by the Council, is currently based at the offices of the Greater Peterborough Partnership. The post, which has existed for around 4 years, has benefitted from this relative independence, especially when trying to develop relationships with different communities and community leaders.

The work carried out by the Cohesion Manager, particularly in relation to the Preventing Violent Extremism agenda, is recognized nationally as good practice, and we are keen to continue to build on this and other aspects of the Cohesion function.

To help drive this continuous improvement, the recent restructure within the Neighbourhoods division has resulted in the Cohesion Manager joining the leadership team and being managed directly by the Head of Service. This will complement the work of the other members of the leadership team, specifically in areas relating to social inclusion, safer and stronger communities, regulatory services, and housing.

The work of the Cohesion team is overseen by the Cohesion Board, chaired by the Council's Executive Director of Operations. This Board draws together a very broad range of partners with an interest in or directly supporting cohesion in Peterborough, including representatives from across the public, voluntary and community sectors.

The Board has agreed a Cohesion Plan for 2010/11, along with a set of priorities which are as follows:

- tackling socio-economic related challenges
- promoting inter-faith, inter-cultural and inter-communities
- working closely with young people to promote cross community working
- empowering communities and neighbourhoods

In addition, the Board has identified four specific areas of focus within those priorities, which are:

- Gypsy and Traveller issues
- Poverty, linked to vulnerable localities and families
- Young People, especially those not in employment, education or training
- Hate Crime

5.3.2 *Specific successes through 2010*

- Planning and preparing for the demonstrations that took place in the City Centre on December 11th were a significant priority for this Portfolio. Joint Police and Council operations drew together a huge range of partners and community representatives to prepare for any potential impacts as a result of the demonstrations, and to try to mitigate those through diligent planning and risk management. As a result, this work, and the investment in time and resources over the past few years, has resulted in our communities coming together more strongly than ever giving us the best platform possible to continue to improve and enhance community cohesion

- A diverse and innovative programme of activities and projects continue to be delivered through the preventing violent extremism programme funded through Government grant specifically aimed at the PVE agenda. A new PVE Delivery Board has been established to oversee this area of work, which includes:
 - training for faith leaders
 - a leadership development programme for young people and community groups
 - a mosque governance programme
 - a mobile Imam project, providing chaplaincy and pastoral support to young people in schools and colleges
 - a programme working with Muslim Youth ambassadors, focussing on youth engagement
 - a homework club
 - a parenting programme
 - a programme of myth busting through work with the Muslim Women's Forum, Senior Citizens and the rural communities
- A new Muslim Community Reference Group has been formed, a critical milestone in our strengthening relationship with the Muslim community. The MCRG is organised and led by the community themselves, and acts as both a critical friend but also as ambassadors for all aspects of cohesion and PVE in the context of the Muslim community
- A series of in-depth thematic discussions have been held as part of the Cohesion Board agenda, focussing on ways in which issues can be supported through the Cohesion Board. To date, these discussions have covered issues associated with housing, hate crime and young people not in employment, education and training
- A Solution Clinic to focus on action needed in relation to the Paston Gypsy and Travellers Site was held in September 2010. Councillor John Fox, Councillor Sue Day and representatives from the public and community sectors attended. The Solution Clinic has led to the development of a broad but focussed action plan and the formation of a task and finish group to oversee its delivery

5.3.3 The future

The focus for the remainder of this year is twofold:

- To continue to deliver against the Cohesion and PVE action plans
- To embed the work of the Cohesion Manager more squarely at the heart of the Council through an approach which seeks to mainstream their work as part of the new Neighbourhoods division structure

As part of that restructure, we are redeveloping the New Link service to focus more broadly on supporting excluded people. The New Link service will no longer operate from Lincoln Road from early 2011, and will instead relocate to Bayard Place.

6 IMPLICATIONS

It is anticipated that the Scrutiny Committee will comment on and make recommendations relating to the updates provided in this report in order that delivery potential is maximised for the benefit of our communities.

7 CONSULTATION

Consultation relating to any specific action or initiative contained within this report takes place as required.

8 EXPECTED OUTCOMES and NEXT STEPS

Comments and recommendations made by Scrutiny Committee members will be considered as part of the ongoing development and delivery of specific business areas.

9 BACKGROUND DOCUMENTS

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

None

10. APPENDICES

None

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STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 6
19 JANUARY 2011	Public Report

**Report Author – Karen Kibblewhite, Safer Peterborough Manager – Cutting Crime
Contact Details – Tel: 864122, email: karen.kibblewhite@peterborough.gov.uk**

SAFER PETERBOROUGH PARTNERSHIP ADULT DRUG TREATMENT PLAN 2011-2014

1. PURPOSE

The purpose of this report is to consult on the proposed Adult Drug Treatment Plan for 2011-2014

2. RECOMMENDATIONS

The Scrutiny Committee are asked to scrutinise and comment on the draft Adult Drug Treatment Plan and make any necessary recommendations.

3. LINKS TO SUSTAINABLE COMMUNITY STRATEGY

The Sustainable Community Strategy aims to deliver a bigger and better Peterborough, through improving the quality of life for all. The annual Adult Drug Treatment Plan sets out the treatment and priorities for drugs, including the monies allocated and proposed spend, and by addressing drug use we contribute directly to the outcome of 'Making Peterborough Safer'.

4. BACKGROUND

- 4.1 The Safer Peterborough Partnership (SPP) is required by the National Treatment Agency for Substance Misuse (NTA) to complete an annual Adult Drug Treatment Plan. The Plan is completed to a nationally set template and outlines how the Partnership will provide appropriate treatment services for adult drug users in Peterborough, setting objectives and targets, and outlining the resources allocated to meet these. Sign off and submission of the Plan is required by the NTA before central funding is released to partnerships.
- 4.2 The Plan is made up of three sections. The first section of the plan outlines the strategic direction of the partnership including expected performance (Part 1: Strategic Summary). The second section (Part 2: Planning Framework) indicates actions and milestones identified to meet local need. The final section (Part 3: Substance Misuse Pooled Treatment Budget) identifies allocation of resource and anticipated spend against planned activities.

5. KEY ISSUES

- 5.1 The Plan will be signed off by the Safer Peterborough Partnership, in line with NTA requirements, and will be monitored through the SPP governance structure. Detailed bi-monthly reporting on both the actions and performance data goes to the Adult Joint Commissioning Group for Drugs, and monthly performance reporting goes to the SPP Board.
- 5.2 Once approved by the NTA, the finalised plan is used to monitor the progress of drug treatment at local, regional and national levels. The Partnership is encouraged to report on a quarterly basis to the NTA on performance against targets and actions, and on expenditure. Performance against targets is used to determine the level of funding received from the Department Of Health under the Pooled Treatment Budget in the following year.

6. IMPLICATIONS

The implications of the plan are city-wide.

7. CONSULTATION

The SPP have consulted, and will be consulting, with the following in developing the Adult Drug Treatment Plan submission:

- Safer Peterborough Partnership Board
- Peterborough Adult Joint Commissioning Group for Drugs
- National Treatment Agency for Substance Misuse - Eastern Region
- Local specialist and generic service providers
- The local drug service user group: SUGA

8. EXPECTED OUTCOMES

The Plan will enable Peterborough to work toward clearly set objectives to improve drug treatment within the city, which in turn will improve the wellbeing and safety of the wider community as well as drug users themselves.

9. NEXT STEPS

Following all of the local consultation, the Plan will be submitted to the NTA as a draft for approval.

Following any comments or suggested amendments from the NTA it will be submitted to the Safer Peterborough Board for agreement and sign-off.

The final Plan is then subject to a Cabinet Member Decision Notice, before final submission to the NTA.

10. BACKGROUND DOCUMENTS

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

None.

11. APPENDICES

Draft Safer Peterborough Adult Drugs Needs Assessment 2010/11
Draft Safer Peterborough Partnership Adult Drug Treatment Plan 2011-2014

Partnership name: Safer Peterborough Partnership

Drug Treatment Planning in the Community 2011-14
Planning Framework

Planning Section 1: Commissioning for positive outcomes

Please see checklist at Appendix 1 of the 2011/12 treatment plan guidance for possible areas to include within this planning grid

Identification of key priorities following needs assessment relating to commissioning system:

1. Ensure the new service model is successfully implemented and is working effectively
2. Continue to develop the new service model to promote recovery, identifying any residual gaps and commissioning and/or developing services accordingly
3. Develop a clear plan for governance arrangements following the end of the PCT in 2012
4. Develop a clear plan for the management of Serious and Untoward Incidents (SUI), drug related deaths (DRD), and pharmacy arrangements following the end of the PCT in 2012
5. Review available funding and financial arrangements to put robust processes in place for the move to Public Health led funding, and review current commissioning arrangements against the forthcoming value for money tool.
6. Workforce development following the implementation of the new services and treatment system structure.
7. Ensure local commissioning systems are aligned with the development of Integrated Offender Management
8. Establish a new performance management framework with services

Expected outcomes 2011-12:

Implementation of the new treatment system structure after the retendering process with new systems that are fully functioning and can deliver the recovery agenda and the new Drugs Strategy goals

Expected outcomes 2012-13 and 2013-14:

Clear processes in place for the management and governance of the drugs agenda post PCT in 2012

Continued monitoring of service governance and delivery

Support for the new proposed community based treatment accommodation as per the new drug strategy – *to be added*

Delivery Plan:

Key milestones	By when	By whom
Develop an overarching Peterborough Drug Strategy for the next 3 year, to include wider strategies for harm reduction; families; and supply and demand reduction work	Aug 11	SPM-CC
Continue to develop service implementation plans to ensure that the changes in the treatment system structure and services embed smoothly	April 11 and monthly until implementation is fully complete	SPM – CC
Identify gaps in the service provision via an annual needs assessment process and commission accordingly	Refreshed needs assessment by Dec 11 and annually	SMLO and Performance & Information Officer
Undertake service user satisfaction survey and feed results back into commissioning and planning processes for following years	Annually in line with commissioning timetable	SMO
Develop a project plan to support the development of the local service user group, SUGA, with a clear action plan of roles and responsibilities for the year	May 11	SMO
Develop a user involvement strategy to ensure there is effective user involvement in each service for the city and maintain involvement at a strategic level, that links into wider initiatives	Aug 11	SMLO
Develop a project plan to support the development of the carers' group, with a clear action plan of roles and responsibilities for the year	Dec 11	Recovery & Reintegration Service Manager
Develop a carer involvement strategy to ensure there is effective carer involvement in each service for the city and maintain involvement at a strategic level, that links into wider initiatives	Nov 11	SMO
Audit all services policies and procedures to ensure that they are working to appropriate clinical guidelines	Sept 11. Review Sept 12 and	SMLO

	Sept 13	
Seek clarification on clinical governance of drugs in Peterborough post PCT in 2012 and develop an action plan to ensure clinical governance is implemented smoothly at the change over	Dec 11	SPM-CC
Seek clarification of management of Pharmacy contract post PCT 2012 and develop an action plan to ensure clinical governance is implemented smoothly at the change over	Dec 11	SPM-CC
Develop joint working protocol and information sharing agreement with A&E to ensure information on near misses and overdoses can be shared, as well as improving continuity in treatment for those coming in and out of A&E	May 11	SMLO & SMO
Develop a partnership drug specific SUI management policy, to ensure all SUIs, near misses and overdoses are recorded and used for lessons learned	Dec 11	SMO
Implement appropriate information sharing to ensure lessons learned from DRDs & SUIs	Aug 11	PCT Lead
Ensure SUI policy included all the latest guidance and takes into account current PCT policy	Dec 11	SMO
Ensure that drug related death and overdoses within the prison are reported as part of the local DRD strategy and monitoring	Review at: Jul 11; Jan 12; Jul 12; Jan 13	SMLO & HMP Peterborough
Develop Clinical Governance Checklist – using NHS standards and best practice guidelines	May 11	SMLO
Agree a partnership lead for clinical governance to enable access to clinical risk management advice and formal links into the PCT's clinical governance structures	Apr 11	PCT Lead
Ensure continued clear links to HMP Peterborough clinical governance framework to enable management and auditing of overlap	Jul 11	PCT Lead & HMP Peterborough Healthcare Manager
Support services to develop a 3 year audit programme – including clinical, care plans, policies and protocols, and serious and untoward incident (SUI) management	Jul 11	Service Managers
Ensure that there is joint development with the Social Finance One Project in HMP Peterborough and that processes are aligned to gain benefits for local drug using offenders eligible for the One Project	Jun 11. Review 6 monthly:	SPM-CC

Ensure that there is joint development with the Integrated Offender Management (IOM) Scheme and that processes are aligned to gain benefits for local drug using offenders on IOM	Jun 11. Review 6 monthly	SPM-CC
Continue to work with Cambridgeshire constabulary to support enforcement work by working with them on community reassurance	Jun, Sept, Dec 11 & Mar 12	SPM-CC & SMLO
Enhance the joint working protocol with JCP to support services in forthcoming changes to the benefits system	Sept 11	SMLO
Provide training for service user representatives to undertake quality checks of services using DH and NICE guidance, and to provide appropriate feedback to JCG and through quarterly contract monitoring meetings	Oct 11	SMO
Ensure joint working with commissioners of YP plan and service to improve transition and reduce the number of those who were engaged in treatment with YP service reappearing with Adult service later in life	Quarterly each year (Jun, Sept, Dec and Mar)	SMO
Ensure regular representation at Young People's Substance Misuse Partnership Group to provide feedback and input	Apr 11 and monthly	SMO
Ensure regular representation from Children's substance misuse commissioner at Adult JCG to provide feedback and input	Apr 11 and monthly	Young People's Substance Misuse Lead
Develop a consistent means of ensuring clear strategic links between children's services and adults with regards to safeguarding	Jul 11. Review annually.	SMLO

Other Comments/Updates:

SPM-CC = Safer Peterborough Manager –Cutting Crime

SMLO = Substance Misuse Lead Officer

SMO = Substance Misuse Officer

Planning Section 2: Maintaining and improving access to treatment

Please see checklist at Appendix 1 of the 2011/12 plan guidance for possible areas to include within this planning grid

Identification of key priorities following needs assessment relating to access to the drug treatment system:

1. Implement a standardised assessment across the treatment system
2. Improved continuity between services, including the criminal justice system, and improved information sharing on clients
3. Increase access to structured treatment interventions other than prescribing, and in particular access for women and Black and Minority Ethnic Communities
4. Work to address the emerging trends: ageing treatment population; high injecting levels.
5. Promote the referral routes and care pathways for the new treatment system structure
6. Continue to deliver harm reduction interventions, in particular focusing on injecting, and use them as a means of engaging individuals into structured treatment

Expected outcomes 2011-12:

To ensure the new service is recovery focused and works to not only get clients into treatment but also to support them through recovery
Improved information sharing with partners to improve continuity of treatment and sharing of appropriate information that will assist in a client's recovery
Clear pathways and referral routes through the new treatment system

Expected outcomes 2012-13 and 2013-14:

Ensure the retendered service(s) are delivering recovery focused treatment and that they are supporting service users through treatment
Ensure partnership is able to support the pathway in treatment from the new diversion in custody services - *to be added*

Delivery Plan:

Actions and milestones	By when	By whom
Develop a standardised assessment tool for Peterborough services to reduce duplication and improve client transitions between services	Sept 11	SMLO & SMO
Ensure continued support to DIP and HMP Peterborough with regards to continuity of care, in particular relating to prescribing and provision of information from healthcare	Quarterly starting Jun 11	SMLO, DIP and HMP Peterborough
Monitor the impact of IDTS on community services	Jul 11	Performance & Information Officer and HMP Peterborough IDTS Lead
Ensure that the criminal justice service establishes clear links with HMP Peterborough and engages in the current IDTS Operational meetings to identify any emerging issues relating to continuity of care for Peterborough clients, and resolving them.	Quarterly starting Jun 11	Criminal Justice Service Manager and HMP Peterborough Establishment Drug Coordinator and IDTS Leads
Monitor impact of the One Project on access and retention in treatment and work with Social Finance to ensure effective joint working and support for individuals	Dec 11	SMLO
Continue to work with constabulary colleagues on management of the substance misusing offenders through the system	Ongoing	SPM-CC, SMLO and Cambs Constabulary
Develop clear and consistent guidance for services in relation to working with individuals with no recourse to public funds	Aug 11	SMO
i) Ensure the new services are active in promoting services to diverse and under-represented groups, in particular BME communities, including Eastern Europeans, and that they can evidence this; ii) monitor the increase in access of these groups and the impact on services	i) Jul 11 and review 6 monthly ii) review 6 monthly	i) SMLO ii) Performance & Information Officer

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Continue to work with Neighbourhood Managers to support resident's identified as having a substance misuse problem into treatment.	Review 6 monthly from Aug 11	SP-CC, SMLO and neighbourhood managers
Continue to work closely with the ASB Officers to ensure reports are provided on clients if they are being managed by the team, to ensure they have a information on the engagement and any possible negative impact the ASB could have on them or their family	Review 6 monthly from Aug 11	SMLO and ASB team
Identify how the new service structure provides interventions for: i) ageing treatment population, and ii) injecting drug users; and monitor the impact on services on these current trends	May 11; review impact at quarterly contract meetings from Sept 11	SMLO
Set appropriate targets for the new services to address these issues	Jun 11	SMLO
Review the trends in clients accessing treatment and work with services to realign themselves to address these trends, and monitor the impact	Apr 12; Apr 13	SMLO and Performance & Information Officer
Ensure information available within the new treatment services is accessible, including information in pictorial formats and in community languages	Jun 11. Review 6 monthly	SMO and Service Managers
Ensure overdose training and safer injecting training is available to drug users and services promote its availability on a regular basis	Jul 11. Review 6 monthly	SMO and Service Managers
i) Develop peer led training for service users, particularly in relation to harm reduction and overdose; and ii) Roll-out peer led training, delivering at least one session per quarter	i) Sept 11 ii) Starting Nov 11	i) SMO, Open Access Service Manager and SUGA ii) Open Access Service Manager
Ensure harm reduction and overdose messages are consistent with those delivered within HMP Peterborough	Jul 11. Review 6 monthly	HMP Peterborough EDC and SMO
Run quarterly campaigns with needle exchanges, including pharmacies, to promote safer injecting,	Quarterly	Open Access Service

safe disposal of needles and alternatives to injecting	starting Oct 11	Manager
Monitor the impact of those from A8 and A10 have on the treatment system and ensure that guidance is given to service on working with those who have no recourse to public funds.	Jun 11	SMO

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Planning Section 3: Delivering recovery and progress within treatment

Please see checklist at Appendix 1 of the 2011/12 plan guidance for possible areas to include within this planning grid

Identification of key priorities following needs assessment relating to recovery and effectiveness of the drug treatment system:

1. Increase and improve move on services, including access to education and training; housing; benefits and employment
2. Establish a clear link to the local Homelessness Strategy to address homelessness and poverty with drugs using offenders and their families
3. Improved family interventions and safeguarding
4. Review local processes for access to inpatient and residential rehabilitation provision.
5. Develop interventions to address concurrent alcohol and drug use
6. Increase shared care and reduce long-term prescribing
7. Improve delivery of interventions relating to blood borne viruses
8. Ongoing performance management of services

Expected outcomes 2011-12:

Improved links within local systems including prison, police, probation, JCP and other health services to ensure all need of clients are addressed

2010 Drugs Strategy key elements embedded into treatment

Development of a new local performance assurance framework for services

Expected outcomes 2012-13 and 2013-14:

Continue to develop recovery capital and assets for service users to ensure recovery support of always developing within Peterborough.

Seek confirmation of funding and funding streams for blood borne viruses post PCT 2012

Work with Hope into Action to ensure capital housing project is utilised at all times – *to be added*

Delivery Plan

Actions and milestones	By when	By whom
Undertake detailed analysis of available employment data, including TOPs, to establish a baseline from which to ii) measure improvements in move on to employment	i) Aug 11 ii) Feb 12 and review 6 monthly	i) Performance & Information Officer ii) Performance & Information Officer
Establish clear pathways from treatment services into Jobcentre Plus, and vice versa, and ensure that services are aware of these pathways	Sept 11	District Drug Coordinator and Service Managers
Review the above pathways to establish whether they are being followed and the impact, using the case file audit process to support this	Jan 12	District Drug Coordinator and Performance & Information Officer
Develop an action plan to increase access for clients into education and training as part of the partnership's overarching Drug Strategy	Dec 11	SPM-CC
Continue to support the local authority led operational work with regards to rough sleepers and homelessness, attending case management and problem solving meetings as appropriate	Apr 11 and monthly. Review 6 monthly from Oct 11	SMLO
Develop a joint strategy with the Homelessness Lead to ensure that housing access and support are considered for drug users.	Dec 11	SPM-CC
i) Undertake detailed analysis of available housing data, including TOPs and Dirweb, to establish a baseline from which to ii) measure improvements in access to accommodation	i) Jun 11; ii) Dec 11 and review 6 monthly	i) Performance & Information Officer ii) Performance & Information Officer
Draw up an action plan to address any gaps identified by the strategy to support resettlement and	Jan 12	SPM-CC

housing for drug users ensuring that this links with the Integrated Offender Management Scheme.		
<i>Work to improve family interventions and support – to be added</i>		SMLO
<i>Improved joint working with children and adult services – to be added</i>		SMLO, SMO and Children's Commissioners
Undertake an audit of each treatment service to ensure compliance with local safeguarding processes and protocols for both children and adults	Jan 12. Review annually	SMLO
Ensure appropriate pathways are in place and are followed between structured treatment and Tier 4 treatment in both directions, requiring services to provide evidence of this through quarterly contract monitoring	Quarterly starting Jun 11	SMLO
Review local residential rehabilitation panel arrangement to include more involvement from local health partners and social care.	Jun 11	SMLO
Undertake joint work with alcohol commissioners and the local alcohol service to identify an appropriate pathway for interventions with individuals who have concurrent alcohol and drug use	Jul 11	SMLO
Monitor the impact of joint interventions with individuals who have concurrent alcohol and drug use	Oct 11 and quarterly thereafter	Performance & Information Officer and Recovery & Reintegration Service Manager
Undertake harm reduction campaigns in conjunction with the local alcohol service highlighting the risks of concurrent alcohol and drug use, and of replacing drug use with alcohol, with a minimum of two campaigns per year	Mar 12; Mar 13; Mar 14	SMO and Recovery & Reintegration Service Manager
Draw up an action plan to engage GPs in developing Shared Care arrangements	Jun 11	PCT Lead
Re-establish the Shared Care Monitoring Group (SCMG) to ensure any issues with Shared Care arrangements are tackled swiftly and effectively, monitoring the impact of Shared Care on the drug treatment system; outcomes for drug users; and the primary care practises	Jul 11; with SCMG meetings at least every two months	PCT Lead and Performance & Information Officer

Ensure services are offering Hepatitis B vaccinations to at least 85% of clients and work with them to promote uptake	Oct 11	SMLO and Service Managers
Establish clear pathways and protocols to ensure Hepatitis B vaccinations started in the community are completed in HMP Peterborough and vice versa	Sept 11	SMLO & IDTS Lead
Work with health colleagues to look at future funding and treatment of Hepatitis B and C locally for 2012/2013	Nov 11	SPM-CC
Work with health colleagues to develop local Hepatitis C treatment via the local hospital	Feb 12	SPM-CC, SMLO and PCT Lead
Monitor movement through the treatment system via NDTMS data returns and quarterly performance data	Quarterly starting Jun 11	Performance & Information Officer
Monitor re-referrals in to treatment services and review to establish who and why individuals are likely to be re-referred	Quarterly starting Jun 11	Performance & Information Officer
Monitor rates of success for re-engagement of each service and set targets for improvement as appropriate	Quarterly starting Jun 11	Performance & Information Officer
Undertake a clinical audit against DH and NICE Clinical Guidelines to ensure appropriate treatment and care, auditing each service in turn	Audits completed by Dec 11. Review annually	PCT Lead
Ensure services have a programme of both clinical and management supervision including the use of external parties/supervisors to ensure qualitative/peer support	Quarterly starting Jun 11	SMLO and Service Managers
Continue the ad hoc qualitative audit of case files against NTA care planning guidance: all care plans to clearly identify appropriate range of interventions, including harm reduction as part of treatment; and use the results of the clinical audits and case file audits to address shortcomings with services which may affect retention and discharge	First completed by Sept 11. All services to have at least one audit annually	SMLO

Undertake detailed analysis of available employment data, including TOPs, to establish a baseline from which to ii) measure improvements in move on to employment	i) Aug 11 ii) Feb 12 and review 6 monthly	i) Performance & Information Officer ii) Performance & Information Officer
Establish clear pathways from treatment services into Jobcentre Plus, and vice versa, and ensure that services are aware of these pathways	Sept 11	District Drug Coordinator and Service Managers
Review the above pathways to establish whether they are being followed and the impact, using the case file audit process to support this	Jan 12	District Drug Coordinator and Performance & Info Officer

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Planning Section 4: Achieving outcomes and successful completions

Please see checklist at Appendix 1 of the 2011/12 plan guidance for possible areas to include within this planning grid

Identification of key priorities following needs assessment relating to outcomes, discharge and exit from the drug treatment system:

1. Improve planned exits and reduce unplanned exits
2. Improve Treatment Outcome Profile (TOP) performance
3. Work with the Citizen Power Programme in Peterborough to promote and develop recovery communities
4. Develop peer support and mutual aid groups to support recovery

Expected outcomes 2011-12:

Improved retention in treatment and successful outcomes

Have developed and improved local peer support groups both in the community and prison

Expected outcomes 2012-13 and 2013-14:

Ensure services are delivering outcomes that are measure in terms of recovery agenda

Continue improvements in successful outcomes

Delivery Plan:

Actions and milestones	By when	By whom
Monitor the number of unplanned exits with services at quarterly contract monitoring meetings, requiring services to evidence what has been done to re-engage anyone who has dropped out.	Quarterly starting Jun 11	SMLO, SMO and Service Managers
Continue to monitor drop out reason at local level to be able to set targets within the contracts for improvements	Quarterly starting Jun 11	SMLO, SMO and Service Managers
Monitor prescribing interventions to ensure that they are managed appropriately to encourage clients to seek recovery and become drug free	Quarterly starting Jun 11	SMLO, SMO and Service Managers
Require the services to offer additional support to those who have been on prescribing for over 3 years and monitor the impact of interventions.	Quarterly starting Jun 11	SMLO, SMO and Service Managers
Work with the new services to improve TOP performance, meeting a minimum of 80% completion and submission rate for all TOPs (start, review and completions)	Quarterly starting Jun 11	SMLO, SMO and Service Managers
Work alongside the Citizen Power Programme to support the development of the Recovery Communities, ensuring that the timetable agreed for the Recovery Capital programme is aligned with wider drugs initiatives in the city	Apr11. Review quarterly	SPM- CC
Support the establishment of mutual aid and peer support groups within Peterborough for drug users, including work with HMP Peterborough	Aug 11	SMO
Establish links with mutual aid groups in prisons and facilitate them to link with those in the community and/or establish partner groups within the community	Oct 11	SMO



Safer Peterborough Partnership
Adult Drug Needs Assessment
2010/11

Authors – Marcia Pammenter and
Christian Cornforth

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1. Introduction

The purpose of this document is to give a detailed overview of the drug misuse profile within Peterborough. This will cover both the needs that are being met where those individuals are in treatment, and areas where additional focus is required in order to facilitate supporting individuals' not currently obtaining access into the treatment system.

The analysis and research undertaken in order to inform this needs assessment have all been completed in line with the guidance issued by the National Treatment Agency (NTA) for Substance Misuse and National Drug Treatment Monitoring System (NDTMS) Needs Assessment Guidance 2010/11. In addition to those areas recommended for review, analysis and research of data has been completed on those specific areas known to be of interest and concern within Peterborough.

The information provided within this needs assessment will form the basis of business planning for the 2011/12 Treatment Planning process.

Please note this needs assessment is subject to change due to current retender of the treatment system in Peterborough – which is due for completion for the new provision to start on the 01/04/2011

2. Aims and Objectives

The fundamental objective of this needs assessment is to provide the most rounded view possible of the needs, requirements, shortfalls and priorities locally to ensure that the treatment available and its delivery to local drug users is optimised. This will encompass all aspects of service delivery, including looking at the agencies who are responsible for service delivery.

The key areas that will be focussed on to provide detailed information to answer the above will be:

- What works well, and for whom, in the current system;
- What the unmet needs are across the system;
- Where are the gaps for drug users in the wider reintegration and treatment system;
- Where the system is failing to engage and/or retain people;
- Who are the hidden populations and what are their risk profiles;
- What are the enablers and blocks to treatment, reintegration and recovery pathways;
- What is the relationship between treatment engagement and harm profiles.

This information will feed into the treatment planning process and resource allocation. It will also provide the framework within which clear and detailed plans to drive forward and monitor performance at agency level are set out.

3. Peterborough Population Specifics

3.1 Overview of Current Service Provision in Peterborough

Peterborough currently has two drug treatment providers (one criminal Justice and one mainstream) and one alcohol treatment provider, they are:

The **Drug Interventions Programme (DIP)** offers rapid access criminal justice intervention, including:

- Key worker sessions,
- Advice and information
- Blood borne virus service
- Rapid access prescribing clinic
- Community detox
- Brief stimulant drug service
- One-to-one support
- Prison in reach
- Drug testing on arrest and required assessments
- Brief stimulant interventions

The mainstream service, **Peterborough Drugs Service**, offers open access and structured drug treatment for adults living in Peterborough, this includes:

- Key worker sessions
- Advice and information
- Needle exchange
- Drop-in service
- Blood borne virus service
- One-to-one support
- Drug counselling
- Substitute prescribing
- Community detox
- Structured day programme
- Support for parents and carers
- Stimulant drug service
- Specialist service for pregnant drug users
- Specialist service for sex workers
- Interventions for individuals subject to a Drug Rehabilitation Requirement
- Housing support

Peterborough also has a number of other services and interventions available to service users:

Pharmacies

A number of local pharmacies offer

- Needle exchange and harm reduction services
- Advice and information
- Dispensing of substitute medications and supervised consumption

GPs

There are a number of GPs in Peterborough who are involved in delivering prescribed treatment to drug users. Shared care GPs work with Peterborough Drugs Service to deliver substitute prescribing within primary care settings.

Residential Rehabilitation and inpatient Detoxification

All services can facilitate access to short term hospital based treatment and residential rehabilitation where people meet the relevant eligibility criteria.

- Inpatient drug treatment – detoxification and/or stabilisation in a local hospital ward
- Residential Rehabilitation – Intensive treatment, usually for 12 weeks with accommodation

3.2 Drug Availability and Purity

Cambridgeshire Constabulary have been conducting operations locally in the last year, such as Operation Riptide, in order to stem the flow of availability of drugs in Peterborough. Known dealers, both locally and from other areas such as London have been identified and targeted as well as activity following intelligence received from all avenues. This level of enforcement has seen an effect on the drugs available in the city, with purity levels of heroin being reduced, which has been proven by forensic tests carried out on drugs by the police as well as comments made by clients locally.

Heroin: Deals of heroin are usually around 0.1g, in line with the national average, and retail for £10. Purity of heroin fluctuates between 20 – 40% at present.

Cocaine: Purity levels between 23%, which is line with the current national average. It is currently sold at approximately 0.2g for £10.

Crack Cocaine: Crack cocaine deals are consistently 0.1g and retail for £10. The Forensic Science Service is reporting purity levels from seizures of between 20-23%.

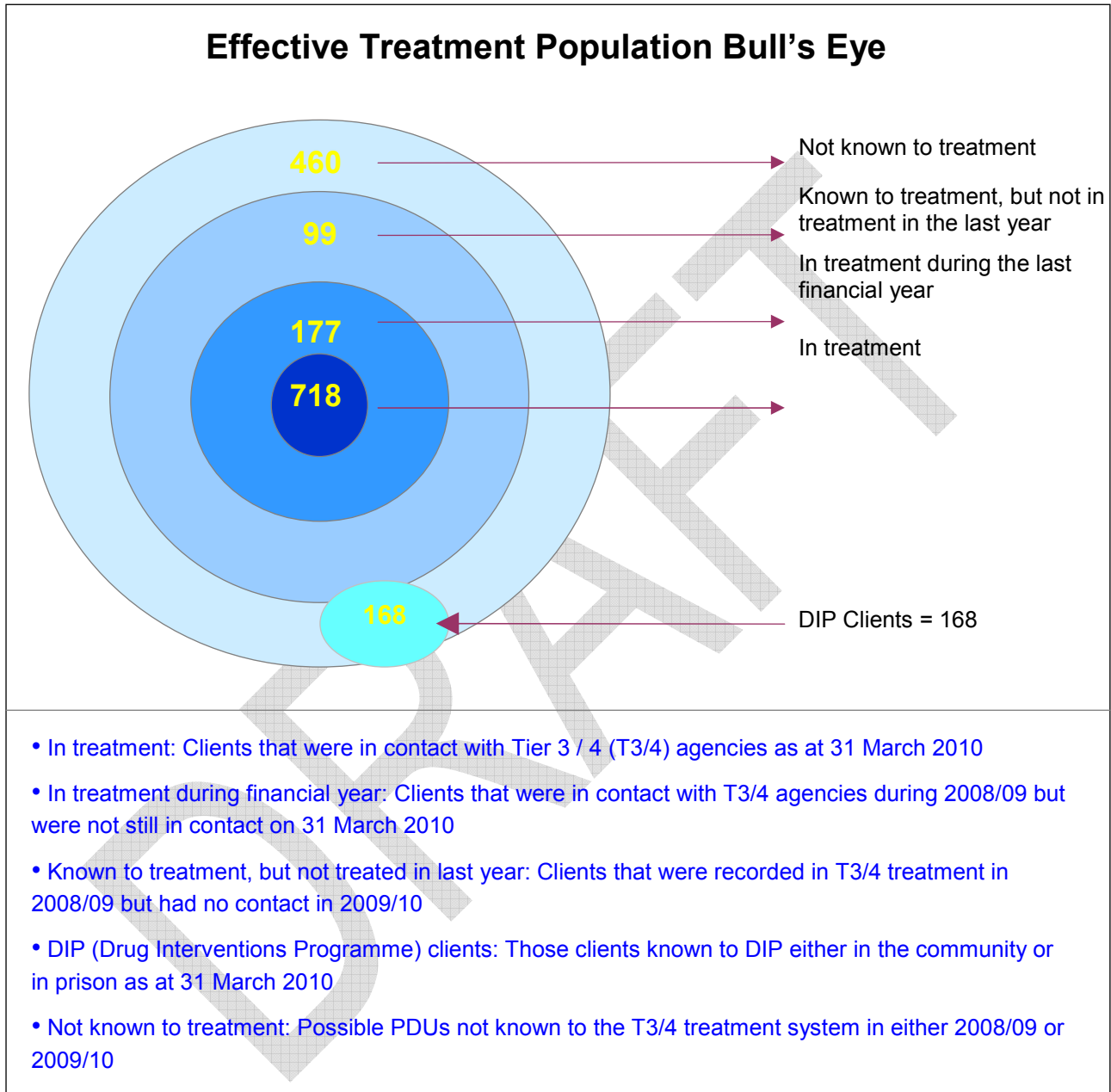
Overall, this raises a number of concerns and recommendations, particularly around harm reduction: the fluctuations in purity raise concerns around the risk of overdosing, if an individual obtains a particularly high quality batch; and if the purity levels are consistently at the lower end of the purity range, there is increased risk injecting related harm due to the need to inject more to achieve the same effect

Recommendation

- Details of purity levels should be shared with the treatment agencies so they can make the service users aware as part of their harm reduction messages

3.3 Treatment Bull's Eye

The 'Treatment Bull's Eye', below, clearly displays the PDU (Problematic Drug Users) population prevalence estimated broken down by those known and unknown to the treatment system.



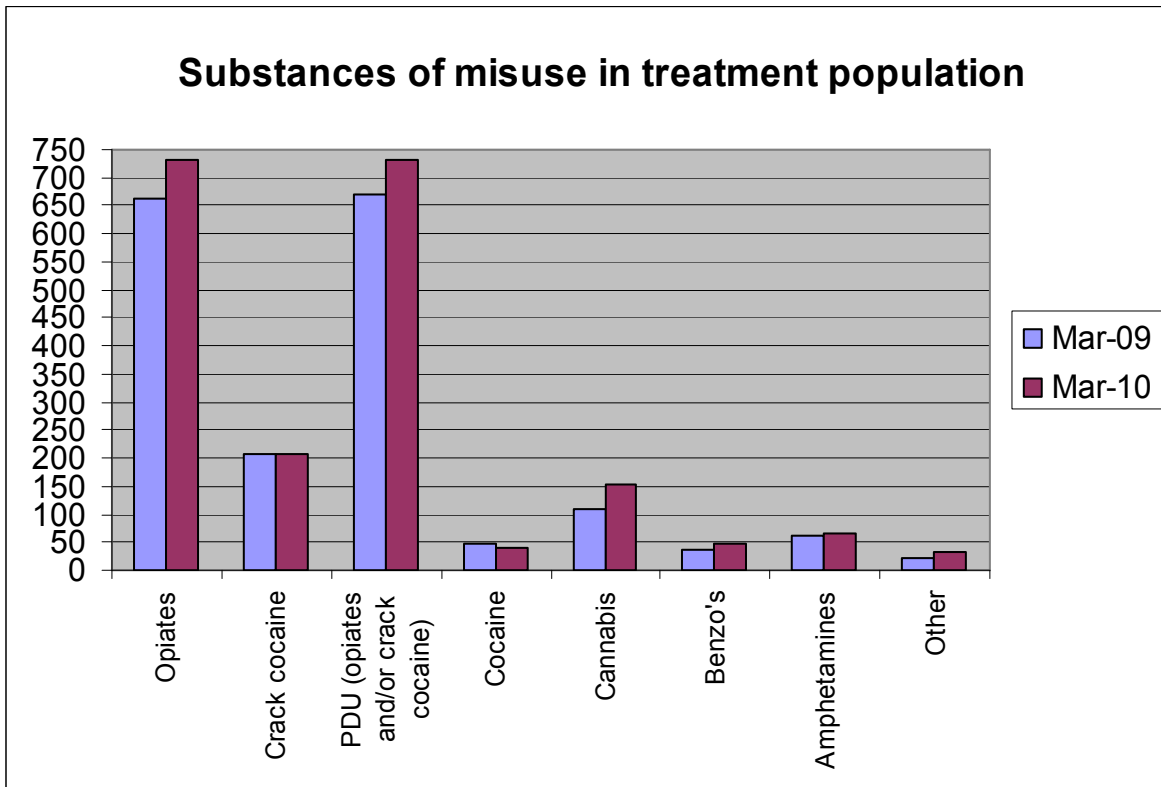
The data represented in the Bull's Eye above would suggest that within Peterborough there is a population unknown to structured treatment of 460 individuals, which is a 13.5% decrease on figures of 2008 which stood at 532.

Of this total, 168 individuals are known through the DIP and analysis of this cohort will enable a greater insight into the not in treatment population. This analysis highlighted the following two key areas of concern in engaging individuals into treatment and maintaining that through to a planned exit.

It is important to note that the PDU prevalence figures that this information is based upon are estimate, therefore caution is advised. In addition, as indicated above, the estimates have not been refreshed for this year. However, it is believed based upon all of the information that has been reviewed that they paint a true representation of the position in Peterborough.

3.4 Treatment Population

a) Substances of Misuse



The chart above shows the comparison in treatment population and the substances used in March 2009 and March 2010. In 2009 there were 1144 clients in the treatment system locally, compared to 1070 in 2010, a decrease of 74 clients (6.4%). This chart includes both male and female clients in treatment.

In 2010 the figures show that 68% (731) of all adult clients are PDUs. Despite a drop in the treatment population this shows a 10% increase on PDUs in 2009. This clearly shows that use of opiates and crack cocaine is on the increase despite a reduction in the treatment population. The use of crack cocaine has remained the same over the last two years and cocaine use has decreased by 14% (7) in 2010. The other drugs recorded have seen increases in reported use with cannabis showing the largest increase with a 41% (45) increase in clients using cannabis in 2010 compared to 2009 statistics.

There are 340 clients who reported injecting currently whilst 427 clients said they have never injected. Of the PDUs currently in treatment, 28% said they injected currently, whilst the same figure said they had never injected.

Trend data has identified a year on year increase of concurrent alcohol use in the treatment population. One of the main reasons identified locally for this is the poor purity of drugs in the current market.

A year on year increase has been seen in concurrent alcohol use in Peterborough since 2004. From six clients using alcohol alongside substances in 2004 the levels have risen to 410 clients using alcohol in 2010. This represents a massive increase and reflects the current situation in Peterborough where alcohol use is a problem in the local community.

Of the treatment population, 30% currently use alcohol and substances concurrently. Alcohol may not be the client's primary substance of misuse but it is one that needs to be considered by providers when clients access treatment. Partnership working with drugs and alcohol service providers should enable clients to receive the most relevant, effective treatment possible to address all substance misuse issues they may have.

Males are the most likely to use alcohol with other substances. Males account for 67% of those in the current treatment population who use alcohol concurrently with other substances.

SPP have recently put together posters for licensed premises and service providers raising awareness of cocaethylene, the use of alcohol and cocaine together. The concurrent use of cocaine and alcohol produces a third drug, called cocaethylene which produces more toxic results meaning an increase in the potential of harm to the user. It is hoped the posters will raise awareness of this with the local treatment population.

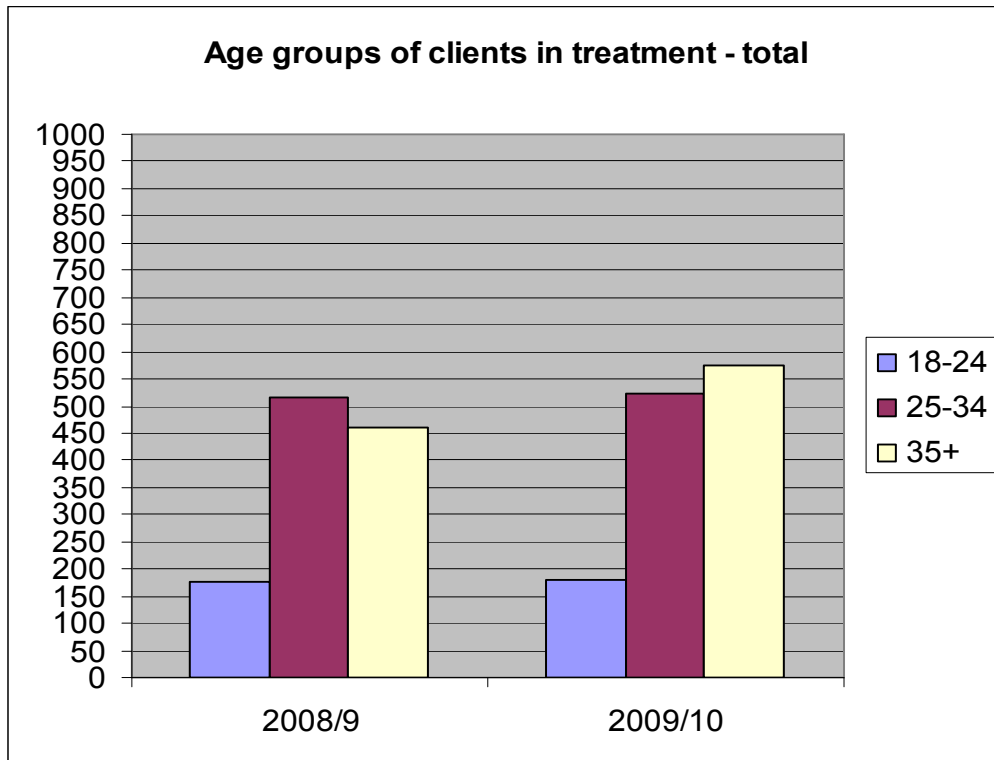
Recommendations

- Support the number of clients for whom their concurrent alcohol use is as serious as their drug misuse
- To monitor the number of cocaine only presentations into treatment as well as the number of Cocaine and Alcohol combination presentations
- Further develop/increase capacity of specific brief interventions
- Further analysis of demographics of male alcohol & cocaine user
- To continue to develop working relationships with local A&E, to improve continuity of care and improved joint working to reduce duplication and risk

However, given both national trend data and information from quarterly performance reports, women are currently under represented in treatment therefore some specific work around engagement and retention of women in treatment is needed:

- Further work to look at increasing the proportion of females entering treatment, as evidence provided through the NDTMS analysis, females as a proportion of the numbers in treatment are still underrepresented
- To look to work with local nurseries to support possible child care issues which may impact of attendance at services, as taking children to service has been identified by service users as a barrier to entering and remaining in treatment
- Analysis of NDTMS data to get a better picture of the current number of females in treatment who have children in their care and what can be done to support this
- Consider the use of shared care GP for females with children as access to local GP service maybe preferable to attending drug services, to do accessibility and easy if they have young children

b) Age groups



The table above shows an age breakdown of clients in treatment. From the table you can clearly see that the current treatment population is an ageing one. Despite there being fewer people in treatment in 2010 as there were in 2009, the treatment population has seen an increase in people in the 25-34 and 35+ age brackets. The 35+ age bracket accounts for 45% (576) of the treatment population – 6% down on 2009. The 25-34 year age bracket has remained consistent, with 521 clients fitting into this group, compared to 514 in 2009.

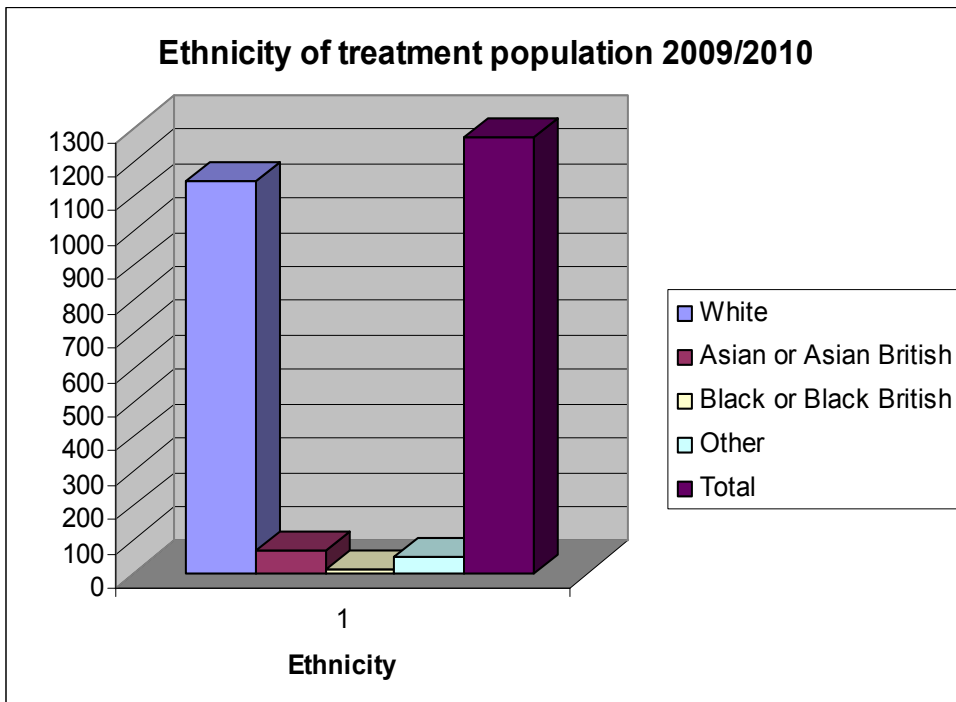
You can also see that the 18-24 age group has also remained at similar levels from 2009 to 2010. The previous needs assessment referred to Peterborough as having an ageing treatment population and this trend appears to be continuing in 2010, particularly as back in 2007, the 18-24 year old age bracket was higher than the 35+.

Of the 35+ age bracket, 45% (334) are PDU's. This is just below the East of England average of 50%.

Recommendations:

- To look at the increasing number of clients from the 25-34 age group that are still using at 35+, as this older client group may be more entrenched
- Interventions and support needed to stop the 25-34 age group from becoming longer term substitute prescribing clients especially with those aged 35 years and older
- Look at what can be done to support those currently in the 18-24 age group from becoming long term users or being on long term substitute prescribing

c) Ethnicity



Peterborough has an ethnically diverse population and this continues to change disproportionately compared to the picture nationally. According to the National Office of Statistics, Peterborough's population in mid 2009 stood at 171,500 people. Due to the varied population, and the language difficulties and cultural barriers this brings, it can be difficult to ensure that all areas of the population are fully represented within the treatment system. This may be due to certain groups not wishing to be seen accessing treatment services, cultural (mis)understandings of what treatment will and will not entail, or belief the services will only work with certain communities. Addressing the needs of the varied communities and ensuring individuals know about and are able to access treatment still requires further work.

The White population are the majority of those clients in treatment at 89% of all currently accessing treatment in Peterborough. This is an almost exact ratio to the one provided in for 2008 in the 2009/2010 Needs Assessment. The Asian client group accounts for 5.2% of those accessing treatment in the city – a 0.6% increase on figures from 2008. This still remains, and has for some years, an area of possible under-representation.

The Black client group accounts for 1.3% of the treatment population in Peterborough, whilst those from other ethnicities account for 4% of those accessing treatment locally. The Eastern European Community has, historically, been hard to engage with and promote treatment with and this should be a priority to providers locally. This is due to increases in the Eastern European population in Peterborough which could indicate potential for more people from this group needing treatment and also analysis of Drug Testing on Arrest Data for Eastern Europeans which shows a significant increase in Eastern Europeans testing positive on arrest. This is detailed in Section 6 of this document.

Recommendations:

- Continue to look at barriers to engaging Black and Minority Ethnic (BME) clients into treatment
- Work with local BME communities to promote the benefits of treatment
- Monitor the impact of the increase of A10 countries presenting for treatment
- Agree a local process for dealing with clients who officially have no recourse to public funds
- Work with partners to support the reconnection of clients who are returning to their home countries, including support to access detoxification prior to leaving where appropriate

d) Injecting Status

The table below shows the injecting status for individuals known to the treatment system either currently or previously. This indicates that Peterborough has a higher than regional average rate of drug users who are either injecting currently or have done previously. This is the same picture as was shown in last year’s Needs Assessment and is in line with the historic scenario known locally.

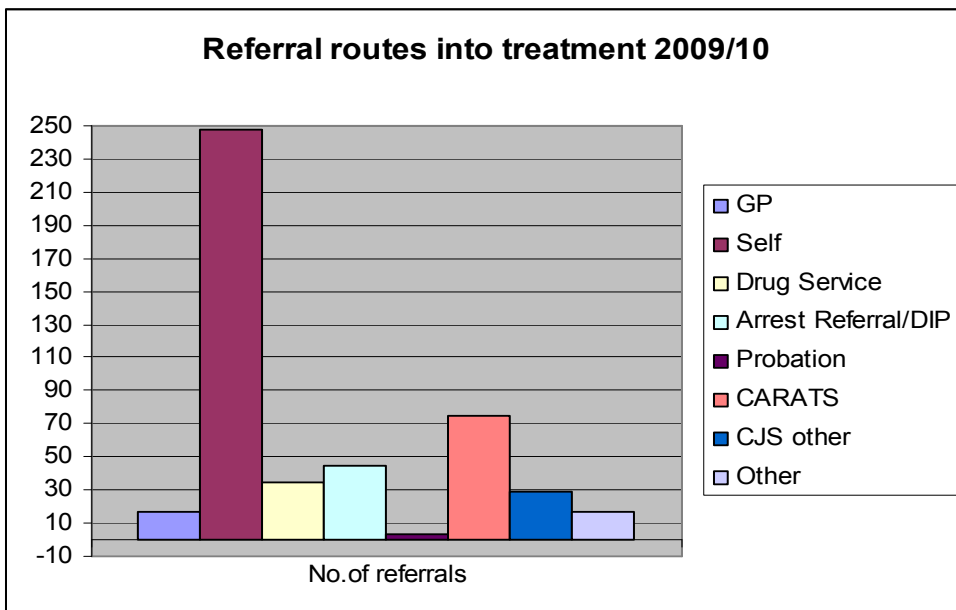
Treatment Status	Currently	Previously	Total
Currently in treatment	33.4%	27%	60.4%
In effective treatment last year	41.4%	25%	66.4%

From these figures it is clear that the number of drug users injecting has increased since the last needs assessment.

Recommendations

- Consider why the injecting culture continues to develop in Peterborough unlike other areas nationally where injecting is on the decline
- Develop interventions to discourage first time injectors or to engage those who have only just started injecting
- More work on safer injecting and alternatives to injecting should be used in needle exchanges and by service providers to address the increases in injecting by clients

e) Referral Routes into treatment

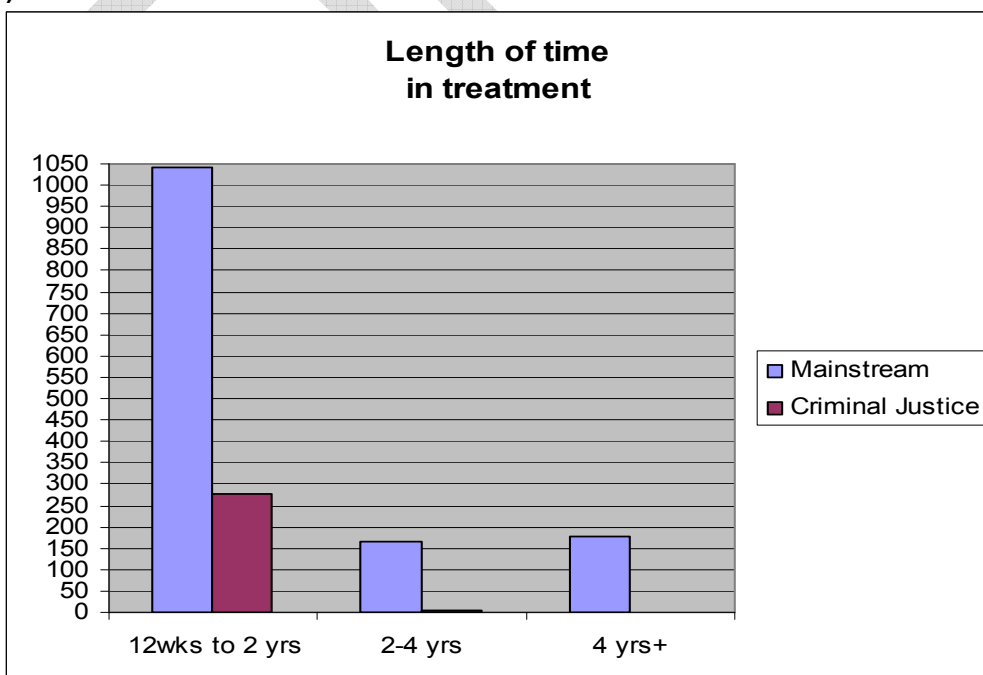


The table above shows the various referral routes that have seen clients' access treatment in Peterborough in the last year. From the table it is clear that self referrals by clients is the most used referral route with 52% (248) of all referrals coming through this route. This is below the regional figure of 70%. CARATS follow with 16% (75) referrals. It would appear from the table that GP's may need some awareness work around referring into local drug treatment as they only accounted for 3.6% (17) referrals in the last year out of a total of 469. GP referrals regionally accounted for 8% of all referral routes into treatment.

Recommendations

- Increased awareness work with GP's locally to encourage referrals of clients into treatment and discuss any potential barriers GP see to getting their patients into treatment

f) In Treatment



The previous table shows the clients in treatment in 2009/10 as well as those still in treatment, broken down into mainstream services and criminal justice. You can see that currently those in mainstream account for the vast majority of clients in treatment (79%). It is worth noting that there are more clients in the 4 yrs+ bracket than those in 2-4 years. This indicates that there is possibly more work needed around those clients currently in treatment for more than four years as they appear entrenched and with the focus on recovery need to be addressed.

Recommendation

- Work required to look into those clients currently in treatment for over four years with view to moving on in treatment with recovery agenda in mind

3.5 Modalities & Waiting Times

a) Structured Treatment Modalities (recovery treatment options)

There are a number of structured treatment modalities offered to drug users in Peterborough, these include, amongst others: specialist prescribing; a structured day programme; structured psychosocial interventions; GP prescribing; and care planning.

Data submitted by the treatment services indicating the type, or modality, of treatment accessed provides a more detailed picture of the treatment population. This showed that the main treatment type was specialist prescribing, which accounts for 32% of all modalities reported.

This was followed by structured day programme, structured psychosocial interventions and GP prescribing.

This would fit with the drug use profiles for the treatment population in that opiates are the most commonly used drug. However, the data also indicates that service users accessing substitute prescribing are not progressing on to shared care prescribing arrangements, this may be partially due to the low number of GPs in Peterborough currently involved in share care, therefore not making this a feasible option for all clients.

Relatively low rates of service users accessing the structured day programme and psychosocial provision may indicate that needs are not being met in relation to structured support to recover from drug use, in addition to prescribing interventions. The tables below show the current uptake of psychosocial interventions.

Psychosocial Modalities active in 2010/2011 YTD	Number of Clients
Contingency Management (drug specific)	30
Other Formal Psychosocial Therapy	18
Psychosocial Intervention Mental Disorder	48
Structured Psychosocial Intervention	168
TOTAL	264

Psychosocial Modalities Started in 2010/2011 YTD	Number of Clients
Contingency Management (drug specific)	28
Other Formal Psychosocial Therapy	12
Psychosocial Intervention Mental Disorder	42
Structured Psychosocial Intervention	0
TOTAL	82

Overall proportion of the total numbers in treatment receive psychosocial interventions

Partnership	Adult drug clients accessing structured treatment 2010/2011	Adult drug clients accessing psychosocial interventions 2010/2011	%
Peterborough	876	222	25.34%

NB: Total number of clients accessing psychosocial treatment in the above table will not correspond to the absolute total number of modalities delivered in the top 2 tables; this is because a client can access psychosocial interventions multiple times within the same episode of treatment or in subsequent ones

b) Waiting Times

Peterborough continues to have no waiting times greater than 3 weeks for Tier 3 interventions, which is in line with national guidance.

Overall Waiting times – first treatment intervention			
Number of valid waiting times	Number 3 weeks and under	% 3 weeks and under	No. waits > 6 weeks
57	57	100%	0

Recommendation:

- Further work to be done with PCT colleagues to look at the barriers with regards to GPs signing up to deliver share care for substance misuse
- Structured day programme to be reviewed with regards to what is currently offered – to be done in conjunction with service users to ensure programmes support the wider recovery journey of service users and improve uptake of these interventions.

c) Tier 4 Treatment (Residential Rehabilitation and In-patient Detoxification)

In-patient Detoxification

Peterborough has one in-patient detoxification bed located at the Cavell Centre. This bed is shared by local drugs and alcohol service providers and is managed under the premise that alcohol detox takes priority over drug detox. The arrangement works and is managed well by the providers and the SaferPeterborough Partnership. Discussion around detox and the bed usage forms part of the Residential Rehabilitation Panel meetings. With the increased work locally around raising awareness of detox and residential rehabilitation there is potential that demand for the detox bed will increase so it is important to consider other options such as spot purchasing beds elsewhere should the need arise.

Residential Rehabilitation

A total of four clients commenced residential rehabilitation placements in the last 12 months (November 2009 to November 2010). In November 2010, locally held information identifies three primary drug service users still being in residential rehabilitation placements from the local drug treatment system. Residential rehabilitation is structured in-house specialised care, planned by a case worker and a client. These placements specialise in stabilisation, detox and rehabilitation to those with substance misuse issues.

Through NDTMS data, it is evidenced that in total two service users were accessing residential rehabilitation in May 2010, which differs from local reporting. The three placements reported locally were funded through the SPP Rehab Panel, though it is worth noting the residential rehab of one client had funded their second stage treatment and therefore other sources of funding are available.

Much is being undertaken locally to increase awareness of residential rehabilitation as an option for treatment. Rehab awareness sessions are facilitated by the SPP to promote the use of residential rehabilitation with case managers from the local service providers.

Recommendations:

- Monitor the use of the detox bed at the Cavell Centre and promote its use with providers. There will also be a need to consider spot purchasing of detox beds when the one bed at Cavell is being used
- Continued work to promote in-patient detoxification and residential rehabilitation as treatment options with service providers
- To continue to run awareness sessions for case workers
- To support HMP Peterborough in using residential rehabilitation as treatment option straight from custody
- Look at standardised paperwork for in-patient detoxification and residential rehabilitation application, assessment and pre-placement work across all services, including HMP Peterborough

3.6 Treatment Outcome Profile (TOP) Reports

The Treatment Outcome Profile, (TOP) provides a standardised method for monitoring client outcomes within the drug treatment system in England

The Partnership ensure through quarterly contract review meetings that our service providers have start, review and exit TOPS in place. These are required to meet the 80% completion target set by the National Treatment Agency (NTA). Any TOPS that fall below target are addressed in the quarterly meetings and monitored. At present, start TOPS are on target, with review TOPS and exit TOPS falling short of the 80% target.

Month	Partnership Start Top %	Partnership Review Top %	Partnership Exit Top %
April 2010	92.7% (Green)	69.8% (Red)	84.6% (Green)
May 2010	95.0% (Green)	67.6% (Red)	92.9% (Green)
June 2010	92.8% (Green)	73.1% (Amber)	66.7% (Red)
Aug 2010	75.0% (Amber)	61.6% (Red)	57.6% (Red)
Sept 2010	69.8% (Red)	43.3% (Red)	0.0% (Red)

NDTMS RAG - <70% = Red, 70%-79% = Amber, 80%-100% = Green

It is worth noting that NDTMS data reflects only those TOPS completed within specified timeframes. However it can give some indication that carer plan reviews have until recent months been done every 12 weeks in line with best practice, however the exit top performance reflects the unplanned exit rate and the work needed to improve exits both planned and unplanned.

However, TOP percentages are not reflective of the actual numbers of missing TOP which for Peterborough are very low; only three or four per month. This low number means that performance would shift from Red to Green across all three areas of TOP performance if the four missing TOPs had been completed.

Exit TOPs remain hard to improve given that some clients exit treatment in an unplanned way, meaning the caseworkers are unable to complete these. Services will again be asked to look at developing a way to ensure all planned exits have a TOP completed either via a face to face meeting or telephone call.

Recommendation:

- All services to put in place a system that ensure all new starts to treatment who have had an initial start to completed have had a review TOP done within the 6th month timeframe, however these should be done every 12 weeks in line with best practice guidance

3.7 Needle Exchange

There are 15 pharmacies in Peterborough offering needle exchange. This service allows clients to take their used needles to a pharmacy to dispose of them safely. Clients can also obtain new needle packs at the pharmacies. The packs contain syringes, needles, barrels, small sharps disposal bin, citric acid and sterile wipes. Pharmacies collect and dispose safely of any returned injecting equipment.

Injecting related harm reduction services are delivered through Peterborough Drug Services (PDS) needle exchange and open access services. PDS operate a daily needle exchange from one site based at Bridgegate Drug Services, including late night opening hours on Mondays and Thursdays. Coordination with pharmacy needle exchange services is managed through the PDS based harm reduction lead post.

The CASH (Community Action on Sexual Health) Outreach Van also provides needle exchange facilities when in the community. This outreach service goes out to areas where prostitution takes place to provide advice on sexual health and personal safety to the sex workers, as well as providing contraception and needle packs. Sex workers are also encouraged to access treatment services during office hours. In addition, to help with drug treatment, the service supports access to education, housing and benefits.

SPP will be reviewing needle packs in line with the reviews of pharmacy contracts. This will ensure all avenues, such as 'never share' needles are explored. The contracts and needle pack research will be completed in the first quarter of the next financial year. The contracts have been reviewed to ensure Peterborough offer a consistent approach to work with pharmacies and align services with that of Cambridgeshire. The needle packs are being reviewed in order to ensure that the packs are up to date, giving consideration to newer harm reduction products to improve the safety for both individual users and the wider community.¹

Safe Sharps Disposal Bins

Safe Sharps Disposal Bins were introduced to six identified locations across Peterborough. The Partnership proactively reacts to identified drug 'hotspots' and co-ordinates work with the local Harm Reduction Lead to target these areas for intensive outreach work. In the period between

¹ The current needle exchange and supervised consumption contracts will be reviewed and updated for roll out on 1st April 2010

NOT PROTECTIVELY MARKED

March 2010 and November 2010, 224 needles and three used sharps bins (portable needle bins which hold up to 10 needles) have been collected from the bins, along with some general litter.

DRAFT

There has been a decrease in the number of reported discarded needle finds in the community in the last quarter, and it is hoped that with continued promotion of needle bins and safe disposal of needles this will continue to decrease in the future. The Harm Reduction Group, chaired by the SaferPeterborough Partnership will continue to monitor 'hot spots' and liaise with providers and cleansing teams to ensure any needle finds are identified quickly, cleared and monitored.

4. Planned & Unplanned Exits

Planned exits still remain an area for improvement in Peterborough in 2011/2012. Services currently ensure all unplanned exits are re-engaged where possible. However further detailed work needs to be done during 2011 to identify if there are more localised trends in why people leave treatment in an unplanned way. As this remains an issue for Peterborough. From this actions and improvements can be made to reduce the number of clients who drop out.

Improved recording and data management during 2010 has increased the number of planned exits, however further work will be needed during 2011/2012 to ensure that exits, transfers and referral coding in NDTMS data are used correctly to ensure accurate reporting and to ensure the services can properly reflect client movement through the treatment system.

The data for 2010/2011 shows an improvement (drop) in unplanned exits from 61 unplanned exits in quarter one (April, May and June) to 41 unplanned exits in quarter two (July, Aug and September) a drop of 25%. This could be a result of the more focused work being done by services to monitor exits.

Planned exits for 2010/2011 are consistent with 2009/2011 with on average 35 planned exits per month across the system, there was an increase of exits in quarter one (41 exits) and this was probably due to increased staffing at the prescribing service during this time, as additional capacity was specifically commissioned to support move-on and recovery.

Recommendations:

- Further detailed work needs to be undertaken during 2011 to identify why people leave treatment in an unplanned way
- Identify improvements to be made to reduce the number of clients dropping out

5. Education, Employment & Training

The Jobcentre Plus has an important part to play in identifying potential clients and supporting them in recovery. For example, studies show that 80% of people on court orders with Drug Rehabilitation Requirements have unmet skills and employment needs and one in five of those who responded to the NTA's service user survey requested help with education and employment

As part of the Department of Works and Pensions (DWP) Drugs Strategy, PDUs in Peterborough are able to access a number of mainstream and specialist services designed to help them access treatment and incorporate their education, skills and employment aspirations into their drug treatment care plans.

To encourage those who voluntarily declare themselves to be a problematic drug user,(but not in treatment) a Jobcentre Plus personal adviser² can refer them to a drug treatment provider for an initial assessment to discuss their treatment options.

The role of the Personal Adviser will look to see whether drug misuse is a barrier to employment for the individual and whether or not they are already in treatment. In instances where the individual has not already engaged with drug treatment they will be referred to the JCP SPOC. Those who voluntarily agree to attend an appointment will be asked to provide consent for Jobcentre Plus to share details with the treatment provider. Where someone declares they are already engaged in treatment the adviser will seek permission from the client to contact the treatment provider to confirm they are currently engaged before marking their file accordingly.

The above process has been running for over a year; however service users still decline to declare to JCP if they are engaged in treatment or have a substance misuse. To date no referrals have been made to service in Peterborough by JCP. It is felt that this is because of a number of reasons

- JCP staff reluctant to ask about substance misuse encase they are not able to manage the clients questions
- JCP staff worried about clients reactions to the question
- Service users unwilling to declare as not sure why JCP need this information
- Service users unwilling to share information encase benefits are affected.

The Partnership has been working with local JCP leads on improving the relationship between service users and JCP as well as working with services to ensure clear and concise information about why JCP need this information is given to services users to encourage them to engage with JCP.

The Partnership and JCP are keen to look at working jointly to ensure support and guidance is offered to all service users on the upcoming government reforms to the welfare and benefits system which will affect a large proportion on the services users in Peterborough.

Currently there is no data available from JCP for Peterborough, as at this time there have been no referrals made to treatment service.

Recommendations

- Work with JCP and SUGA to encourage service users to declare their drug use to JCP
- JCP and Partnership to identify ways of working with users to ensure the changes to the benefit system are communicated in a clear and concise manner and which gives users clear guidance and support
- Work with JCP to inform working relationships with services and service users to encourage engagement and referrals
- Work with JCP to promote all the elements of JCP available to service users who are seeking recovery

² Jobcentre Plus personal advisers support those in receipt of Jobseekers Allowance. Pathways to Work personal advisers support those in receipt of Employment and Support Allowance which replaced Incapacity Benefit last year

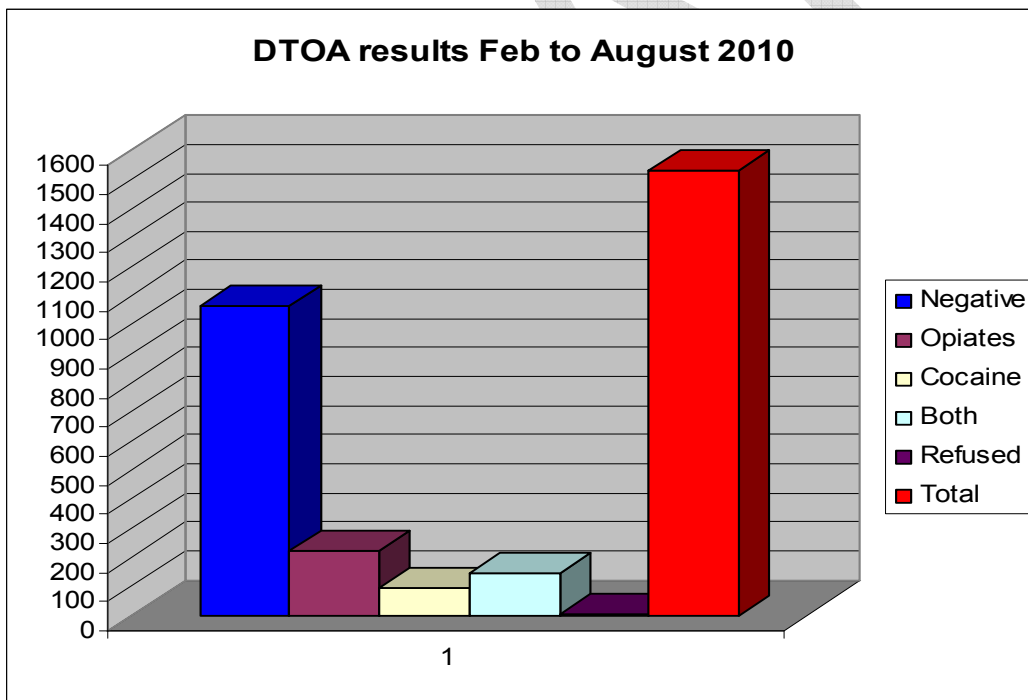
- JCP and Partnership and services to look at promotion the importance of declaring to JCP and the impact that not declaring will have under the upcoming changes to benefits systems

6. Drug Testing On Arrest Data

Extensive analysis of Drug Testing On Arrest (DTOA) data, provided by Cambridgeshire Constabulary, was undertaken in order to establish a view around the changing patterns in those drug users who have been in contact with the local criminal justice system. This has provided a useful insight into the changing patterns seen from 2009 to 2010 around demographic breakdowns of those individuals testing positive for opiates, cocaine or both.

The police can drug test an offender if they are arrested for a 'trigger offence'. Trigger offences include: theft, robbery, burglary, motor vehicle-theft, handling stolen goods, possession of an illegal drug and possession of an illegal drug with intent to supply. Testing is for heroin, crack and cocaine.

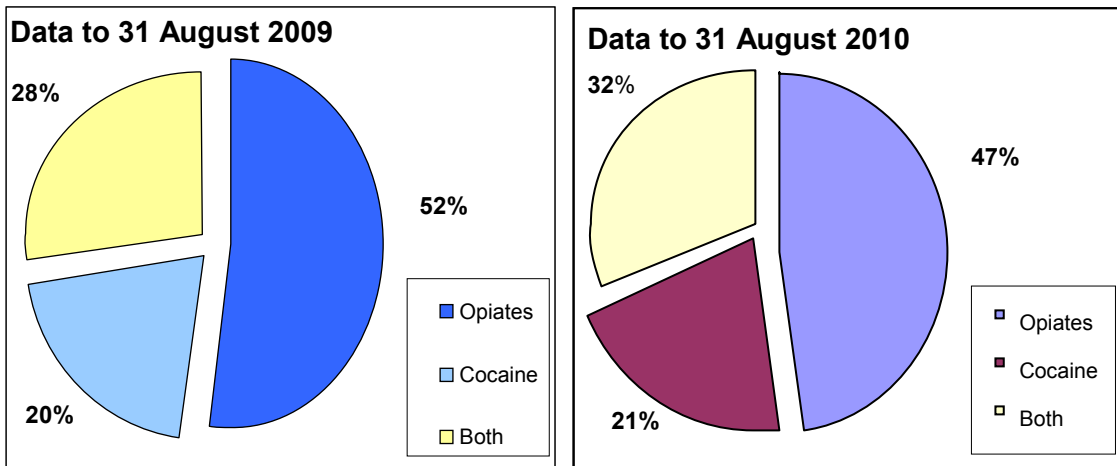
Those who test positive will be required to attend a compulsory drug assessment, even if they are not charged. The assessment, carried out by specialist drug workers, will aim to determine the extent of their drug problem and help them into treatment and other support.



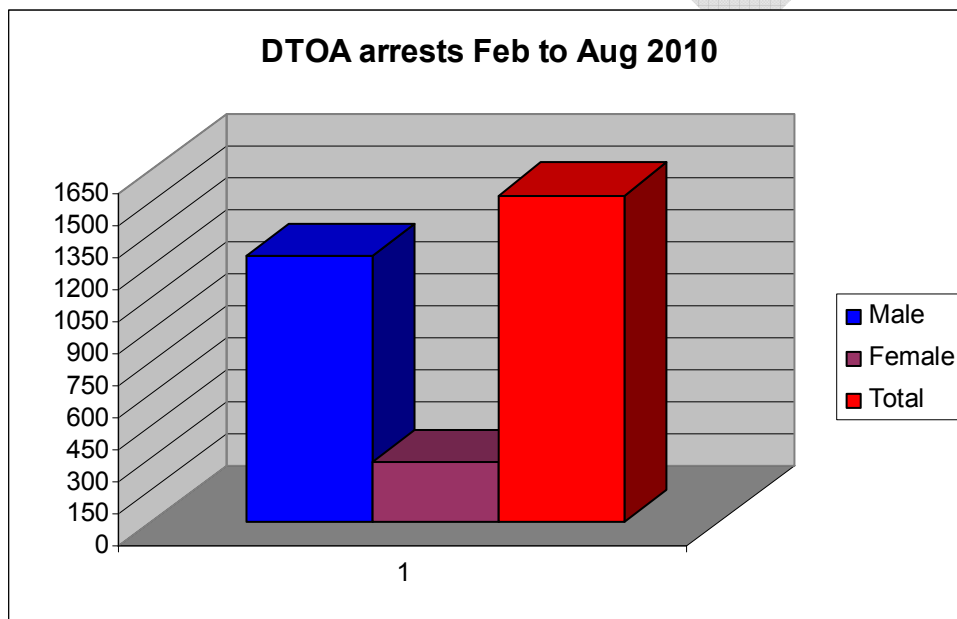
The data above shows the DTOAs carried out between February 2010 and August 2010. Of the 1533 tests carried out between these dates, there were 1065 negative results accounting for 69% of all test results. Opiates was the drug most tested positive for – on its own at 221 or 14.4% of use alongside cocaine at 146 or 9.5%. Total tests positive for opiates stand at 23.9% almost a quarter of all tests carried out. Positive testing for cocaine accounted for 95 results which accounted for 6.2% of all DTOAs carried out between February and August 2010.

These results mirror those recorded in 2009 with Opiates being the main drug tested positive for in police custody. Negative results in 2009 also mirror those negatives to date in 2010. Use of

cocaine and also cocaine with opiates has declined slightly against figures from last year's needs assessment.



The two charts above show the comparison between the same time frames for 2009 and 2010. Again it is clear to see that the results closely mirror each other with only minor fluctuations between positive tests across opiates, cocaine or those tests proving positive for both substances.



Males make up the majority of the DTOAs accounting for 81% (1249) of those tested. This percentage mirrors that of the general treatment population male to female ratio, and also of the proportion of arrestees. There are no statistics to compare these statistics to from 2009 but it would be envisaged a similar ratio would be seen if figures had been available, bearing in mind the overall treatment population ratio has remained consistently at similar levels since 2008.

Of the 284 females tested, 36.6% (104) provided positive test results, with 44.2% of those positive tests proving positive for opiates. Add this to those who tested positive alongside cocaine and results show total positives for opiates of 87.5% (91). Of the males tested on arrest, 28% (360) provided positive tests. Opiates was the drug most tested positive for on its own at 48.6% or combined with opiates found alongside cocaine at 28.6% meaning opiate positives accounted for 77.2% of all drugs found in positive tests.

Opiates continue to be the most problematic drug of those tested on arrest which again mirrors those findings of the treatment population as a whole. A larger proportion of females than males testing positive were for opiates.

The table below shows a breakdown of positive drug tests on arrest by nationality. It is worth noting that the 2010 figures are to the end of August so do not reflect a full year.

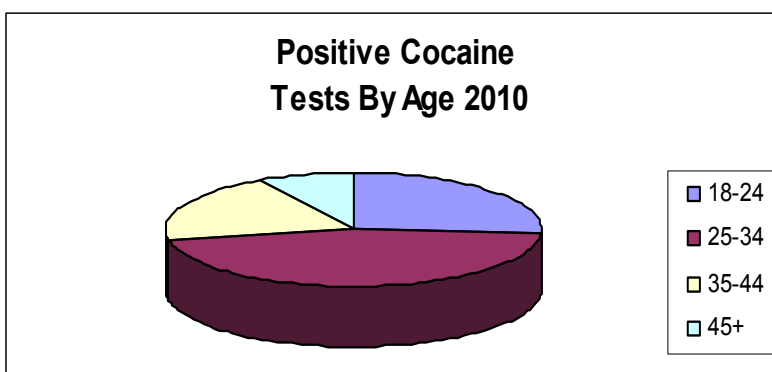
DTOA Data 1 January to 31 August 2009		2008 Figures	2010 Figures	Percentage Change from 2008
All Positive Tests	British	661	379	-42.6%
	Lithuanian	10	6	-40%
	Slovakian	6	21	250%
	Portugese	30	10	-66.6%
	Polish	1	9	800%
	Latvian	0	11	1100%
	Czech	5	8	60%
	Other	18	18	0%
Positive Total		730	454	-37.80

Despite only having figures to August 2010, it is possible to predict some estimates. Figures for those DTOAs who declared their ethnic background as British in 2010 should see a reduction of approx 95 positive tests for example, based on average monthly reported statistics.

Figures for DTOAs for individuals from Latvia were not recorded in 2008, so therefore will show a significant increase. Polish and Slovaks who were drug tested on arrest in police custody will also show increases in positive testing. This may be due to year on year increases in these groups arriving in the city. These factors can lead to drug use, criminal activity and homelessness, which could see an increase in those arrested and tested by Police, meaning the figures for this group are likely to continue to rise.

Portugese clients drug tested on arrest in Peterborough in 2008 were the second highest nationality to test positive on arrest. However, this is predicted to change in 2010, with Slovakian and Latvians looking likely to have higher rate of positive tests on arrest in Peterborough. The increases in numbers from other nationalities apart from British mean additional work for DTOA staff and the DIP as there is the additional consideration of the language barriers and the need for interpreters.

The pie chart below details how substances that those tested positive on arrest for vary with age. The 25-34 year old age bracket account for 53% of positives for all drug types when tested on arrest. This means that of the 468 drug tests on arrest resulting in a positive result, 248 of these were those in the 25-34 age group.



From the start of 2010 to the end of October there were 221 Inspector's Authority drug tests for violent crime. Offences that fall under this bracket are:

- Public order
- Assault, ABH or common
- Criminal damage
- Rape/sexual Offences
- Possession of offensive weapon
- Threats to kill

Inspector's Authority testing was under utilised previously, but since 2010 these tests have increased and seen one fifth of all tests result in a positive sample. From the test carried out under Inspector's Authority in 2010 to the end of October there have been 45 positive tests recorded. There were 10 positive tests for both opiates and cocaine, 10 for cocaine alone and 25 for opiates. A total of 20% of all Inspector's Authority tests proved positive. This demonstrates the usefulness of these tests.

7. Prison Data

HMP Peterborough is the country's only dual estate (male and female) purpose built prison.

The female side of the prison has a capacity of 360 and it accepts female prisoners from all over the country, but mainly from the following areas – Nottinghamshire, Lincolnshire, Leicestershire, Cambridgeshire, Northamptonshire and Norfolk and Suffolk.

The female prison includes a 12 place mother and baby unit. It holds both remand and sentence prisoners, including young offenders aged 18-21

The male side is a "category B local" prison with a capacity of 624 and serves the local courts for remand, as well as sentenced prisoners.

Both sides have dedicated healthcare units, and separation and care units. They also have a dedicated drug treatment wing which is staffed all the time to be able to monitor and observe substance misuse clients going through either stabilisation or detoxification.

These wings have dedicated nursing staff as well as the additional support of CARATs (Counselling, Assessment, Referral, Advice and throughcare) workers

HMP Peterborough offers both a clinical and psychosocial programme to substance misusers, this includes detoxification and maintenance support as well as one to one and groupwork interventions. This is know as the integrated drug treatment system in prison (IDTS).

HMP Peterborough currently has 132 or 21% of the male population engaged with IDTS (integrated Drug Treatment System), of which 102 (77%) are on maintance prescribing with 30 (23%) currently undergoing detoxification.

There are 87 or 24% of the Females population engaged with IDTS, of which 62 (71%) are on maintance prescribing and 25 (29%) currently being detoxed.

The current CARATS caseloads are 109 (female) and 100 (Males), this means that currently there are 32 male IDTS clients not engaging with additional support. However on the female side they have an additional 22 females receiving support for substance misuse problems that are not requiring medical interventions (drugs Free, Stimulant or cannabis users) Carats work with everyone coming into prison who is identified as having a drug problem and wishes to engage in support in addressing their drug problem.

HMP Peterborough will be conducting their own needs assessment for 2010/2011 – Please refer to this for specific data and details

8. Probation Data

The Drug Rehabilitation Requirement (DRR) has evolved from the Drug Treatment and Testing Order (DTTO). Its aim is to bring persistent and dependant drug misusing offenders into a closely supervised multi-agency programme of treatment, in order to effectively break the links between their drug misuse and their offending. An order can last a minimum of 6 months and up to a maximum of 3 years, within a Community Order with a Supervision Requirement.

Between 1st July 2009 and 31st March 2010 there were 51 adults on active Drug Rehabilitation Requirements (DRRs) with 49 of these being PDUs.

Twenty-nine PDUs commenced a new treatment episode between April 2009 and March 2010, with 15 being retained in effective treatment during the same period for 12 weeks or more. 13 PDUs were identified as not being in effective treatment. There were no planned exits recorded during this time period.

The total of adults subject to a DRR commencing a new treatment episode between April 2009 and March 2010 totalled 32. Sixteen were retained in effective treatment for 12 weeks or more over the same period of time with one exiting treatment in a planned way. Fourteen adults were identified as not being in effective treatment.

Additional data to be added before final submission

9. Drug Related Deaths

The following table shows the level of Drug Related Deaths (DRDs) – (see Appendix A for the NTA definition) within each of the partnerships that make up the East of England region. It is evident that over the three year period covered (2006 – 2008), Peterborough, by head of population, has a standard mortality ratio of 2.41. The Eastern Region mortality ratio stands at 1.00, indicating that the Peterborough DRD rate is over double the Regional rate.

It is worth noting, however, that this review is materially impacted by the 2007 figure of 12 DRDs. If the three year period review had been 2004-2006, then Peterborough would have experienced a mortality ratio of around 1.15, more in line with the average seen elsewhere. Peterborough had 9% of all DRDs in the Eastern Region in 2008.

Partnership	DRDs 2006	DRDs 2007	DRDs 2008	Average DRDs 2006-08	Population aged 15+ mid 2006-08	Rate/100,000 population	Expected deaths	Standard mortality ratio
Southend-on-Sea	6	11	8	8.33	399,239	7.36	10.20	2.83

NOT PROTECTIVELY MARKED

Peterborough	6	12	11	9.67	394,283	6.26	10.40	2.41
Norfolk	25	41	25	30.33	2,124,733	4.28	55.20	1.65
Luton	4	3	7	4.67	449,006	3.12	11.7	1.20
Cambridgeshire	14	14	14	14.00	1,485,552	2.83	38.60	1.09
Thurrock	3	3	1	2.33	360,342	1.94	9.40	0.75
Bedfordshire	6	6	8	6.67	995,002	2.01	25.90	0.77
Essex	23	24	14	20.33	3,402,564	1.79	88.40	0.69
Hertfordshire	11	12	23	15.33	2,600,506	1.77	67.60	0.68
Suffolk	6	11	11	9.33	1,756,810	1.59	45.70	0.61
East of England	104	137	122	121.00	13,968,037	2.60	363.00	1.00

Ward name	DRDs 2006	DRDs 2007	DRDs 2008	Average DRDs 2006-08	Population aged 15+ mid 2006-08	Rate/100,000 population	Expected deaths	Standard mortality ratio
East	2	1		1.00	22,182	13.52	0.58	5.15
Paston	1	2	1	1.33	18,271	21.89	0.48	8.33
West			1	0.33	20,458	4.89	0.54	1.86
Barnack		1		0.33	6,694	14.94	0.18	5.68
Bretton North			1	0.33	22,599	4.42	0.59	1.68
Dogsthorpe		2		0.66	21,222	9.42	0.56	3.59
Stanground East		1		0.33	7,395	13.52	0.19	5.14
Stanground Central			2	0.66	20,779	9.63	0.55	3.66
Fletton	1	1	1	1.00	22,079	13.59	0.58	5.17
Walton			1	0.33	13,173	7.59	0.35	2.89
North	1		2	1.00	13,037	23.01	0.34	8.75
Ravensthorpe		1	2	1.00	17,159	17.48	0.45	6.65
Orton Waterville		1		0.33	19,920	5.02	0.52	1.91
Park	1			0.33	20,874	4.79	0.55	1.82
Central		1		0.33	22,938	4.36	0.60	1.66
Orton Longueville		1		0.33	24,049	4.16	0.63	1.58

Paston and Fletton have seen drug related deaths in each of the 3 years documented in the table above. In 2008 there was 1 less DRD than those recorded in 2007, though 2007 doubled those DRDs recorded in 2006.

10. SUGA Survey

Strong service user involvement has been established over the past two years, and SUGA (Service Users Giving Advice) now play a key role in commissioning and contract monitoring of services. **SUGA were unable to complete a survey this year. However the partnership will be seeking a survey to be done at the start of 2011 to allow for a refresh of this assessment in April 2011**

11. Key Findings & Recommendations

- Details of purity levels should be shared with the treatment agencies so they can make the service users aware as part of their harm reduction messages
- Support the number of clients for whom their concurrent alcohol use is as serious as their drug misuse
- To monitor the number of cocaine only presentations into treatment as well as the number of Cocaine and Alcohol combination presentations
- Further develop/increase capacity of specific brief interventions
- Further analysis of demographics of male alcohol & cocaine user
- To continue to develop working relationships with local A&E, to improve continuity of care and improved joint working to reduce duplication and risk
- Further work to look at increasing the proportion of females entering treatment, as evidence provided through the NDTMS analysis, females as a proportion of the numbers in treatment are still underrepresented
- To look to work with local nurseries to support possible child care issues which may impact of attendance at services, as taking children to service has been identified by service users as a barrier to entering and remaining in treatment
- Analysis of NDTMS data to get a better picture of the current number of females in treatment who have children in their care and what can be done to support this
- Look at the use of shared care GP for females with children as access to local GP service maybe preferable to attending drug services, to do accessibility and easy if they have young children
- To look at the increasing number of clients from the 25-34 age group that are still using at 35+, as this older client group may be more entrenched
- Interventions and support needed to stop the 25-34 age group from becoming longer term substitute prescribing clients especially with those aged 35 years and older
- Look at what can be done to support those currently in the 18-24 age group from becoming long term users or being on long term substitute prescribing
- To continue to look at barriers to engaging BME clients into treatment
- Work with local BME communities to promote the benefits of treatment
- Monitor the impact of the increase of A8 & A10 countries presenting for treatment (including increase need for translation service, increased pressure to the treatment services and system etc)
- Partnership to confirm local process for dealing with clients who officially have no recourse to public funds

NOT PROTECTIVELY MARKED

- Work with partners to support the reconnection of clients who are returning to their home countries, including support to access detoxification prior to leaving where appropriate
- To look at why the injecting culture continues to develop in Peterborough unlike other areas nationally where injecting is on the decline
- To look at methods of discouraging first time injectors or to engage those who have only just started injecting
- More work on safer injecting and alternatives to injecting should be used in needle exchanges and by service providers to address the increases in injecting by clients
- Increased awareness work with GP's locally to encourage referrals of clients into treatment and discuss any potential barriers GP see to getting their patients into treatment
- Work required to look into those clients currently in treatment for over four years with view to moving on in treatment with recovery agenda in mind
- Further work to be done with PCT colleagues to look at the barriers with regards to GPs signing up to deliver share care for substance misuse
- Structure day programme to be reviewed with regards to what is currently offered – to be done in conjunction with service users to ensure programmes support the wider recovery journey of service users and improve uptake of these interventions
- Monitor the use of the detox bed at the Cavell Centre and promote its use with providers. There will also be a need to consider spot purchases of detox beds when the one bed at Cavell is being used
- Continued work to promote tier 4 as a treatment option with service
- To continue to run tier 4 provider session for case workers
- To support HMP Peterborough in using tier 4 as treatment option straight from custody
- Look at standardised paperwork for tier 4 application, assessment and pre placement work across all service including HMP Peterborough
- All services to put in place a system that ensure all new starts to treatment who have had an initial start to completed have had a review TOP done within the 6th month timeframe, however these should be done every 12 weeks in line with best practice guidance
- Local level work needs to be done during 2011 to at more localised trends in why people leave treatment in an unplanned way as currently we only use the NDTMS codes which do not allow for a more localised picture of drop out
- From localised information see if any improvements can be made to reduce the number of drop outs
- Work with JCP and SUGA to look at process of getting service users to declare to JCP
- JCP and Partnership to look at ways of work with users to ensure the changes to the benefit system are communicated in a clear and concise manner and which give users clear guidance and support

- Work with JCP to inform working relationships with services and service users to encourage engagement and referrals
- Work with JCP to promote all the elements of JCP available to service users who are seeking recovery
- JCP and Partnership and services to look at promotion the importance of declaring to JCP and the impact that not declaring will have under the upcoming changes to benefits systems
- Consider any new areas highlighted within the upcoming drugs strategy (December 2010)

Acknowledgements

This document was produced by the following individuals:

Marcia Pammenter, Safer Peterborough Partnership
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Mike Morley, Safer Peterborough Partnership

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MUSE – Monitoring Unit for Substances in the East
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Intelligence Analysis Team – Cambridgeshire Police
NHS Peterborough
Cambridgeshire Constabulary
Cambridgeshire Probation
HMP Peterborough
Paul Brand, Senior Public Health Intelligence Analyst (MUSE)
Probation Service

Appendix A – Drug-Related Deaths Definition

Since 1993, the Office for National Statistics (ONS) has reported the numbers of 'drug-related deaths' in England and Wales. Deaths from 'drug-related poisonings' due to drug abuse and drug dependence involving illegal drugs are reported as part of wider 'drug-related poisonings' dataset, involving both legal and illegal drugs.

Drug-related deaths are hard to define and to quantify. There is no one definition of what is meant by drug-related death. However, the NTA uses the definition set out by the Office of National Statistics (ONS), who produces national data on drug-related deaths:

'Deaths where the underlying cause is poisoning, drug abuse, or drug dependence and where any of the substances are controlled under the Misuse of Drugs Act (1971).' (ONS: 2006)

Types of drug-related deaths

There are two broad categories of drug-related death:

1. Sudden-onset deaths – typically associated with overdose

Sudden-onset drug-related death is associated with overdose caused by opiate-based drugs (heroin or methadone), which are implicated in 70 per cent of cases. Often this type of mortality involves the use of opiates with other depressant drugs like alcohol and benzodiazepines. The UK research evidence base clearly highlights who is most likely to die from an overdose and when that death is most likely to occur:

Who? This type of death is particularly noted amongst opiate drug users with a reduced tolerance

When? Such opiate drug users are particularly vulnerable in the transitional periods of their drug using career. For instance when:

- Leaving prison
- Discharged from drug treatment (especially 'unplanned' discharges)
- Leaving residential drug treatment (Tier 4)

2. Gradual-onset deaths - associated with blood borne viruses (BBV)

Gradual-onset drug-related deaths occur from BBVs such as hepatitis C and B viruses and the Human Immunodeficiency Virus (HIV), which may lead to death many years after the first initial transmission of the infection.

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STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 7
19 JANUARY 2011	Public Report

Report of the Programme Manager, Neighbourhoods

Contact Officer(s) – Graeme Clark, Project Manager Tel 317495

Citizen Power Peterborough Project Initiation Document

1. PURPOSE

- 1.1 This report is submitted to the Committee to scrutinise the development of the Project Initiation Document for Citizen Power Peterborough.

2. RECOMMENDATIONS

- 2.1 To consider and comment on the draft Project Initiation Document

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 Citizen Power is contributing to the empowerment and citizenship agenda, which underpins the Sustainable Community Strategy.

4. BACKGROUND

- 4.1 Citizen Power Peterborough is a two year programme bringing together local people to shape the future of the city. The aim is to build connections between people and communities, encouraging and supporting them to become more involved in their communities. Seven inter-related projects will look at life in Peterborough and focus on new ways of supporting local people and their communities to make a positive difference.

5. IMPLICATIONS

- 5.1 None.

6. CONSULTATION

- 6.1 Engagement with local people and organisations is key to the success of this programme and as such ongoing local input is planned to ensure the programme truly has a Peterborough focus. The draft Project Initiation Document has been requested by the Scrutiny Committee.

7. NEXT STEPS

- 7.1 If the Committee approves the Project Initiation Document it will form part of the programme documentation.

8. BACKGROUND DOCUMENTS

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

- 8.1 Citizen Power Strand Action Plans
 Citizen Power Business Case
 Citizen Power in Peterborough

9. APPENDICES

9.1 Draft Citizen Power Project Initiation Document

PROJECT INITIATION DOCUMENT (PID)

The PID is a collection of key project management documents essential for the successful delivery of the project. The purpose of the PID is to structure the delivery of the project. It should be regularly reviewed and updated throughout the project. Detailed guidance is available on Insite [here](#) to help you complete this document.

Project Name:	Citizen Power Peterborough
Project Sponsor: Senior support & champion of implementing the project	Adrian Chapman
Project Owner: Accountable for successful delivery	Julie Rivett
Project Manager: Responsible for the day to day running of the project	Graeme Clark

Project Start Date:	01/01/2010	Project End Date:	31/03/2012
Project Register No: Your unique number generated by the Project Register	PR000791	Governance Level: This is located in the Appraisal section of your Project Register entry	High

Document Control:

Version:	1.0.0	Date Created:	10 December 2010
Document Author:	Graeme Clark		

Document Approvals:

Role	Date approved	Version approved
Project Owner		
Project Board		

Project Team Organisation:

Role	Name
Senior Supplier representing the interest of the supplier(s)	Sam McLean, Royal Society for the Arts
Senior User representing the interest of the customer/end user of the project's deliverables	Adrian Chapman
Other Project Board members:	<p>Operations Board: Adrian Chapman, PCC Graeme Clark, PCC Mike Lennox, PCC Sam McLean, Royal Society for the Arts (RSA) Georgina Chatfield, RSA Luke Robinson, RSA Belinda Bryan, Arts Council East (ACE) Stacey Arnold, ACE David Copeland, Peterborough Council for Voluntary Service (PCVS) Clive Morton, Opportunity Peterborough Kevin Tighe, Vivacity Gillian Barclay, Vivacity</p> <p>Senior Management Group: Cllr Marco Cereste, Leader, PCC Gillian Beasley, PCC Graeme Clark, PCC Andrea Stark, ACE Helen Lax, ACE Matthew Taylor, ACE</p>

PROJECT INITIATION DOCUMENT (PID)

Project Team members:	PCC: Graeme Clark RSA: Sam McLean Louise Thomas Ben Dellot Rebecca Daddow Emma Norris Jamie Young Jocelyn Cunningham Georgina Chatfield Gemma Lee ACE: Belinda Bryan Stacey Arnold Rachel Drury Vivacity: Kevin Tighe Gillian Barclay
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Cabinet Member Notification:

Cabinet Member	Version sent		Date sent
Is a Cabinet Member Decision Notice required?		Decision Granted	Date
	No	Yes/No	

Service Approvals: *(Delete the rows of any services that are not required)*

Service <i>(examples listed below)</i>	Project Owner	Approval obtained	Date approved	Version approved	Comments
Finance					
Legal					
Procurement					

COMMUNICATIONS PLAN

The communication plan outlines the arrangements for implementing and managing the communications required for the project. Communication needs to be consistent, clear, timely and accurate. This plan identifies the approach to be taken by whom and when during the project.

1. COMMUNICATION OBJECTIVES *Outline what is intended to be achieved by implementing the communications plan.*

<p>Objectives Use bullet points to identify the purpose of the communications plan E.g. To raise awareness of an issue/To encourage a response to...etc</p>
<p>The short term objectives (to 31/3/2011) are:</p> <ul style="list-style-type: none"> Promote the programme vision of enabling people to become confident residents and participate in public life thus shaping the future of Peterborough Secure support from colleagues, local stakeholders and local politicians Communicate partners' (PCC, RSA and ACE) commitment towards leading the big society agenda Increase the profile of Citizen Power Peterborough within the national and local media, the trade press, on-line forums and commentators Communicate opportunities to become involved in Citizen Power to the residents, groups and organisations across Peterborough <p>The long term objectives (post 31/3/2011) are:</p> <ul style="list-style-type: none"> To secure strong participation and recognition from partners and local residents To establish Peterborough as a place known for cutting edge community projects and a key player in piloting the provision of local public services To promote PCC, RSA and ACE as leaders in the field of community innovation and the big society agenda amongst national government, national media and wider commentators To ensure ongoing support from both internal and external partners Clearly communicate local residents the achievements of the programme and the value that it has added to life in Peterborough by reference to examples, events and successes for individuals.

2. STAKEHOLDER RELATIONS *A stakeholder is an individual or group that has an interest in the project. Use the table below to identify the stakeholders of the project and who needs to be communicated with. Failure to engage certain stakeholders puts the project at risk of overall failure.*

<p>Stakeholders Who are the key target audiences of this project? Which stakeholders do you need to keep informed and which do you need to keep involved? They can be groups or individuals. When will the communications plan be reviewed and by whom?</p>	
Actively Involve	Keep Informed
<p>This list is non-exhaustive. Community groups, residents and organisations of Peterborough Relevant Cabinet Portfolio Holders Local Councillors Vivacity Arts Council East Royal Society for the Arts Peterborough Council for Voluntary Services Greater Peterborough Partnership Creative arts community PCC Neighbourhood Managers & Neighbourhood Councils Peterborough Cathedral Opportunity Peterborough PCC Children's Services Peterborough Environment City Trust Crime & Disorder Reduction Partnership Peterborough Citizen Power Strand Leads</p>	<p>This list is non-exhaustive. Cabinet Members Local Councillors Local residents, groups and organisations PCC staff NHS staff National government Local and national media Local MP's Local Government Association Improvement & Development Agency Arts Council England Queensgate Shopping Centre</p>

COMMUNICATIONS PLAN

3. MESSAGES Describe what the core messages to be communicated are; these should be few in number and be derived from the project's objectives.

Key Messages

What do we need to tell our target audience(s)?

- Citizen Power is a partnership between PCC, RSA and ACE who will be working on the ground in Peterborough to initiate local projects aimed at increasing pride in Peterborough
- Citizen Power is an action research programme which as it unfolds and engages with the people and organisations in Peterborough will apply its learning to shape the future activities and outcomes of the programme
- Citizen Power examines creative new ways of encouraging local people to get involved in helping their communities to become stronger, safer, greener and more able to overcome the challenges they face
- In the face of public spending cuts and a period of austerity the government has set down the challenge that 'we can all do more'. Citizen Power is exploring what this means in practice for Peterborough – how local government and local partnerships can do things differently for less. Citizen Power is not about replacing public services, it is more about how local communities might become more resourceful, resilient and capable of dealing with problems themselves
- Citizen Power is intentionally an 'open programme' as we want the people and organisations of Peterborough to actively contribute to the development of ideas and outcomes.

Citizen Power Peterborough has 7 strands, the key messages for each of these are:

Peterborough Curriculum – connecting what we learn with where we live

- Connecting local schools with people and organisations in Peterborough to help design parts of their own school curriculum
- By getting more people in Peterborough involved with education, and opening young people's minds to their local area, the strand aims to provide a school curriculum that reflects local priorities and values

Civic Commons – creating the capabilities for local action

- Civic Commons will bring together local people, important local figures and leading thinkers from around the world to discuss new ideas and matters that are important to them
- It will build knowledge and confidence on many issues (e.g. economic growth) helping people to see different perspectives, devise practical answers to social challenges and put them into action

Recovery Capital – empowering marginalised people to fulfil their potential

- Recovery Capital will pilot new ideas to help give people with drug and/or alcohol problems the capabilities, resources and support they need most to help sustain their recovery and reduce the likelihood of re-offending

Civic Health – a new way of building community spirit

- Civic Health will help communities measure the vibrancy of community life. It will collect information that local authorities and communities can use to understand the capacity of local people to shape their local area and how to improve the focus of their efforts
- It will bring together knowledge about local organisations, support groups and community leaders into a 'civic directory' that will help communities develop community behaviour in their area

Sustainable Citizenship – making green innovation possible

- Encourage, test and support ideas of local people to improve green behaviour in the city via activities such as innovative events to spark off brilliant ideas and to develop a network of like minded people
- Support for this will be provided via start up funding to help get the best ideas off the ground in local neighbourhoods
- Work will support the great work already happening in the city on this agenda and help with the aspiration to become the UK Environmental Capital

Arts and Social Change – putting art at the heart of the city

- This strand will explore the role of creative arts in building a sense of belonging and pride in Peterborough including working with local communities and local artists working with Neighbourhood Councils
- Work within the strand will help shape a new creative and artistic hub for the city and help improve the arts offer in the city

COMMUNICATIONS PLAN

Social Media – creating participation by connections

- This strand will show how social media can be used to improve community participation in the city and connect different people and organisations committed to making Peterborough a more vibrant place to live
- An on-line platform and social media tools will be developed with and for local people with the long-term goal being to establish a sustainable network of community websites owned and developed by local people interested in positive change

4. BRANDING *Use this section to define what common standards and branding will need to be applied to communication*

Branding

What branding will need to appear or common standards applied? E.g. PCC Corporate & Partner's branding requirements, specific formats or contact details.

- Logos to be used: Citizen Power, Peterborough City Council, Royal Society for the Arts, Arts Council England and other partners as appropriate

5. COMMUNICATION TECHNIQUES *Fill out detailed plans under the headings below to explain what is required as part of the communications for the project and the rationale behind it. It may not be appropriate to carry out every activity listed. Either delete those activities not required, or write 'not required for this plan' underneath.*

Media Relations

Use bullet points to detail.

Proactive news programme:

- Press releases to raise the understanding and profile of the programme, its events and successes
- Photo calls to show and bring to life programme events and demonstrate local involvement
- Launch events to encourage involvement by the people and organisations of Peterborough, provide programme transparency and raise the profile of the programme
- Opportunity for the media to take part in/taste activities within Citizen Power to help it understand the programme much better thus report activities, successes in a more informed manner

Local features:

- Given its innovative nature and close alignment to the 'big society' agenda the whole Citizen Power Programme lends itself to a features approach. For example, a feature about the development of an area based curriculum by schools, local people and organisations given this approach is new to the city

Specialist features:

As above the innovative nature and close alignment to the 'big society' agenda makes the Citizen Power Programme ripe for feature articles. Those publications identified include:

- Guardian Society
- Times Educational Supplement
- Drink and Drugs News
- Arts Professional
- Local Government Chronicle
- Spectator
- Prospect
- The Moment

Activity of this nature has already commenced with Citizen Power and individual strands featuring for example in Guardian Public, Times Educational Supplement and Addiction Today.

Citizen Power has already featured as a keynote speech at the North West Employers Big Society Conference in November 2010. It will also feature as a keynote speech at the NCVO Annual Conference in January 2011. Other opportunities of this nature will be taken to increase the profile of Citizen Power nationally.

COMMUNICATIONS PLAN

Negative publicity:

To use the key messages, individuals and organisations involved in Citizen Power to demonstrate what it is about, how it is engaging Peterborough and over time what it is achieving

Identified interviewees:

Any requests for interviews will be fielded by the individual best placed to respond. These individuals include:
 Graeme Clark, Programme Manager, Peterborough City Council
 Rachel Huxley, Peterborough Environment City Trust
 Sam McLean, Royal Society for the Arts
 Mel Collins, Assistant Director, Learning and Skills, Peterborough City Council
 Karen Kibblewhite, Safer Peterborough Manager – Cutting Crime, Peterborough City Council
 Belinda Bryan, Arts Council England

It should be noted that as Citizen Power unfolds it is intended that individuals and organisations who are participants would take part in fielding media enquiries. They would be briefed as necessary and would not be expected to undertake such activities on their own.

Website

Detail electronic elements of the communications activity – noting the council's policy on websites (available from the Comms Team)

- Citizen Power website – a space for blogs and information exchange to support the delivery of the programme, advertising Citizen Power, other Peterborough events and 'big society' events. This will be the primary route for people to access the programme as a standalone site gives the programme independence.
- Partner websites as follows:
 - Peterborough City Council
 - Royal Society for the Arts
 - Arts Council England
- Twitter – medium on which to share information about what is happening now within the programme
- RSA blog – the RSA Projects team write regular blogs on the RSA website, this is linked to the Citizen Power website so appropriate content is in both places.
- Websites of local resident and community groups – encourage linkages to and from such websites to bind in local groups to the programme and stimulate their interest.

Internal Communications

This is vitally important – how will you let other people in the council know about your project?

- Introductory and ongoing articles in Insider magazine and on Insite
- Briefing session for others who are closely involved with the programme will be available to promote the wider Citizen Power agenda
- Member bulletins
- Citizen Power newsletter

Display Materials

Do you need to consider some display materials/stands etc which can be displayed in public areas?

- Consideration is being given to communicating Citizen Power via the lamp-post advertising offer which has recently come to the city
- Display boards at Neighbourhood Councils and Neighbourhood Panels will be used as appropriate
- The programme will also be given prominence in locations including the Town Hall Foyer, the Destination Centre, Queensgate and any other suitable locations
- Screens within libraries and will be used to increase the profile of the programme

Direct Marketing

You may want to consider some direct marketing activity such as leaflets. If so, then the rationale should be clearly explained – seek advice from a communications officer to help identify what, if any is required.

COMMUNICATIONS PLAN

6. EVALUATION *It is important to check stakeholders who have received communication have understood them in the way that has been intended. Feedback channels between the project and its stakeholders are essential.*

Evaluation

How will you evaluate the success of the communications plan? Is it clear how people will feedback and get in touch?

- The Arts and Humanities Research Council will be providing independent programme evaluation. This will include an evaluation of the communications plan
- Number of articles in local press
- Number of articles in national press
- Number of articles in trade press
- Number of people engaging with the Citizen Power website
- Feedback from Citizen Power participants to understand how they heard about the programme
- Levels of activity on Twitter

QUALITY PLAN

Use this table to provide a high level quick reference guide of your project's communications requirements to ensure actions and responsibilities are clearly defined and stakeholders are kept informed with the right information at the right time.

Who is our target audience? Who is it we need to communicate with?	What do we need to tell them? What are our key messages? What information do they need?	What format or channel will we use? E.g. Insite, Local Paper, Local Radio	What product will we use? E.g. Article, Poster, Highlight Report	When are we going to tell them? When do they need to hear our message?	Who is responsible? Who will compile or deliver the information required?
Councillors, residents, community groups and organisations in Peterborough National and trade press National government	Citizen Power is a partnership between PCC, RSA and ACE who will be working on the ground in Peterborough to initiate local projects aimed at increasing pride in Peterborough	Local paper, local radio, presentations, briefing sessions, launch events, citizen power website	Press notices, interviews, launch packs, leaflets, features, articles, discussion papers and briefings	July 2010 onwards	Luke Robinson, RSA Mike Lennox, PCC Stacey Arnold, ACE Sam McLean, RSA Graeme Clark, PCC
Residents, parents, carers, community groups & organisations in Peterborough	An opportunity exists to work with schools to develop a curriculum based on local priorities & values	Local network of contacts, local paper & citizen power website	Press notices, blogs, email advertising, telephone, face to face	November 2010 to February 2011	Luke Robinson, RSA Mike Lennox, PCC Louise Thomas, RSA Graeme Clark, PCC
Creative arts community in Peterborough	An opportunity to be involved in a series of events and activities aimed at bringing the creative arts to the forefront of the city as well as building connections between people and people and the city	Local network of contacts, local paper, citizen power website	Press notices, blogs, email advertising, telephone, face to face	July 2010 onwards	Luke Robinson, RSA Stacey Arnold, ACE Mike Lennox, PCC Jocelyn Cunningham, RSA Graeme Clark, PCC
Councillors & Cabinet Members and PCC staff	What the programme is about, where it is, where it is heading, how to get involved in the programme	Briefing sessions, All Party Policy & Cabinet Policy Forum Insite, Insider	Presentations, articles and features	From January 2011	Graeme Clark, PCC Sam McLean, RSA Adrian Chapman, PCC Belinda Bryan, ACE
Environmental groups, residents, community groups and organisations in Peterborough	Helping people who are passionate about sustainable living to improve green behaviour	Local network of contacts, PECT, local newspaper, local radio, citizen power website	Press notices, blogs, email advertising, telephone, face to face	September 2010 onwards	Luke Robinson, RSA Mike Lennox, PCC Jamie Young, RSA Rachel Huxley, PECT

QUALITY PLAN

Residents, community groups and organisations in Peterborough	To inform people and organisations about an innovative piece of work to help local people and key decision makers come together to debate and identify action on a range of issues which matter to them	Local paper, local radio, citizen power website	Press notices, blogs,	September 2010 onwards	Luke Robinson, RSA Mike Lennox, PCC Graeme Clark, PCC Emma Norris, RSA
Users and providers of drug and alcohol services, HMP Peterborough & other criminal justice agencies, community support groups	Opportunity to play a part in the development of user centred drug and alcohol services	Local network of contacts, citizen power website, Twitter, local media	Telephone, face to face, press notices, email advertising, blogs & Tweets	January 2011 onwards	Luke Robinson, RSA Mike Lennox, PCC Rebecca Daddow, RSA Karen Kibblewhite, PCC
Residents, community groups and organisations in Peterborough	Development of a tool to help communities become more vibrant	Local network of contacts, citizen power website, local media, local radio	Telephone, face to face, press notices, blogs	February 2011 onwards	Luke Robinson, RSA Mike Lennox, PCC Ben Dellot, RSA Graeme Clark, PCC
Councillors, residents, community groups and organisations in Peterborough National and trade press National government	Telling the story of the programme e.g. successes, findings	Local paper, local radio, citizen power website, Twitter,	Press notices, blogs, features, articles celebration events, papers	At appropriate points as the programme's 7 strands unfold	Luke Robinson, RSA Mike Lennox, PCC Sam McLean, RSA Graeme Clark, PCC

It should be noted that these are the main areas of communication which will help bring Citizen Power to the attention of the city. Each of the seven programme strands will have a detailed communications plan to ensure each area of activity maximises opportunities for exposure. These plans will be finalised at the end of January 2011.

QUALITY PLAN

The purpose of this plan is to define standards, responsibilities and establish activities for managing quality with regards to the project and its desired outcomes. Managing quality is a way to ensure that the project outputs are fit for purpose, defining the stated needs at the beginning of a project ensures the quality expected is achieved.

CUSTOMER QUALITY EXPECTATIONS

<p>What are our customers or end users expectations?</p>	<p>Citizen Power is an action research programme which is deliberately designed to be 'open' in nature. This means that the people and organisations of Peterborough will be given the opportunity to actively contribute to the development of programme activities and outcomes. Therefore it is important that those who wish to engage find the programme easy to access and influence. This will allow the deliverables and outcomes to reflect the city's identity. Due to the fact that the programme is being shaped by those who engage with it, the specific deliverables and outcomes are not necessarily known up front. This action research approach will give the programme in-built flexibility which will allow it to learn as it unfolds and thus enable Citizen Power to evolve over time.</p> <p>It is also reasonable to assume that those people from the city who engage with Citizen Power will have an expectation that things will change for the better as a result of programme deliverables. What is crucial is that participants understand that they themselves have a major role to play in the programme and that the experience of being involved in Citizen Power can set them on the road to becoming residents who are able to shape the future of the city. Furthermore given the nature of Citizen Power and the areas of challenge and opportunity it is addressing change will not necessarily happen overnight and as such the programme is acting as an enabler by creating the conditions for change to happen.</p> <p>The residents of Peterborough should quite rightly expect Citizen Power to take account and link into other programmes and initiatives which are currently happening in the city. In this respect it is clear that participants understand how the programme is aligned to areas of activity including the Single Delivery Plan and promoting pro-environmental behaviour.</p> <p>At a more strategic level Citizen Power is engaging with the Local Strategic Partnership in relation to the development of a Single Delivery Plan for the city to explore how the 'bottom up' approach being adopted by the programme can shape this work. The programme is also linked into the Green Shoots agenda with a focus on how the Recovery Capital work can help shape future services as part of the Family Recovery project and how the innovative approach being adopted by Citizen Power can ensure that plans for a Voluntary and Community Sector Entrepreneurship programme can support ongoing community sector involvement in shaping and delivering local services.</p>
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QUALITY PLAN

<p>How will we meet these expectations?</p>	<p>Clear communication via the media and events of the framework within which the programme is operating and its broad aims and objectives. For example, Recovery Capital piloting new ideas to help give people with drug and/or alcohol problems the capabilities, resources and support they need most to help sustain their recovery and reduce the likelihood of re-offending. This is the broad aim with the new ideas being identified during work with those who have problems associated with drug and alcohol use.</p> <p>In addition the role of those local people, community groups and organisations engaging with the programme will be clearly set out up front to ensure there is a clear understanding of what is expected in relation to involvement with Citizen Power. This expectation will be set out in two ways, i) on the Citizen Power website explaining what the programme is about and how people can get involved and ii) as part of participation in the individual strand activities which will set out additional detail about what engaging with these activities will entail</p>
<p>Are there any expectations we won't meet and why? How will we manage customer expectations in our communications?</p>	<p>Citizen Power has overarching aims and objectives it wishes to achieve. However, what it doesn't do is be prescriptive about how these will be achieved. This is where the people and organisations of Peterborough come in as it is they who will influence the programme deliverables and outcomes. As such it is difficult to know what expectations which won't be met. However programme activities will at the outset provide details about what engaging with Citizen Power will entail for participants.</p>

QUALITY STANDARDS

<p>What quality criteria will be applied to what we are trying to achieve by delivering the project?</p>	<p>The criteria which will be applied will be as follows:</p> <ul style="list-style-type: none"> - new ideas/activities are brought to the city - there is no duplication of activities currently happening in Peterborough - the programme complements or takes account of activities currently happening in Peterborough - the programme adds value to activities currently happening in Peterborough - the programme provides quality engagement activities for local people, community groups and organisation - all activities engaging local people are appropriate and facilitate capacity building - the programme has in-built measures of success and impacts - the programme has in-built review processes to capture best practice and lessons learned which can be applied as appropriate to the wider programme
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QUALITY PLAN

<p>Are there specific standards or regulations that must be complied with?</p>	<p>The following standards and regulations should be adhered to as part of the programme:</p> <ul style="list-style-type: none"> - Data Protection Act 1998 - Safeguarding Vulnerable Groups Act 2006 - Service User Engagement Guidelines (Drug and Alcohol) - Health and Safety at Work Act 1974 - Peterborough City Council Programme Management controls and documentation <p>As Citizen Power unfolds it will provide the people, community groups and organisations of Peterborough with the ability to contribute to the development of its deliverables and outcomes. It will be at this stage that further activity will take place to ascertain which standards or regulations should be complied with so that deliverables happen in the right way.</p>
<p>Are there internal procedures or processes that will support quality management and must be followed?</p>	<p>The following internal procedures and processes are deemed to be able to support the quality management process:</p> <ul style="list-style-type: none"> - Strong and Supportive Communities Scrutiny Committee - Verto project management system

ACCEPTANCE CRITERIA

<p>How do we assess success? How good does it have to be? For example do we intend to be fully compliant with regulations or is there only certain criteria we must meet? What are essential requirements?</p>	<p>Success will be measured as follows.</p> <p>Strategic Level</p> <ul style="list-style-type: none"> - that Citizen Power will have an influence over the future shape of service delivery in the city via work to develop the Single Delivery Plan. The specific inputs to this from Citizen Power will be logged and identified for the project closure report. <p>Civic Commons</p> <ul style="list-style-type: none"> - instigation of one or two local projects which have originated within Civic Commons. The specific inputs to this from Citizen Power will be logged and identified for the project closure report. - more people are interested in Civic Commons and wish to become members - participants and decision makers involved in Civic Commons reporting a closer working relationship <p>Civic Health</p> <ul style="list-style-type: none"> - the development of a new cost effective tool which can be used by the local authority and other local bodies to measure the presence of civic capabilities. For example, questions asked would examine skills and knowledge levels e.g. particular unpaid support people have given to community groups such as raising money, admin work, leading the group. Other questions would examine attitudes, for example questioning why the individual chose to get involved. Other lines of enquiry would cover relationships to institutions such as local authority and neighbourhood groups, and relationships within the community and other networks. This would be designed and tested in Peterborough.
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QUALITY PLAN

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Peterborough Curriculum

- development of a model for Area Based Curriculum that could be taken up across the city from September 2012. A model which if successful might be recognised externally and adopted by other local authorities or networks of schools in the UK thus helping to build a national reputation for Peterborough in Area Based Curriculum design
- engaging, enjoyable and meaningful co-designed Area Based Curriculum pilots for young people in 5 partner schools in Peterborough during the academic year 2011/12
- increased community participation experienced by young people at partner schools during the academic year 2011/12 (baseline data to be collected from schools in 2010/11)
- increased numbers and diversity of adults that young people come into positive contact with through school during the academic year 2011/12 (baseline data to be collected from schools in 2010/11 through social network mapping exercises with students)
- stronger partnerships. Increased number, quality and diversity of relationships between schools, and between schools and other individuals and organisations in Peterborough by July 2012. (Baseline data to be collected through mapping exercises with schools and partners in the 2010/11 academic year)

Recovery Capital

- this strand will measure and map the levels of recovery capital across Peterborough for specific groups such as prisoners, black and minority ethnic groups and the homeless. This will create the basis of a Recovery Community (for problematic drug and alcohol users) where sustained recovery is supported through greater levels of collaborative working across disciplines, communities and 'through the gate' between HMP Peterborough and the wider community
- this strand will measure and map substance misuser networks and work through and modify these networks to spark and sustain recovery for a greater number of individuals. This will lead to the development of local peer led Recovery Community Networks that will encourage greater levels of service user involvement in treatment and other support services
- the work of this strand will help shape the future of services as part of the Family Recovery Project. The specific inputs to this will be logged and identified for the project closure report.

Sustainable Citizenship

- in partnership with PECT establishment of a network of 400 local people, linked on-line that allows the sharing of ideas, experiences, best practice and other information useful to running environmental projects
- delivered in partnership with PECT, 3 locally-led and designed projects likely to deliver improved long-term environmental outcomes for the city through which a spirit of civic environmentalism within neighbourhoods across the city will be cultivated that effectively engender a spirit of environmentalism within neighbourhoods in Peterborough The specific projects initiated solely through the Citizen Power programme will be logged and identified for the project closure report.
- training for 25 to 50 local residents to enable them to develop and run their own projects that positively influence environmental behaviour change and strengthen communities

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	<p>Social Media</p> <ul style="list-style-type: none"> - development of an on-line platform and social media tools for Peterborough people which can be used to improve community participation in the city and connect different people who wish to improve Peterborough as a place to live <p>Arts and Social Change</p> <ul style="list-style-type: none"> - increased engagement of the creative artists with community agendas facilitating community development (Baseline data to be measured and gathered through social network analysis) - increased numbers of creative professionals attending Creative Gatherings, in particular those who have not engaged in arts networks previously (Baseline data to be measured and gathered through social network analysis) - establishment of a cohesive and inclusive network of locally-based artists and the strengthening of existing networks in order to influence the shaping of an artistic and cultural offer in Peterborough. (Baseline data to be measured and gathered through social network analysis) - professional development opportunities in community engagement for 19 artists through 2 programmes; Experiments in Place Making and Dialogue in Action - developing new tools for community engagement. For example, Experiments in Place Making - 21 opportunities to shape the cultural and civic fabric of the city by working with local artists to develop stronger community participation and attachment; 2 local voluntary groups through two year-long artist residencies; 7 Experiments in Place Making; 10 public sector employees through Dialogue in Action; 2 commission which will work directly with local residents - new tools for increased innovation in public sector delivery through 10 Dialogue in Action partnerships - higher profile for the arts offer in Peterborough, thus increasing the ability of artists to attract funding (to be measured through the increased number of successful applications to Grants for the arts)
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QUALITY CONTROL PROCESS

		Who is responsible within the projects organisation structure?
How will we know it's fit for purpose or meets our requirements? What checks/audits or reviews will be carried out?	Citizen Power has within it a series of reviews and these will be carried out as follows: <ul style="list-style-type: none"> - December 2010 to January 2011 - July 2011 to August 2011 - December 2011 - Final Review July 2012 	The Citizen Power Operations Board and the Programme Manager will play key roles in ensuring that quality criteria are applied and that deliverables are fit for purpose. Individual strand activity reviews will be lead by RSA and PCC strand leads

QUALITY PLAN

	<p>In addition each strand will have an in-built process to review the success of deliverables and outcomes. The purpose of these review mechanisms is to identify and disseminate successes, best practice and lessons learned across the wider programme as well as provide data for case studies and media activity.</p> <p>The Citizen Power Operations Board also receives a monthly highlight report and this mechanism will also be used to track delivery. A monthly highlight report is also submitted via the City Council Verto project management system for scrutiny</p>	
<p>Will the project be subject to independent checks/audits or review activities? This could be linked to conditions of funding for example.</p>	<p>Yes. The City Council, Royal Society for the Arts and Arts Council are joint funding partners. One of the conditions of City Council and Arts Council funding is that the Royal Society for the Arts provides activity reports to demonstrate programme progress and impact.</p> <p>The Citizen Power Operations Board also receives a monthly highlight report and this mechanism will also be used to track delivery.</p>	<p>Sam McLean, RSA and Graeme Clark, PCC</p>
<p>Who will complete (if any) independent checks?</p>	<p>The Arts and Humanities Research Council is providing independent evaluation of Citizen Power. A participatory evaluation process is to be used to measure the impact of Citizen Power and this is currently under development. However what can be stated at this stage is that this work will be doing two things; undertaking of research as part of Citizen Power and evaluating impact in terms of three things: the extent to which participation, attachment and innovation have been improved in the city as a result of the programme. This will include what is called 'participatory appraisal' where local people are the 'evaluators' of success. This is a model which has been successful in places including South Tyneside.</p> <p>The City Council also undertakes a series of benefit reviews which will act as another check and balance for the programme.</p>	<p>Sam McLean, RSA and Graeme Clark, PCC</p>
<p>When will quality checks be carried out?</p>	<p>Activity reports which are conditions of funding will be completed in February 2011 and March 2012. These reports will need to demonstrate progress and impact to ensure the programme is on track to achieve its aims and objectives. Checks are also built into individual strands to ensure they meet quality criteria. Also given that this is an action research programme strand reviews will also allow learning to be disseminated across the programme to improve the quality of both outputs and outcomes.</p> <p>The AHRC research and evaluation work will also measure the quality of the programme.</p> <p>In addition monthly highlight reports will be submitted via the City Council Verto project management system for scrutiny.</p>	<p>Sam McLean, RSA</p>

QUALITY PLAN

<p>Define what actions will be taken depending on any unsatisfactory results of quality checks.</p>	<p>In the first instance discussion will take place between partners (PCC, RSA and ACE) to agree actions and timelines for rectification as the programme moves forward. One of the roles of the Citizen Power Operations Board is to agree, support the delivery of and keep under review the CPP programme strand action plans. It will therefore be made aware of the results of all quality checks and this reporting structure will include any actions and timelines which have been agreed to ensure quality criteria are met going forward. These agreed actions will be closely monitored by the Operations Board to ensure there is no further slippage in quality.</p>	<p>All partners</p>
<p>If the product does not comply with our quality criteria who will it be escalated to?</p>	<p>Should quality criteria continually not be met, matters will be escalated to the Citizen Power Senior Management Group for further scrutiny, discussion and agreement of outcomes to ensure the programme complies with its quality criteria. One of the roles of this group is to: Act as an enabler, removing logjams and barriers to the delivery of the programme. Support the work of the Operations Board by considering items it has escalated and taking appropriate action as necessary.</p>	<p>All partners</p>

RISK REGISTER

A risk is an uncertain event or set of events which, should they occur, will have an effect on the delivery of your project. Use this table to register all identified risks relating to the project

Date Identified/ Reference Number E.g.R001	Status Active or Closed	Description of Risk What is the cause or source of the risk, the event or threat and its effect on the project?	Escalate to Monitoring Board	Impact H,M,L	Probability H,M,L	Proximity H,M,L	Mitigating Actions Describe what action needs to be taken	Risk Owner Who is responsible for the management and control of the risk and implementing any actions?
0001	Active	Over-dependence on key staff		M	M	L	One of 5 RSA directors or one of 20 project specialists would step in. With regards to the PCC project manager - an interim arrangement would be put in place quickly with full handover.	Adrian Chapman
0002	Active	Failure to deliver on schedule		M	M	L	A rigorous project schedule is being developed. Governance arrangements will ensure that anything going off track is highlighted early and risks mitigated.	Graeme Clark
0003	Active	Ensuring local residents have a significant voice		M	M	L	The process is designed around citizens and citizens forums and consultations and their active involvement throughout the different activities Ensuring that key individuals working with communities are fully involved and represented on the Advisory Board	Graeme Clark
0004	Active	Low quality offer within Arts-based project		M	M	L	Project development will be regularly reviewed by a strong advisory board whose members represent the full range of skills and knowledge required	Graeme Clark

Impact: on the project should the risk materialise

Probability: of the risk occurring

Proximity: an estimation of the timescale for when the risk may materialise



RISK REGISTER

0005	Active	Poor evaluation criteria/ measures of success		M	M	L	For each project / initiative, a clearly defined set of quantitative and qualitative measures of success will be formalised. In addition, highlight and exception reporting to either project or programme board level will ensure the project stays on track and informed decisions made.	Graeme Clark
0006	Active	Lack of citizen engagement due to communications		M	M	L	Cross-cutting communications team are developing a strategy and associated action plan. Communications will be reviewed as to their impact and future material revised accordingly. This will form part of the success measures for each project	Graeme Clark
0007	Active	Lack of equality and diversity		M	M	L	Minority equality/diversity within Forum meetings. Equality Impact Assessments to be undertaken.	Graeme Clark
0008	Active	Budget Shortfall / Fundraising targets missed		M	M	L	RSA has staff with fundraising expertise. In addition, PCC has a Central Funding Unit that will identify and drive forward additional funding applications.	Graeme Clark

Impact: on the project should the risk materialise

Probability: of the risk occurring

Proximity: an estimation of the timescale for when the risk may materialise

ISSUE LOG

An issue is an unplanned event or change (it could be a problem, query, concern, change request or risk that has occurred) that has an impact on the delivery of your project and therefore a decision or management action must be taken. Use this table to register and monitor all identified issues relating to your project.

Date Identified/ Reference Number E.g. I001 I	Issue Identifier Who raised the issue?	Risk Log Reference Number Is this a risk we had identified that has occurred? E.g. R001	Status Open or Closed	Issue RAG Status Priority Assessment	Description of Issue & Impact What is the cause or source of the issue, what is the impact on the project?	Mitigating Actions/Decisions Describe what action needs to be taken. Will this need to be escalated to your monitoring board?	Issue Owner Who is responsible for the management and control of the issue and implementing any actions?
Oct 10/ 0001	All Partners	0001	Open	Amber	That the RSA is seen as accessible to people and organisations in the city and truly reflecting that Citizen Power has a Peterborough focus.	Negotiations are currently in progress with Queensgate about securing the Old Still as a base for the programme.	Graeme Clark

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LESSONS IDENTIFIED LOG

Use this table to record any lessons that you learn during your project that you think would be useful for other Project Managers to know. Key lessons identified must be input onto the project register to be shared across the organisation.

Date	Category	What happened?	Why did it happen?	What impact did it have?	What would you do differently next time?

LESSONS IDENTIFIED LOG

What have you done to share your learning?

-
-
-

Additional Comments

-
-
-

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STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 8
19 JANUARY 2011	Public Report

Report of the Programme Manager, Neighbourhoods

Contact Officer(s) – Graeme Clark
Contact Details - 317495

Progress Report: Citizen Power Programme Civic Health and Peterborough Curriculum strands

1. PURPOSE

- 1.1 To provide the Committee with an opportunity to scrutinise the approach being taken in relation to two of the individual projects that form part of the RSA Citizen Power Peterborough programme, specifically the Civic Health and Peterborough Curriculum strands, and to provide input into their continuing development

2. RECOMMENDATIONS

- 2.1 Members are asked to comment on, scrutinise and provide input into the continuing development of the overall approach to Citizen Power Peterborough in the context of the two featured strands. To support this it is further recommended that a separate briefing session be held with Members of the Scrutiny Committee to enable them to fully understand the principles and context of the programme as a whole.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 The programme aligns to the following Sustainable Community Strategy priorities which are relevant to this Committee:

Creating Strong & Supportive Communities

- Empowering local communities
- Making Peterborough safer
- Building community cohesion
- Building pride in Peterborough

4. BACKGROUND

- 4.1 Citizen Power Peterborough is a two year programme which aims to bring together local people to shape the future of the city. The aim is to build connections between people and communities, encouraging and supporting them to become more involved in their communities. Seven inter-related projects will look at life in Peterborough and focus on new ways of supporting people to make a positive difference. The two projects being considered at this meeting are Civic Health and Peterborough Curriculum.

4.2 **Civic Health – a new way of building community spirit**

4.2.1 **Strand Benefits**

The intended benefits to be derived from this strand are:

- helping the most vulnerable in society have their say (through the Recovery Capital strand) in the community and shaping the services they use
- development of a new cost-effective means of surveying the public as a more meaningful replacement to the Place Survey, which allows the local authority and other local bodies to understand the capacity of communities to make a positive difference in the places that they live

4.2.2 **Background**

This strand will look at developing a new evaluation survey which will help determine the capability people have to participate in their local area. It will be a survey which can be used and sustained by the local authority and the community to better understand the capacity of communities to get involved and make a positive difference in their neighbourhood, from volunteering and joining neighbourhood associations to helping shape local services.

The survey will be designed to be flexible enough to be used in a number of settings and for different purposes. If the survey is deployed city-wide the results can be used to help target scarce funding to the communities most lacking in capacity, for example, residents moving to new areas who might not know where to go to volunteer. New services can then be designed in such a way that builds the particular skills, abilities and willingness of communities in which they may be absent. It can also help to evaluate the effectiveness of past programmes of work which were intended to build capacity. Overall the survey aims to ensure that local authorities and other organisations can cost-effectively and successfully help communities to better shape the neighbourhoods they live in.

The survey will also be designed in such a way that it allows residents and service users to help undertake the survey. This would operate under a time-banking style basis and would have the benefit of being cost-effective while building the skills and connections of those helping to undertake research in their communities.

The development of this survey should be seen in the context of the financial cuts to public services, delivery of the Big Society and the emerging localism agenda. In all of these instances communities will be asked to play a greater role in shaping their local area, however the local authority cannot take it for granted that every Peterborough resident has the skills or desire to step up to this mark. For people to get actively involved in their communities it requires a number of conditions to be met including individuals having the right skills, attitude, a sense of belonging, support from others and a belief that getting involved will make a positive difference. To build this capacity requires a new way of understanding communities and their capabilities to become actively involved at grass roots level. The development of this survey will help achieve this.

An important part of this work is about helping the most vulnerable in society have a say as they are often the ones who risk losing out most if they cannot participate in their community and engage fully with the services they access. Therefore the survey will be developed and trialled with those involved in the Recovery Capital strand (this strand works with users of drug and alcohol services to ensure these are more user-centred). Piloting the survey in this way will allow the strand to understand the capabilities of participants to take an active role in this work, the effectiveness of the services they use and the places they live in. This information can be used to evaluate the effectiveness of the services that they use and to subsequently make improvements to these services and offer suggestions to address any gaps in capacity.

The ultimate aim of this strand is to deliver a tried and tested survey and method that is flexible enough to be used by the local authority, public sector organisations and other local community organisations.

4.2.3 **Progress to date**

This particular strand is at an early stage of implementation, but activities so far include:

- running an expert seminar with a subsequent paper being published looking at the future of social research and what surveys might replace the Place Survey
- the formation of a partnership with Ipsos MORI, which will result in it working with us in developing the survey

4.2.4 **Learning from elsewhere**

The survey will build upon a similar social capital survey carried out by Camden Council in partnership with the research agency Ipsos MORI. Used three times in the borough over the past ten years, the information collected by the survey has been used to evaluate the effectiveness of council initiatives in developing social networks, trust, personal responsibility, volunteering and cohesion in communities. Camden Council have also used the results to harness and improve the work of their social cohesion forum and estate regeneration programmes allowing them to better target their investment in the most deprived neighbourhoods.

4.2.5 **Strand timelines**

The timelines for this strand are:

- **December 2010** - research paper on civic health evaluation which makes the case for the survey
- **January 2011** - qualitative research to inform survey development which includes working with groups in Peterborough to ensure the survey is developed for use at a local level
- **February 2011** - development of the survey, measurements and method
- **March 2011** - pilot the survey with participants involved in the Recovery Capital strand
- **April 2011** - first analysis of results from pilot
- **August 2011** - further pilot of the survey with participants in the Recovery Capital strand
- **September 2011** - second analysis of results.
- **January 2012** - final pilot of the survey with participants in the Recovery Capital strand
- **February 2012** - third analysis of results. Identify changes throughout and make recommendations
- **March 2012**- refine and construct the final survey, method and 'how to use' guide

4.2.6 **Budget**

The minimum spend budget for this strand is £20,000. It should be noted that that the Department for Communities and Local Government is providing £15,000 to support the delivery of this strand with the RSA and PCC each contributing £2,500 (PCC's contribution coming from the already agreed £125k pa).

4.3 **Peterborough Curriculum – connecting what we learn with where we live**

4.3.1 **Strand benefits**

The intended benefits to be derived from this strand are to:

- enable an improvement in the engagement of students from diverse backgrounds in the formal school curriculum, as a precursor to raising attainment
- enable an increase in students' understanding of and attachment to Peterborough and their immediate local areas
- increase the number of engaging and meaningful visits experienced by pupils outside participating schools
- increase the volume of qualitative, diverse relationships between schools, and between schools and other individuals and organisations
- develop a model of Area Based Curriculum which could be taken up across the city by other schools
- increase the number and diversity of adults that pupils come into positive contact with through school
- provide people and organisations with a 'way in' to working with children and schools

- foster more relationships between people and schools and teachers
- foster closer working relationships between schools which will result in schools working to common goals
- develop a collective mechanism with the local authority for dealing with common obstacles such as learning outside the classroom

To ensure this strand is able to track its impact a baseline will be established via mapping exercises to understand existing relationships and resources, particularly in recognition that many schools and organisations already engage in activities and have formed relationships that need to be built upon by this project.

4.3.2 **Background**

This strand is all about working with Peterborough's schools to develop part of their school curriculum together with the local community. The aim is to produce a curriculum which is engaging, meaningful and inclusive for pupils, thus improving educational opportunities, especially for those who struggle to relate to existing curriculum provision. The process of designing part of the curriculum based on Peterborough is also intended to improve the social capital of teachers and students, to embed schools better within communities and with parents, and to increase attachment to and understanding of Peterborough among pupils. This will be delivered by bringing partner schools together with a range of stakeholders to design a curriculum that reflects local priorities and values and utilises Peterborough's assets as learning tools, e.g. science students learning about anatomy with health care professionals at the city's newest hospital.

The strand will look to increase participation among adults and children by engaging more people in the life of schools. It will also foster attachment among pupils by using the local area as a resource for learning, ensuring pupils understand and relate to the places where they live as well as seeing more meaning in the National Curriculum content that is taught in this way. It will also enable more learning to happen outside the classroom as well as establishing a network of practitioners who are highly skilled at developing Area Based Curriculum work.

This strand should be considered in the context of Peterborough's diversity, history and ambitions which are ideal resources for learning which can be drawn upon by schools. Furthermore the Area Based Curriculum approach challenges the stance that a national framework for learning alone is able to fully meet the needs of a diverse and changing city such as Peterborough, and that by involving local people and assets in a learning context can bring individuals and groups together around the idea of Peterborough and provide a sense of belonging for everyone.

4.3.3 **Learning from elsewhere**

The Area Based Curriculum idea was first piloted by the RSA with three schools in Manchester in 2009. The schools worked with external partners (for example, Manchester United Football Club, BBC Manchester) to create projects for young people that developed their Opening Minds competences (citizenship, learning, managing information, relating to people and managing situations) as well as their knowledge of the local area. Curriculum content was grounded in the history, culture and global future of Manchester in an attempt to make the curriculum meaningful for young people and to give them a stronger sense of connection with their local area, and understanding of its past, present and future. Examples include students learning physics through working with engineers at the new Manchester airport, thereby developing confidence working with adults, communication skills, new relationships and new understanding of opportunities for learning and employment in Manchester.

The benefits of the Manchester Curriculum outlined in the evaluation report include:

- "The big idea of a 'Manchester Curriculum' challenged schools to build bridges with their city and also to reorganise time, space and teaching roles in the schools

- The emphasis on competencies encouraged a re-examination of teacher identity and pedagogy
- The project offered support for risk taking and innovation
- Time for collaborative work amongst teachers for curriculum development was seen as critical in creating opportunities for staff to reflect upon their practice, challenge assumptions, develop new ideas and personal relationships
- The opportunities for teachers to spend significant and sustained time with participating students was reported to make a major difference to staff-student relationships, and to the capacity of staff to develop appropriate and effective teaching strategies
- Visits to the city were seen to provide authentic and informal opportunities for learning
- The diversity of teaching strategies encouraged were reported to motivate many students, and to provide opportunities for different students to demonstrate achievement
- The visible investment in students through trips and activities was considered to be a particularly important message to children who often came from disadvantaged areas within the city”¹

The Peterborough Curriculum work provides an opportunity to build on the experience and recommendations which resulted from the Manchester pilot and take the idea of an Area Based Curriculum onto another more exciting level which seeks to create sustainable and dynamic links between schools and external partners and generate new networks of learning outside schools.

As part of the broader Citizen Power project in Peterborough, the Area Based Curriculum will provide Peterborough with a unique model for a curriculum that encourages participation, attachment and innovation in its young people, in its schools, and in the wider community of the city.

4.3.4 **Progress to date**

Activities undertaken so far as part of this strand include:

- confirmation of the 5 pilot schools, who are Dogsthorpe Junior, Bishops Creighton Primary, West Town Primary, Ken Stimpson Community and Thomas Deacon Academy
- development of a community partner pool of people and organisations who wish to work with schools. Heritage, leisure and the voluntary and community sector are all well represented. Further work is planned to engage businesses and improve the diversity of this pool.
- an event for community partners to understand what is involved in this strand (40 community partners in attendance) with work progressing to begin to forge links with partners
- development of a strong relationship with Children’s Services to maximise the impact of this strand and embed it within the Enjoy and Achieve Partnership strategy and workplan
- development of research tools to map the existing relationships and attachment of pupils and schools to establish a baseline and provide data to feed into the development of curriculum work
- establishment of an Interest Group formed of various local stakeholders interested in developing this strand
- specific conversations between schools and community partners being pursued, including between the Museum, Railworld, Peterborough Cathedral and others

¹ *The Manchester Curriculum: A Report and Reflections for Future Development*, Professor Keri Facer, Manchester Metropolitan University, 2009 <http://www.thersa.org/projects/area-based-curriculum/manchester-curriculum>

4.3.5 **Strand timelines**

The timelines for this strand are:

- **September 2010** – confirm partner schools
- **October 2010** – confirm the pool of community partners
- **November 2010** – events to develop networks including providing community partners with greater detail of what the strand entails
- **December 2010** – meetings on planning for strand work
- **January 2011** - further engagement work to ensure the involvement of businesses, other employers and diverse faith, ethnic and other groups in the city
- **January to April (Spring Term) 2011** - provision of professional training for school and community representatives, to be provided where possible by local experts in curriculum design and student voice
- **February 2011** – confirm school and community partnerships for Area Based Curriculum design and delivery
- **March 2011** – development of initial plans for curriculum pilots with school and community partners
- **April 2011** – development of self evaluation tools
- **May 2011** - finalise protocols and communications with the local authority in relation to the design and delivery of the Area Based Curriculum pilots
- **June 2011** – Area Based Curriculum pilots finalised
- **July 2011** - strand review and repeat of the mapping exercise to understand progress and identify learning
- **August 2011** – interim strand report written
- **September to December 2011**– Area Based Curriculum pilots commence
- **January to April 2012** – continuation of Area Based Curriculum pilots, monitoring by RSA, collection of case study material and data
- **May to June 2012** – further strand review and analysis
- **July 2012**– celebration event for all stakeholders
- **September 2012** - final report and case study publication

Another key area of activity will be sustainability and the Interest Group will be tasked with thinking about what this should look like. The 5 pilot schools are already considering sustainability as part of the pilot. In addition the fact that the strand will establish a network of practitioners who are highly skilled at developing area based curriculum design will provide a potential mentoring resource to other schools in the city. This strand has already developed strong relationships within Children's Services and it is being embedded through the Children's Service strategy and School Improvement Partnerships.

4.3.6 **Budget**

The minimum spend budget for the Peterborough Curriculum strand is £122,178, with the Council's contribution totalling £61,089 which is 50% of the total (PCC's contribution coming from the already agreed £125k pa).

4.4 **Scrutiny Committee Member Roles**

The Committee will be aware that its Members are taking an interest in Citizen Power with each Councillor being 'attached' to one of the seven strands. Informal induction sessions are taking place to understand what level of input Members wish to have as the programme unfolds.

5. **KEY ISSUES**

5.1 None

6. IMPLICATIONS

- 6.1 Citizen Power: Peterborough is a city-wide programme and is the City's 'Big Society' project. The overarching aims are to develop sustainable, active citizenship in Peterborough focusing on new ways in which to support local people and communities to take action and make a positive difference in their areas.

7. CONSULTATION

- 7.1 Engagement with local people and organisations is key to the success of this programme. Focus groups were an important part of the scoping stage and ongoing local input is planned to ensure the programme truly has a Peterborough focus. The latter part of this input is beginning to unfold as connections with grass roots groups are being made through organisations including Peterborough Council for Voluntary Services.

8. NEXT STEPS

- 8.1 Feedback and challenge from Members will inform the ongoing development plan for the Citizen Power programme and its seven strands.

Citizen Power: Peterborough will continue until 2012 with different strands being considered at future meetings of the Scrutiny Committee.

9. BACKGROUND DOCUMENTS

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

- 9.1 None.

10. APPENDICES

- 10.1 Appendix 1: Civic Health action plan
Appendix 2: Peterborough Curriculum action plan
Appendix 3: Civic Health Seminar: A Fresh Approach to Evaluating the Civic Health of Place

Appendix 1: Civic Health Action Plan

<h3>Strand name</h3>
Civic Health
<h3>Strand point of contact</h3>
The key contacts for this project are: <ul style="list-style-type: none">• RSA: Benedict Dello• Peterborough: Graeme Clark
<h3>Description</h3>
The Civic Health project is developing a new evaluation tool that can help to determine as well as build the capacity people have to participate in their local area. This will be designed so that PCC, other local bodies and community organisations, with the help of volunteer researchers, are able to better understand levels of community capacity.
<h3>Aims and outcomes</h3>
<p>The aim of the strand is: <i>to use research as a way of developing people's capacity to become active in their community.</i></p> <p>Through the development of a new survey tool, we hope to create a fresh approach to evaluation that is more intelligent in its understanding of what enables or prevents people from participating, cost-effective in its application and flexible enough to be used in a number of scenarios. By doing so, the project will deliver the following outcomes:</p> <ol style="list-style-type: none">1. A final tool that can be used to collect information on the presence of community capacity and help direct scarce funding to the groups where it is most lacking and the initiatives that are best adept at building it.2. A final tool that, by incentivising local people to play a part in researching, can be used to build people's awareness of the issues affecting their neighbourhood, catalyse connections and help generate the skills, confidence and networks needed to contribute to their community on a wider basis.
<h3>Background</h3>
<p>Financial cutbacks to public services mean that communities themselves will be asked to play a much bigger role in shaping their local area at a grass-roots level. The context of austerity, combined with the Big Society and a localist agenda, will demand deeper and more dynamic forms of participation and civic action from your everyday person. But we cannot take it for granted that everybody has the capacity to do so. In reality, participation in the community requires, among other things, skills, attitudes, a sense of belonging, supportive relationships and a feeling that an impact can be made. Although levels of active participation in Peterborough are level with the national average, the context of around twenty-five to forty percent cuts to public spending will bring about pressure for community engagement to increase further.</p> <p>We need to develop the capacity and willingness of people in Peterborough to participate in community life (from interacting in neighbourhood associations to playing a part in local service delivery) and to do so in a way that is smart and cost-effective. An innovative research tool can play a part in helping to do this. The information collected can help to direct scarce funding to the services that are best adept at building people's capacity, while at the same time it can build the ability of those residents helping to undertake the research.</p>

Activity

This project is comprised of the following key activities:

- An expert seminar and written paper on civic health evaluation – covering what activities, behaviours and attitudes a new evaluation tool might want to measure and how a tool would operate in order to measure those indicators.
- The development and piloting of the evaluation tool alongside the Recovery Capital project. Those most vulnerable in society are the ones who risk losing out the most if they are unable to have a say in the community and a part in shaping the services they use. With this in mind, the tool will be developed and then undertaken with participants in the Recovery Capital work. Piloting the survey tool here will allow us to see participants' capacity to participate, the effectiveness of different services and, given that information, how we might make improvements.
- A final written explanation of the tool and its methodology, outlining how and where it can be employed. The feedback gathered from the initial pilot will be used to harness and develop the tool into one that PCC and other bodies and groups can use in future years.

Partners

Our current partners for this project are:

- Peterborough City Council: Adrian Chapman and colleagues
- Ipsos MORI Social Research Institute

We are also hoping to establish future relationships with:

- Peterborough Council for Voluntary Service

Story of strand development

The learning of the project will be captured through a variety of means:

- A research paper outlining exploration of evaluation tool
- Evaluation of those participants using the tool to understand if this had any impact on them
- Regular strand updates and informal input onto the Citizen Power Ning site

Timeframe

December '10: Research paper on civic health evaluation
January '11: Qualitative research to inform survey development
February: Development of tool, measurements and method
March: Undertake tool with participants involved in Recovery Capital project
April: First analysis of results
Aug: Undertake tool with participants in RC for second iteration
Sep: Second analysis of results.
Jan '12: Undertake tool with participants in RC for third and final iteration
Feb: Third analysis of results. Identify changes throughout and make recommendations
March '12: Refine and construct final tool, method and 'how-to' for use

Appendix 2: Peterborough Curriculum Action Plan

Strand name
Peterborough Curriculum
Strand point of contact
<ul style="list-style-type: none">• RSA: Louise Thomas• Peterborough: N/A
Description
The Peterborough Curriculum project aims to create an engaging, meaningful and inclusive educational experience for young people in Peterborough, by involving multiple stakeholders in designing a curriculum that draws on the local area.
Aims and outcomes
<p>The project aims to: increase participation among adults and children by engaging more people in the life of schools; increase attachment among young people by using the local area as a resource for learning, and enabling more learning outside the classroom in Peterborough; increase innovation by establishing and supporting a network of practitioners highly skilled in area based curriculum design in Peterborough.</p> <p>The strand will deliver the following outcomes:</p> <ul style="list-style-type: none">• Delivery of engaging, enjoyable, and meaningful co-designed Area Based Curriculum projects for young people in specific year groups in 3-7 selected partner schools in Peterborough during the academic year 2011-12• Increase in the number of engaging and meaningful visits outside of school experienced by young people at selected partner schools in Peterborough during the academic year 2011-12 (base line data to be gathered from schools in 2010-11)• Increase in the number and diversity of adults that young people come into positive contact with through school during the academic year 2011-12 (base line data to be gathered from schools in 2010-11 through social network mapping exercises with students)• Increase in the number, quality and diversity of relationships between schools and between schools and other individuals and organisations in Peterborough by July 2012 (base line data to be gathered through mapping exercises with schools and partners in autumn term 2010)• A model for an Area Based Curriculum that could be taken up across the city of Peterborough after the close of this project from September 2012, and if successful might be recognised externally and adopted by other Local Authorities or local networks of schools in the UK <p>Most importantly, success would be that by July 2012 young people in the partner schools are excited by learning about Peterborough, that they know and are aware of a wider and more diverse network of people and organisations in Peterborough than before, and that they feel comfortable in and attached to their local area.</p> <p>Secondly, that schools in Peterborough are working together (Academies and locally maintained, secondary and primary) towards some common goals, and have developed collective mechanisms with the Local Authority for dealing with common obstacles – to learning outside the classroom, for example.</p> <p>Thirdly, that a wide range of people and organisations across Peterborough feel they have a 'way in' to working with children and schools, that more people have relationships with schools and teachers, and a sense that the city in some way 'owns' aspects of the schooling of its young</p>

people

Background

The RSA has a long history of educational and curriculum innovation, and through previous work has become persuaded of the power of locally owned curriculum in schools. The Area Based Curriculum approach challenges the assumption that a national framework for learning is sufficient to meet the needs of diverse populations, arguing for the importance of drawing on local people, resources and contexts for learning.

Peterborough is a very diverse, historic and ambitious city and has an enormous amount of potential resource for learning that could be drawn upon by schools. At the same time, Peterborough faces the huge simultaneous challenges of rapid growth, cuts to budgets and a population that struggle to feel attached to the place or to one another. We believe that a Peterborough Curriculum could address all of these issues by drawing on community resources to support learning, bringing people together around the idea of Peterborough, and providing a sense of place for long term residents and new arrivals alike.

Activity

Autumn term 2010: engaging potential community partners; mapping existing relationships and resources; events to engage and link schools and partners

Spring term 2011: training for teachers and partners; idea generation sessions; identification and agreement of partnerships; outline plans for curriculum projects

Summer term 2011: curriculum design and planning, materials creation

September 2011 – July 2012: curriculum enactment by schools and partners, continued work with Local Authority to develop city systems in support

July – August 2012: Celebration, evaluation, final report, case studies, toolkits.

Partners

The key partners are:

- Curriculum partner schools: West Town Primary School, Dogsthorpe Junior School, Bishop Creighton Primary School, Thomas Deacon Academy, Ken Stimpson Community School
- (Local authority contacts: Mel Collins, Alison Sunley, Robin Sutton, Jan McPhee
- Interest Group: various local stakeholders inc. Business reps, parents, governors, PCC contacts, other local organisations

Story of strand development

From September we will be blogging weekly on the Ning to update on where the project is at, and will invite our partners to contribute on a regular basis as well.

Timeframe

Key highlights on a month by month basis until July 2012:

2010: September: confirm list of partner schools; October: confirm pool of community partners; November: events to develop network; December: meetings on planning

2011: January: idea generation event (including ensuring schools are aware of range of initiatives through Whole Education project and schemes such as the Arts Award); February: confirmation of partnerships; March: initial curriculum plans; April: development of self evaluation tools; May: confirmation of protocol with LA and communication; June: curriculum projects finalised; July: reflection workshops and mapping repeat; August: interim report written; September - December: projects start to be enacted

2012: January – April: ongoing project delivery by schools and partners; monitoring by RSA; collection of case study material and data; May – June: reflection and analysis; July: celebration event for all stakeholders; September: final report and case study publication.



Appendix 3: Civic Health Seminar: A Fresh Approach to Evaluating the Civic Health of Place - attached

CIVIC HEALTH SEMINAR:

A Fresh Approach to Evaluating the Civic Health of Place

*What is civic health and
how do we measure it?*

*Is our account of civic health still
relevant for the challenges of today
and tomorrow?*

*What kinds of individual and
collective capabilities should every
person hold?*

*How can we accurately
understand and measure true
levels of civic health?*

Seminar Attendees:

Arianna Haberis
Benedict Dellot
Ben Rogers
Bobby Duffy
Danny Dorling
Edward Andersson
Emma Norris
Gerry Stoker
Jeff Masters
Julian Thompson
Lenka Setkova
Matthew Taylor
Nina Mguni
Rachel Newton
Rebecca Daddow
Sam Mclean
Sam Thompson
Steve Broome
Tajbee Ahmed
Tom Andrews
Victoria Savage

Matthew Taylor is Chief Executive of the RSA. Prior to this he was Chief Adviser on Political Strategy to the Prime Minister and Director of IPPR.

Benedict Dellot is a researcher on the RSA's Citizen Power programme of work and is leading the Civic Health project.

Lenka Setkova is Director of the Democracy and Civil Society Programme at the Carnegie UK Trust and has recently led the work of the Commission of Inquiry into the Future of Civil Society, chaired by Geoff Mulgan.

Sam Thompson is a researcher and consultant at the New Economic Foundation's Centre for Wellbeing and has co-authored a number of reports on wellbeing including the Happy Planet Index.

SEMINAR AIMS

The concept of the Big Society is at the heart of the coalition government's vision of public service reform and civic renewal. As Lord Wei, the person charged with delivering the Big Society agenda acknowledges, building a society of community organisers and social entrepreneurs requires a better understanding of the capabilities and behaviours people and places need to have in order for active citizenship to grow.

These questions are being explored by the RSA through the Citizen Power Peterborough programme and, in particular, the Civic Health project. The expert seminar explored the emerging model of citizenship being developed at the RSA and our approach to evaluating civic health. To do this, the seminar addressed two questions with a team of academic and public policy experts on issues of civic health, behaviour and public service evaluation:

- What is civic health?
- How are places to measure civic health?

CONTEXT

Introduction by Matthew Taylor, RSA

Matthew Taylor, Chief Executive of the RSA, provided an overview of the morning session by focusing on some of the challenges preventing us from closing our 'social aspiration gap' – the gap between the society we say we want and the society we have based on existing forms of behaviour and thinking. Taylor outlined three specific areas where we as citizens need to change if the social aspiration gap is going to be closed:

- Firstly, we have to become more aware, realistic and understanding of the trade-offs that need to be made between competing views of the good life
- Secondly, we need to have a stronger capacity to be resilient, resourceful and self-sufficient in the face of personal and collective pressures
- Thirdly, we have to become more pro-social in our everyday lives and realise that a healthy civic life can only be achieved if we give something back to society

These shifts will only become more urgent as local government budgets are cut by anything from a quarter to a third in the next few years. Rounding up his overview, Taylor noted that this will only happen if people are supported and empowered to become the kinds of citizens the twenty-first century needs. This requires a new model of 'sustainable citizenship' that will allow us to tackle the emerging 'decade of dearth'.

“We are now entering into the decade of dearth”

— Matthew Taylor

“There has rarely been more of an onus on the individual to actively place-shape”

— Benedict Dellot

Session one: WHAT IS CIVIC HEALTH?

Presentation by Benedict Dellot, RSA

The focus of the first session was the question: what is civic health? **Benedict Dellot**, Researcher on the Citizen Power programme and the lead on the Civic Health strand of work, began by outlining the RSA's emerging model of civic health.

Building upon the context outlined by Taylor, Dellot highlighted a strong localist agenda to put more power back into the hands of everyday citizens alongside cutbacks to public expenditure as two of the key drivers of change.

The coalition government's focus on the Big Society and the inevitable shrinking of the state will mean individuals and communities being expected to take a great deal more responsibility for place-shaping (i.e. using their influence, ingenuity and abilities to create more prosperous communities) and for closing their own social-aspiration gaps.

Because of this, it is important for local public services and government to recognise two things. First, that not everybody has the necessary capabilities and power to take greater amounts of social responsibility for place-shaping. Second, that current methods of civic health and public service evaluation are not adequate for understanding the true capacity of individuals to actively place-shape.

Addressing this concern, Dellot outlined the key proposals of the Citizen Power Civic Health project. The RSA's Civic Health Audit tool (currently in development) calls for local public services and places to reassess how they understand civic behaviour and how they evaluate it. Dellot outlined four examples of how the Civic Health Audit tool might add value:

- First, it develops a Capability Approach to civic health which is focused on the capabilities and qualities people need in order to become active citizens. These capabilities are grounded in a 'civic logic' which includes more tacit aspects of civic health such as being other-regarding, creative and resourceful, in addition to more traditional measures such as participation and trust
- Second, the methodology combines in-depth qualitative approaches such as social network analysis and ethnographic case studies with a more traditional quantitative survey element
- Third, it is co-designed by communities to understand and evaluate the civic vibrancy of their own places. This approach offers local authorities a cost-effective tool for both evaluating civic health at a very local level and cultivating civic health and social capital in the process
- Fourth, it might be used by local authorities, public bodies and third sector organisations to understand which 'civic capabilities' are most lacking in their area and where funding might be allocated more efficiently to address those deficiencies

“We need to understand the capabilities that allow us to achieve what we most value”

— Benedict Dellot

“We need people to have the capabilities to deliberate what a good society looks like and how we get there”

— Lenka Setkova

As Dellot discussed, the Civic Health Audit could be designed as a two-tiered framework with one ‘universal approach’ that has a place-wide single survey element and another more ‘targeted approach’ which uses these in-depth methods to understand the civic health of a particular area or social group.

Presentation by Lenka Setkova, Carnegie UK Trust

Lenka Setkova, Director of the Democracy and Civil Society Programme at the Carnegie UK Trust, responded to Dellot’s presentation by situating the issue of civic health in the context of the findings from Making Good Society, the final report of the Commission of Inquiry into the Future of Civil Society in the UK and Ireland.

Setkova focused on the concept of ‘sustainable citizenship’ and how this might be developed further. The following points were made. We need:

- Citizens who are ‘futures thinkers’ and who are able to consider longer-term horizons rather than short-term gains
- Greater awareness of and support for the new forms of civil society associations that people are affiliating with and which can foster ‘sustainable citizenship’
- To ensure that we avoid parochialism and that we develop a new form of citizenship that connects the dots from local to global and that extends solidarity beyond geographic boundaries
- To recognise the capacity to deliberate as a key capability of active citizenship where individuals have the space and capacity to communicate and acknowledge differences, particularly in a world where we share different values and visions of what a good society looks like
- Citizens who are able to appreciate their own latent capability to affect change and who know how to map and influence power

Setkova concluded by emphasizing the need to develop a practical understanding of ‘sustainable citizenship’ and the conditions and processes necessary to nurture it. Furthermore, the Civic Health Audit tool would be particularly useful if it could help diagnose which specific capabilities are most in need of being cultivated and by which public services.

“Can we place a normative value on capabilities?”

— Sam McLean

DISCUSSION

This was followed by a roundtable discussion on the concept of ‘sustainable citizenship’ and the possible opportunities and challenges which may arise throughout the programme of work. Led by the seminar chair, **Sam McLean**, who leads the Citizen Power programme, there were a number of key questions and central themes raised during the discussion:

- Whether we should place more emphasis on individual or collective capabilities. Perhaps the latter is more appropriate for addressing collective challenges
- What degree of normativity we can take when constructing capabilities. Not everyone will agree on the same values so we may have to draw a line at some point. It may be better to place a value-judgment on the ‘right’ behaviours and qualities
- It is important that communities and individuals are able to develop their own understanding of capabilities and those which are best suited to them. When considering capabilities for achieving vibrant places we also need to include the core Big Society conditions outlined by the CLG:
 - A healthy number of civic **institutions** (old and new)
 - Resourcefulness of communities to find their own **funds**
 - Access to public **assets** and shared spaces
 - **Information**, knowledge and a practical sense of how decisions are made
- It is important to recognise that people require a feeling of control over their own lives, confidence about the future and a sense of security. A stable platform is required before active participation can take place
- Parochialism is not always a bad attribute. The idea of ‘self-reliance’ needs to be tempered to ensure that individuals are able to interact and communicate with one another and see each others interests. But at the same time we have to be aware that parochialism can act as a strong motivation to participate
- Our existing group of capabilities such as ‘self-reliance’ may actually prevent civic and pro-social behaviours – in some cases ‘self-reliance’ might help to foster selfish communities. Perhaps the qualities of fairness and justice might be better than altruism and other-regarding behaviour in certain instances
- We need to be aware of the ‘inequality of capability’ between different communities. This is important when allocating scarce resources
- We need rigorous processes allowing and enabling people to monitor and audit local civic behaviours to ensure that people actually do what they say
- To deliver noticeably improved levels of civic behaviour in a place, a critical mass of civically active individuals is needed. The first stage is to identify a small number of people committed to civic action and encourage them to be regularly involved

“A vibrant place may only require a fraction of civically active people”

— Gerry Stoker

Session two: HOW DO WE MEASURE CIVIC HEALTH?

Presentation by Sam Thompson, New Economics Foundation

Responding to Delloit’s earlier presentation and discussion of the RSA’s emerging framework of ‘sustainable citizenship’ and the Civic Health Audit tool, the focus of the second session was arguably the more difficult discussion of how to accurately and effectively measure local civic health.

Sam Thompson, researcher and consultant at the New Economics Foundation, initiated the discussion with an overview of some of the practical challenges and issues facing any organisation or group of people wishing to measure and evaluate more intangible aspects of life such as wellbeing, ‘quality of life’ and civic health.

Thompson spoke of the need to:

- Involve people as deeply as possible within the design of measurements. Without this, indicators are unlikely to capture what really matters to people or empower them to live the lives they want to lead
- Measure strengths as well as weaknesses and find out what attributes and qualities are most likely to enable people to succeed. This means changing the focus from what they need to what they already have (i.e. assets)

Given these requirements, Thompson offered two broad approaches towards measuring the ‘softer’ aspects of civic health:

- Focusing on and measuring subjective attitudes. This goes beyond concentrating solely on happiness to include a broader self-reported view of how people function in the world which includes their values, thoughts, feelings and experiences. Any form of measurement has to tap into these subjective indicators if it is to have any explanatory value or depth
- Using the ‘Social Return on Investment’ model. This involves finding out what matters to people by directly talking to them and then defining ‘social value’ from the bottom up

Thompson added to this bottom up vs. top down argument a number of other questions to consider. Among them whether:

- Subjective measurements are robust enough
- A measurement could be generalisable in different contexts

Ultimately, the Civic Health Audit needs to be an evaluation tool able to add substantial value to our understanding of civic health beyond existing methods of evaluation already in use.

“Social value, as defined from the bottom up”

— Sam Thompson

“We need a rich dialogue about the barriers preventing success”

— Lenka Setkova

DISCUSSION

Attempting to expand on these issues, **Sam McLean** initiated a second roundtable discussion focusing on some of the issues that can arise when measuring civic health.

A number of initial points were made concerning what we might have to take into consideration when designing any evaluation tool:

- There are many capabilities people need in order to be active citizens but it is another question as to whether or not we should set government targets around ‘civic capabilities’
- We need to be realistic about what we mean by success in terms of civic behaviour change. It is important to make sure we are not measuring ‘civic capabilities’ assuming that we are going to affect these capabilities significantly in a short period of time
- What gets measured gets done. We should make sure we capture what is valuable to people so that we don’t distort the incentives and efforts of local bodies and authorities
- We therefore have to undertake a local conversation about what barriers may be preventing people from becoming more civically active
- We also need a richer dialogue concerning the social assets that allow for places to become more vibrant and which components of civic health may be important for developing others
- It is important to be aware that individual perception can be severely affected by what the media, friends, family and neighbours say. People also tend to give more positive answers when the focus is local and more negative answers when the focus is national

Any consideration of a civic health evaluation tool will have to take into account future challenges and the changing context that we may have to operate in. Because of cuts in the order of twenty-five per cent to local government expenditure, we need to find smarter ways of both fostering and measuring civic health. Highlighted within the discussion, one possible way of doing this would be to use the Audit as a facilitating tool for communities to pair-up with one another, allowing them to engage in peer learning and share innovative ideas that aid their ability to place-shape.

Another important point raised was that the days of the standard Place Survey may be coming to an end. In the future, we will have to capitalise on social media and produce socially-useful websites that can collect data cost-effectively while at the same time linking residents to one another and with their local institutions and social assets. Building upon the current issues and future challenges facing civic health evaluation laid out during the early stages of the discussion, the seminar went on to consider where the Civic Health Audit might best add value.

“Encourage communities to pair-up and engage in peer learning”

— Bobby Duffy

“Using an evaluation tool as a ‘can-opener’ where communities can self-diagnose their own capabilities”

— Gerry Stoker

Two particular functions for an evaluation tool were highlighted:

- A ‘dial’ approach that could effectively quantify levels of civic health
- A ‘can-opener’ approach that would open up information on civic behaviour and social assets for the community

A ‘dial’ approach to measure progress would be a useful tool for local authorities and third sector organisations, but we are not yet at the stage where we know exactly what drives civic health. Instead, if the evaluation tool was to operate as a ‘can-opener’ it may prove to be a more valuable approach in acting as an intervention in itself.

In practice this would mean playing the results of an Audit back to the community, allowing them to self-diagnose their civic health, ask searching questions about their capabilities and understand which aspects of their civic behaviour are working well and which need more attention. The process of collection and feedback would act as a type of reflexive ‘civic therapy’ where individuals can become more aware of their own place-shaping abilities and improve them in the process.

This ‘can-opener’ approach would have another important function. By collecting and mapping out information on social assets, organisations and community networks, the Audit can develop a ‘civic directory’ which residents and the community can draw upon to assist place-shaping in the future. This could map information ranging from particular voluntary organisations to a local innovation network linking funding opportunities.

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ENGLAND

NEXT STEPS

The feedback generated by the expert seminar, and the diverse collection of challenges and opportunities it highlighted, will now be used to refine and develop the RSA’s Civic Health project as part of the Citizen Power programme. It will also play a key part in informing the first tool to be piloted in Peterborough among recovering drug users.

The full RSA Civic Health pamphlet will be published later in July 2010. This will set out the initial framework of a tool which local public services, community organisers and other organisations can use to both understand and foster civic health at the very local level.

For more information on the Civic Health project please email benedict.dellot@rsa.org.uk

RSA Projects put enlightened thinking to work in practical ways. We aim to discover and release untapped human potential for the common good. By researching, designing and testing new social models, we encourage a more inventive, resourceful and fulfilled society.

STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 9
19 JANUARY 2011	Public Report

Report of the Solicitor to the Council

Contact Officer(s) – Paulina Ford, Scrutiny, Performance and Research Officer
Contact Details - Tel: 452508 email: paulina.ford@peterborough.gov.uk

ESTABLISHMENT OF THE NEIGHBOURHOOD COUNCIL SCRUTINY REVIEW

1. PURPOSE

- 1.1 The purpose of this report is for the Committee to consider and agree the Terms of Reference and membership of the Task and Finish Group which has been formed at the request of the Committee at its meeting on 10 November 2010 to undertake a review of Neighbourhood Councils.

2. RECOMMENDATIONS

That the Committee approves:

- I. The Terms of Reference for the Review.
- II. The membership of the Task and Finish Group

3. BACKGROUND

- 3.1 At its meeting on 10 November 2010 and after receiving a report on the progress of Neighbourhood Councils the Committee agreed:
- i. To establish a task and finish group to review the processes and principles of the Neighbourhood Councils and to come forward with recommendations for their continued development.
 - ii. That the review will examine all aspects of Neighbourhood Councils, including their funding, delegated responsibilities and logistical arrangements. The review will also look at how the meetings can be developed to meet the expectations of local residents.

4. KEY ISSUES

- 4.1 Due to the tight timescales involved in making recommendations with regards to the funding arrangements of Neighbourhood Councils the proposed Task and Finish Group has already been required to meet to discuss a number of issues.

4.2 Terms of Reference

At their first meeting the Group considered their terms of reference and it is proposed that the Terms of Reference for the review are:

To review the process and principles of Neighbourhood Councils, taking learning and experience from the first year of operations, in order to produce recommendations for their continued development. The review is to include:

1. The overarching terms of reference for Neighbourhood Councils as set out in the Constitution

2. The range of responsibilities and decision-making powers delegated to Neighbourhood Councils as set out in the Constitution
3. The relationship between Neighbourhood Councils and other Council forums, committees and meetings
4. The relationship between Neighbourhood Councils and other neighbourhood or community focussed forums (e.g. Neighbourhood Panels), to ensure minimum duplication and maximum delivery
5. The process of engaging with Councillors outside the formal Neighbourhood Council meeting to progress decisions made and actions agreed during the meeting
6. The revenue and capital funding delegated to Neighbourhood Councils
7. The process for making decisions on allocating delegated finance, including Section 106 funds
8. The logistical arrangements that support Neighbourhood Councils, including meeting venues, accessibility, times, dates, frequency, presentation including sound equipment, refreshments, seating arrangements and the associated costs.
9. The methods used to promote Neighbourhood Council meetings to the public and partners to ensure maximum and appropriate levels of attendance and public participation
10. The processes used to develop the agendas, including reviewing how best to ensure agendas are relevant, meaningful and interesting and how best to involve the public in the debates
11. The process of reviewing previous actions and how those results are presented to the public
12. The process for distributing the agenda packs before, and the minutes after, each Neighbourhood Council meeting

4.3 **Membership**

As part of the process of setting up the task and finish group the Scrutiny Officer wrote to all the Group Secretaries to request nominations for membership. The nominations put forward were:

Councillor Todd
Councillor Burton
Councillor Simons
Councillor JR Fox
Councillor Khan
Councillor Sandford
Councillor Goldspink

It is therefore proposed that these nominations are confirmed as the membership of the Task and Finish Group.

Whilst considering the membership of the Group, the Committee considered two nominations for co-opted members. Following discussion the group decided that these two people would be better placed as key witnesses and would be invited for interview as part of the evidence gathering process.

5. CONSULTATION

- 5.1 The proposed review has been discussed and agreed by the Committee at its meeting on 10 November 2010.

6. NEXT STEPS

- 6.1 The initial report from the Group on the funding issues around Neighbourhood Councils will be considered later on tonight's agenda. A further report will be brought to the Committee on 9 March 2011.

7. BACKGROUND DOCUMENTS

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

- 7.1 None

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STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 10
19 JANUARY 2011	Public Report

Report of the Strong and Supportive Communities Scrutiny Committee Task and Finish Group

**Contact Officer(s) – Adrian Chapman, Head of Neighbourhood Services. Tel 863887
Paulina Ford, Scrutiny Performance and Research Officer. Tel 452508**

NEIGHBOURHOOD COUNCIL REVIEW – PART ONE

1. PURPOSE

- 1.1 This report is submitted to the Committee following the completion of the first part of a scrutiny review of Neighbourhood Councils.

2. RECOMMENDATIONS

- 2.1 To consider and comment on the draft report and if appropriate refer the report to Cabinet on 7 February 2011.

3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 Neighbourhood Councils are contributing to the empowerment and citizenship agenda, which underpins the Sustainable Community Strategy.

4. BACKGROUND

- 4.1 At its meeting on 10 November 2010, this Committee agreed to establish a Task and Finish group to conduct a review of Neighbourhood Councils on its behalf.

The Task and Finish Group comprises the following members:

- Councillor Burton
- Councillor John Fox
- Councillor Goldspink
- Councillor Khan
- Councillor Sandford
- Councillor Simons
- Councillor Todd

- 4.2 The draft report of the Review Group is attached at Appendix 1.

5. IMPLICATIONS

- 5.1 Any implications are contained within the draft report at Appendix 1.
- 5.2 Further detailed costing on the Financial Implications of the recommendations made within this report will be presented in the report to Cabinet.

6. CONSULTATION

6.1 Consultation has been undertaken and is detailed in the draft report at Appendix 1.

7. NEXT STEPS

7.1 If approved by the Committee the report will be presented to Cabinet on 7 February 2011.

8. BACKGROUND DOCUMENTS

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

8.1 Minutes of the Scrutiny Committee held on 10 November 2010.

9. APPENDICES

9.1 Appendix1 - Neighbourhood Council Review – Part 1

REVIEW OF NEIGHBOURHOOD COUNCILS – Part 1



Report of the Strong and Supportive Communities Scrutiny Committee Task and Finish Group

19 January 2011

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1. Introduction

At its meeting on 10th November 2010, the Strong and Supportive Communities Scrutiny Committee agreed to establish a Task and Finish group to conduct a review of Neighbourhood Councils.

A Task and Finish Group was established to examine this in detail on behalf of the Committee.

The Task and Finish Group comprises the following members:



**Cllr Colin Burton
Conservative**



**Cllr John Fox
Independent**



**Cllr Stephen Goldspink
English Democrat**



**Cllr Nazim Khan
Labour**



**Cllr Nick Sandford
Liberal Democrat**



**Cllr George Simons
Conservative**



**Cllr Marion Todd
Conservative**

2. Objective of the Review

2.1 Scope

- To review the processes and principles of Neighbourhood Councils and to come forward with recommendations for their continued development
- To examine all aspects of Neighbourhood Councils, including their funding, delegated responsibilities and logistical arrangements
- To look at how the meetings can be developed to meet the expectations of local residents

2.2 Terms of Reference

To review the process and principles of Neighbourhood Councils, taking learning and experience from the first year of operations, in order to produce recommendations for their continued development. The review is to include:

1. The overarching terms of reference for Neighbourhood Councils as set out in the Constitution
2. The range of responsibilities and decision-making powers delegated to Neighbourhood Councils as set out in the Constitution
3. The relationship between Neighbourhood Councils and other Council forums, committees and meetings
4. The relationship between Neighbourhood Councils and other neighbourhood or community focussed forums (e.g. Neighbourhood Panels), to ensure minimum duplication and maximum delivery
5. The process of engaging with Councillors outside the formal Neighbourhood Council meeting to progress decisions made and actions agreed during the meeting
6. The revenue and capital funding delegated to Neighbourhood Councils
7. The process for making decisions on allocating delegated finance, including Section 106 funds
8. The logistical arrangements that support Neighbourhood Councils, including meeting venues, accessibility, times, dates, frequency, presentation including sound equipment, refreshments, seating arrangements and the associated costs.
9. The methods used to promote Neighbourhood Council meetings to the public and partners to ensure maximum and appropriate levels of attendance and public participation
10. The processes used to develop the agendas, including reviewing how best to ensure agendas are relevant, meaningful and interesting and how best to involve the public in the debates
11. The process of reviewing previous actions and how those results are presented to the public
12. The process for distributing the agenda packs before, and the minutes after, each Neighbourhood Council meeting

3. Approach and Timetable

To complete the review in a timely manner, the Task and Finish Group agreed to organise the review into four distinct but broad areas of focus:

1. **Financial**, including revenue and capital funding, and the costs associated with supporting Neighbourhood Councils
2. **Decision Making Powers and responsibilities** delegated to Neighbourhood Councils
3. **Relationships** with other committees, panels, groups, forums etc, both internal and external
4. **Engagement** with the public, officers, press, Councillors etc, both internal and external

In order to meet the timetable for feedback on the Cabinet's financial proposals, the first of these four areas of focus (relating to financial issues) has been reviewed first, and the findings and recommendations from that part of the review form the basis of this report.

The remaining areas of focus will be reviewed as part of the second stage of the review.

3.1 Reporting Timetable

The reporting timetable for the review will be:

COMMITTEE	DATE
Review Stage 1	
Strong and Supportive Communities Scrutiny Committee	19 th January 2011
Cabinet	7 th February 2011
Council	23 rd February 2011
Review Stage 2	
Strong and Supportive Communities Scrutiny Committee	9 th March 2011
Cabinet	21 st March 2011
Council	16 th May 2011

3.2 Key Witnesses

The Task and Finish Group identified key witnesses to be interviewed throughout the course of the review, and the following witnesses were invited for interview as part of the Review's first stage:

- Cllr Cereste, Leader of the Council
- Cllr Seaton, Cabinet Member for Resources

- Councillor Nash, Chair of Neighbourhood Councils in the North and West
- Councillor Lowndes, Chair of Neighbourhood Councils in Central and East
- Councillor Goodwin, Chair of Neighbourhood Councils in the South

- Cate Harding, Neighbourhood Manager, Central and East
- Julie Rivett, Neighbourhood Manager, North and West
- Lisa Emmanuel, Neighbourhood Manager, South

Cate Harding and Councillor Lowndes were unable to attend for interview.

4. Process and Findings

4.1 Stage 1 – Financial review

The Task and Finish Group met on the following dates:

- 6th December 2010 Initial meeting to scope the review
- 14th December 2010 Group Meeting
- 15th December 2010 Interviews with key witnesses
- 20th December 2010 Interview with key witness
- 4th January 2011 Group Meeting – draft initial report

It was agreed at the initial meeting of the Task and Finish Group on 6th December that the most appropriate course of action to start the review was to interview the Leader of the Council to ascertain what his original vision was for Neighbourhood Councils, and to obtain his comments and views on how he considered they had developed in the past year along with his vision for the future. It was also agreed that similar views needed to be sought from Councillor Seaton, Cabinet Member for Resources, the Chairs of the Neighbourhood Councils and the Neighbourhood Managers.

On 16th December the Task and Finish Group sent an email to all Councillors asking for their comments, both positive and negative, on Neighbourhood Councils requesting them to feed back to the group by 23rd December. **Comments related to matters associated with stage 1 of this Review are included below.**

During the most recent round of Neighbourhood Council meetings a short paper survey was conducted to gather feedback from attendees at the meetings. **Comments related to matters associated with stage 1 of this Review are included below.**

A request for information was made from other local authorities who run Neighbourhood Councils or similar structures. **Information related to matters associated with stage 1 of this Review is included below.**

4.2 Findings

This report will deal with the findings relevant to stage 1 of the review only, specifically financially-related matters. All other findings will be reported in the report from the second stage of the review.

(i) Interviews with key witnesses

N.B. A summary of interviews held relevant to stage 1 of this review are included below; all other information will be included in the stage 2 report

Both the Leader and the Cabinet Member for Resources articulated a clear and passionate vision for Neighbourhood Councils, and reaffirmed their continued support for them. Cllr Cereste stated that he was keen to establish Neighbourhood Councils so that local people are able to make or influence decisions, and have a say on how resources are used in their own community. This is therefore the context that the overall review has been taken forward within, supported by the cross-party review group.

Other interviewees also shared their vision for Neighbourhood Councils, with most agreeing that they should create the ideal opportunity for local people to have a real and meaningful say in decisions that affect their own community.

Some interviewees confirmed that, based on their knowledge, research and experience, fully establishing similar models can take up to three years. However, it is noted that the Council committed to a review after the first year of operation of Neighbourhood Councils, and that this review is timely given the experiences so far and the opportunities still available.

It was also commented upon that Neighbourhood Councils in Peterborough already operate differently in different areas, some more successfully than others. The Review Group were keen to better understand this and will be exploring this in more depth as part of the second stage of this review.

Financial Responsibility and Delegation

The greater delegation of funding from whatever source to Neighbourhood Councils was unanimously supported throughout the interviews and discussions. It was recognised that this offers greater transparency in decision making, greater accountability to the public, and better decisions in austere times.

However, it was also acknowledged that to date, although a capital budget of £25,000 has been delegated to each Neighbourhood Council, the allocation of relevant *mainstream* Council budgets has not yet been achieved. Both Cllr Cereste and Cllr Seaton confirmed their determination to see this happen, and confirmed that officers should not feel threatened by this but should instead see it as being a supportive process to help departments spend their money more wisely. The process for achieving this was recognised as being a disaggregation exercise where mainstream budgets are analysed by spend in each of the seven Neighbourhood Council areas, and supported by appropriate Constitutional delegations where relevant. The role of Councillors then in the process of allocating mainstream resources becomes critical as they would know best what their constituents want and need.

It was also acknowledged that 2010/11 had been a challenging year, particularly in relation to preparing for significant financial pressure in future years, and this uncertainty is likely to have played a part in the slow progress of disaggregating mainstream budgets.

The budget proposals published by Cabinet are being taken through the Neighbourhood Council process as part of the consultation of those proposals, and this was seen as an extremely positive milestone.

It was acknowledged that Neighbourhood Councils have had some successes with small community issues, but that until more significant financial delegation was made further progress of a more sizeable scale would be challenging. Several examples were given during interviews of other key successes however, including, for example, the recognition from bidders, as part of the outsourcing of City Services, of the significance and importance of Neighbourhood Councils and the role the successful bidder will need to play in the Neighbourhood Council structure in the future.

The new Localism Bill is a significant opportunity for reasserting the role of Neighbourhood Councils as being fundamental to involving local people in deciding local action, investment and improvement. To facilitate this in Peterborough the process for developing Neighbourhood Plans, which have been used so far to help determine how the allocation of £25,000 per Neighbourhood Council should be spent, will be reviewed and their preparation and production escalated.

The current budget proposals for next year confirm that a proportion of Planning Obligations Implementation Scheme (POIS) funding (formerly known as section 106) will be delegated to each Neighbourhood Council for determining its use in local communities. Discussion took place regarding the likely level of this funding, with some concern expressed that the allocation will be greater in areas where more development takes place. However, it is envisaged that the process for allocating this money to Neighbourhood Councils would be carefully thought through to ensure equity across Peterborough. The Council will also benefit from a new cash incentive from the Government for building new homes, and it is possible that a proportion of this funding could also be delegated to Neighbourhood Councils.

The current allocation through the Community Leadership Fund of £10,000 per ward was also discussed with a view to determining whether this should be managed through Neighbourhood Councils.

Number of meetings

The current budget proposals for next year talk about the number of Neighbourhood Council meetings in each area reducing from four to two per year. This was included as a proposal in the budget consultation document as feedback had suggested that the Neighbourhood Council meetings weren't working and that there was some duplication with other meetings, including Police-organised Neighbourhood Panels.

Differing views were expressed regarding the optimum number of meetings per year required, although it was acknowledged that this needed to be considered in the context of Neighbourhood Councils with more substantially delegated budgets, and where decisions were being taken readily and successfully. It was generally felt that reducing the number of meetings to two per year was not appropriate as this would not enable issues to be debated or decisions to be made in a timely manner. Maintaining four meetings per year was well supported, with other suggestions of either three or six meetings per year.

This aspect of the review also needs to be considered alongside the other community meetings that take place, including, for example, the Police Neighbourhood Panel meetings, as well as the Council-organised Neighbourhood Management Delivery meetings. Determining an appropriate recommendation for how each of these needs to work more effectively together will have a direct impact on the recommendation for the number of Neighbourhood Council meetings held per year. There has also been a separate review of the relationship between the Rural North Neighbourhood Council and the Parish Councils in that area as significant tension had arisen.

Role of Chairs

The role of the Neighbourhood Council Chairs was discussed, including the process for appointing the Chairs, the Special Responsibility Allowance they receive, and the principle of having three Chairs covering seven separate Neighbourhood Councils.

As the Neighbourhood Councils are committees of the Council, the Chairs are currently appointed by the Leader in the same way as the Chairs for Scrutiny Committees are appointed. They also receive a Special Responsibility Allowance of £7,166 per annum in the same way that, for example, Scrutiny Committee Chairs do.

The volume of work carried out by the Chairs was discussed, and the Chairs themselves felt that the preparatory work for, and follow-up work after, each Neighbourhood Council increased their workload. This includes contact with the relevant Neighbourhood Manager throughout the year, as well as liaison with key partners and fellow Councillors. Other interviewees confirmed this to be the case, although the role of the Chair has never been defined to include an enhanced role incorporating liaison between meetings.

The issue of one Chair covering more than one Neighbourhood Council was also discussed, with the issue of how appropriate that is being a particular focus. It was generally felt that the Chair of each Neighbourhood Council should also be a ward Councillor from one of the wards represented at that meeting, which would result in seven Chairs rather than the current three. However, a counter view that was expressed stated that more can be achieved through three Chairs that operate co-terminously with the areas covered by the Neighbourhood Managers, and that greater co-ordination across larger areas can be achieved with fewer Chairs.

Clearly this would have the effect of increasing the budget for Special Responsibility Allowances paid, and it was suggested that in fact the Chairs should receive no payment at all.

(ii) Comments from Councillors

The Review Group would like to thank those Councillors who contributed valuable information to this review process. Whilst it is acknowledged that not every Councillor is in favour of the Neighbourhood Council model, the Task and Finish group have taken a pragmatic view to try to support their continued development. ***Comments received that are relevant to stage 1 of this review are included below; all other comments will be included in the stage 2 report.***

Councillor David Harrington

I am really trying to fit in with my Neighbourhood Council, but I am finding it very difficult. I see my role as a ward councillor as a champion for equality and fairness, firstly to my constituents and subsequently to all the citizens of Peterborough. How can this happen when we as ward councillors are expected to vote for approval of money being spent in another ward at the expense of our own?

What we are being asked to do is partake in a lottery. Tell me, how are the residents of my ward going to benefit from money being allocated in Barnack or visa versa? It should be up to the people to decide where the money should be spent, not ward councillors and certainly not officers. Ward councillors are there to support and lobby for their wards.

To make these councils work effectively, you have to have the support of the local community and I am afraid that is not the case in NW1. If we had enough of the residents attending we could have a show of hands and decide what projects they would like funded. It would then be up to the members and community leaders to support their decision. That is democracy in its simplest terms.

If we are going to persist with the present arrangement, it would be fairer for each ward within NW1 to bid for the whole £25,000 and not piecemeal at the beset of officers or spilt evenly among the 5 wards. I feel if we continue with this system of voting by members alone, it will cause ill feeling amongst the communities. Everyone in the 5 wards should benefit from this community fund equally or not at all.

Finally, where are all the other agencies that are invited to partake? The Police Fire & Ambulance services quite obviously cannot sustain these visits due to funding cuts in their budgets.

I understand that we too are finding it impossible to keep the initial number of meetings and that from next year there will only be 2 meetings per council. How is that going to work?

Councillor David Over

There was little money. Deciding what to do with the initial £25,000 was a shambles and rushed. For parish councils there is no motivation to become further involved.

The £25,000 fund is to be abolished. Section 106 money will largely go to the City Council. The remaining 30% will go to the Neighbourhood Council but it is impossible to see that money raised from, say, Eye, could be spent in Barnack.

The pressure on councillors is too great. Personally I can easily have six meetings a week. The NC has increased the number of meetings; not by one every few weeks but there have been pre-meetings, priority settings and agenda setting.

Village rivalry is an issue which has not been taken into account. Simply to suggest that 'The villages have to learn to work together' shows a lack of understanding and human nature. Personally, I found that putting a ward structure together took three years but has slowly become a successful way of working."

Councillor Michael Fletcher

No one can make a judgement without knowing what has actually been achieved and at what cost. I have asked on a number of occasions to be provided with the actual cost for last year. To date I have never been provided with this information. I have previously asked for a breakdown (middle of last year) of what has actually been achieved for both North and South Bretton.

This is the reply:

Cllr Fletcher,

Please accept my apologies for the delay in responding. See responses to the queries you raised below:

Previous consultation event which took place outside Sainsbury's in Bretton - the information which was collated was used in conjunction with the survey results to structure the Community Planning Event which took place at The Cresset in Bretton.

The most recent consultation event results will be used to feed into the Community Action Plan for Peterborough West. Actions which we have taken forward already in response to the consultation are looking in to the green area in Naseby Close (PCC have selected this area for an upgrade and will be renewing the play equipment shortly), enquiries regarding activities for young people in the area (The Spinney play centre has advised that they will now be opening one night a week for 13 – 19 year olds and are seeking funding in respect to lighting to enable them to open during the winter months) and concerns are being addressed in respect to the speed limit in Eyrescroft (Average speed surveys are to be carried out at the start of the school day and under free flow conditions, the Road safety team are also looking at repeating a campaign they carried out in the area last year to encourage drivers to slow down).

The condition of the Copeland Car Park – Senior officers are continuing to examine the options available regarding the issue of the Copeland car park. As you are aware the land is currently owned by The Crown who have no active part in maintaining the area. Despite numerous attempts to contact and arrange meetings with The Crown's solicitor we have been unable to discuss the situation with them, therefore it has been very difficult to make any progress. We will keep you fully informed of any updates with this case.

Councillor Michael Fletcher continued

The cost of Neighbourhood Councils – This is currently being calculated as part of the current budget review work. As soon as we have some information to share we will of course ensure you receive it.

I hope this clarifies the situation with the queries you have raised. If I can be of any further assistance, please do not hesitate to contact me either by email or my mobile 07984 044373.

Caroline Rowan, Neighbourhood Manager.

It is blatantly obvious that at that time, nothing worthwhile had been achieved. It also demonstrates that monthly costings are not being prepared and highlights the gross failings of the finance department to keep this kind of expenditure under tight review. To date, they have been unable to provide the financial information that should be readily available to prove the viability of the undertaking. When members are unable to get this information it is certainly unacceptable and makes the due process of a scrutiny review impossible.

Yesterday evening (20/12/2010) I attended the North West Neighbourhood Council meeting. There were a total of 23 people in attendance. Of these 9 were local residents. The rest made up of council employees, one from Cross Keys and an ET reporter. Clearly, the residents are not supportive of this in sufficient numbers to make the exercise worthwhile. Why do more people not attend? It could be as a result of the extreme cold. Or maybe better advertising is required.

As a direct result of the way the proposals under discussion were put forward, voted upon and a decision made does not in any way involve the residents. It is my opinion that the meeting was actually a waste of time and money. It is somewhat illogical to call a public meeting, put forward certain proposals that have been decided upon in advance and then those councillors who have made the proposals in the first place are the only ones allowed to vote. That surely defeats the whole objective of involving the community in the decision making process.

To sum up.

On past and present performance the neighbourhood councils do not appear to be working.

Can the whole idea be improved?

Is there a sufficient amount of residents who are actually interested enough to attend the meetings?

Should residents have a better opportunity to put forward their own proposals?

After almost two years should not the cabinet members be coming up with a revised proposal to make the idea work, or are they bereft of any new initiative?

It could be argued that if a ward councillor is doing the job correctly then the neighbourhood councils are completely unnecessary.

I hope my observations will provide a basis for logical debate.

Councillor Pam Kreling

As far as I am concerned, I find the Neighbourhood Councils a complete waste of money, which is very scarce at present. The money could be better spent on Crossing patrols for schools which are under review at present

(iii) Survey results

A copy of the survey issued at the latest round of Neighbourhood Council meetings is attached at appendix 1. For the purposes of this report, the focus is on the following survey questions:

- Do you believe that the Neighbourhood Council has given you a greater say in what happens in your community?
- Do you believe that you can really influence the Council and its decision makers through the Neighbourhood Council?
- What changes would you make that you think would really encourage your friends and neighbours to attend Neighbourhood Councils regularly?
- Do you have any other comments regarding the Neighbourhood Council, for example what their objective should be, choice of venue, etc?

To date 68 surveys have been completed, and the results are described below. Many comments were added to completed surveys, **but only those directly associated with this stage of the Review of Neighbourhood Councils are captured below.** ALL other results and comments will be recorded in the report for the second stage of the Review.

Do you believe that the Neighbourhood Council has given you a greater say in what happens in your community?

Yes:	36 (53%)
No:	22 (32%)
Other (no answer or not sure)	10 (15%)

Specific comments relevant to Stage 1 of the Review:

“Waste of taxpayers money; duplication of Parish Council Liaison and Rural Scrutiny Commission”

“Too early to say, infrequent meetings, lack of teeth and budget responsibility”

Do you believe that you can really influence the Council and its decision makers through the Neighbourhood Council?

Yes:	22 (32%)
No:	16 (24%)
Other (no answer or not sure):	6 (9%)
Question not asked:	24 (35%)

Specific comments relevant to Stage 1 of the Review:

“When it comes to money being spent there is a reluctance to take account of our views”

“Climate of budget reductions means influence likely to be highly marginal”

What changes would you make that you think would really encourage your friends and neighbours to attend Neighbourhood Councils regularly?

“Less regular meetings”

“The Neighbourhood Council would be of much greater interest to the general public if it had more funds to use to deal with problems”

“If the Chairmen and officers weren’t paid”

Do you have any other comments regarding the Neighbourhood Council, for example what their objective should be, choice of venue, etc?

“Regarding the Neighbourhood Council budget – this item needs careful monitoring. You must list the following from each area and present the result at each meeting:

- What is going to be done
- Who is going to do it
- When are they going to do it
- Where will it be done
- The financial situation”

“Please combine this with the Police Panel meeting”

“Unless drastically revamped, they represent poor value for time and cost”

“If the Government want to pass down decisions to local people then the money should follow”

“Tonight was a big waste of taxpayers money, a good panto”

“This was a waste of time and money”

(iv) Information from other local authorities

N.B. Information directly associated with this stage of the Review of Neighbourhood Councils is included below; all other information will be included in the stage 2 report.

Thurrock Council

Thurrock Council are in the process of establishing Area Forums, but report that it is unlikely that any funding will be delegated to them. Their proposal is that each forum is chaired by a Councillor, but that they will receive no additional allowance for doing so. Instead, a budget will be devolved to each individual Councillor.

Luton Borough Council

This Council operate 5 Area Committees with an approximately equal population size in each. They also operate a model of Ward forums – a meeting specific to each ward that runs immediately before an Area Committee meeting.

Each Area Committee has a delegated budget of £12,000 to support local projects, and this largely makes up the extent of their delegated powers.

The Chairs of each of their Area Committees receives an allowance of £1,000.

North Lincolnshire Council

This Council are in the process of establishing a structure similar to that of our own Neighbourhood Councils. They currently do not plan to delegate any funding to them, but have told us that they're aware that Sheffield's Neighbourhood Councils have £300,000 each.

They confirm that their Chairs will not receive a special responsibility allowance.

They envisage that their meetings will be held monthly.

They also provided a paper previously produced highlighting the experiences of other areas who have established Neighbourhood Councils or similar. Of those they say:

- Tameside have devolved £11.8m and 233 staff to its Area Assemblies
- Cardiff operate a 6-area model, comprising Area Committees (Members only), Area Forums (Members and wider community) and multi-agency neighbourhood management
- Hull operate a 7-area model, comprising Area Committees (Members only) and a network of neighbourhood forums
- Islington have 4 Area Committees each with a delegated budget of £80,000
- Oxford operate 6 multi-agency Area Committees with responsibility for developing an area plan
- Glasgow have one Area Committee per ward, with a total citywide budget of £1.7m allocated across the Committees

5. Conclusions and Recommendations for Stage 1

It is clear that if Neighbourhood Councils are to be the key forum for making decisions about a local community, as much funding as possible needs to be delegated to them. Whilst it is acknowledged that not every decision or improvement requires financial investment, it is also acknowledged that where such investment is available it needs to be prioritised and spent in ways that meet local needs that are best identified through Councillor and public involvement, in a process supported by Council officers. This is reflected in the spirit of the new Localism Bill which supports decentralisation and greater community input.

Recommendation 1:

That the principle of delegating as much revenue and capital funding as possible is agreed as a driving principle behind Neighbourhood Councils, in line with the spirit of the new Localism Bill, and that this principle is agreed by Councillors and shared with officers.

Recommendation 2:

That a commitment is made to reviewing the Constitutional delegations to Neighbourhood Councils in support of maximising funding delegated to them. More detailed recommendations on Constitutional delegations will follow in the second stage report.

In 2010/11 £25,000 has been available to each Neighbourhood Council to spend on local capital projects. Although in some areas decisions on this investment are still being debated, it is clear that this relatively small level of funding has been critical in helping to demonstrate that Neighbourhood Councils are meaningful and can address local priorities.

From 2011/12, it is anticipated that Planning Obligations Implementation Scheme (POIS) monies will be delegated, in part, to each Neighbourhood Council and this is warmly welcomed. However, there remains significant concern regarding the process for allocating this money and precisely how equitable it will be across the whole of Peterborough.

Recommendation 3:

That the current level of £25,000 funding is guaranteed from 2011/12 onwards as a minimum sum available to each Neighbourhood Council, but could be offset by any POIS monies that become available in a Neighbourhood Council area. This would mean that if POIS totalled more than £25,000 it would replace the £25,000 core funding; if POIS totalled less than £25,000, then the minimum total of £25,000 would still be guaranteed.

Recommendation 4:

That the process for determining and allocating POIS monies be carefully assessed and agreed to ensure that all parts of Peterborough benefit from growth and new development.

A small capital budget and the POIS monies form only part of the overall potential for delegating budgets to Neighbourhood Councils. If Neighbourhood Councils are to perform to their maximum potential they need to be able to direct the way that appropriate **mainstream** revenue funding is spent in their area. Whilst this may not be possible with some mainstream budgets – for example, spending in schools – there are significant other budgets where this type of disaggregation would be possible. The experience so far, for example, with seeking to disaggregate elements of the City Services budget as part of the outsourcing programme is encouraging and lessons can be learned from this.

Recommendation 5:

That mainstream revenue budgets are disaggregated, wherever possible, feasible and legal, and delegated to Neighbourhood Councils to prioritise and control in order to best meet local needs. To facilitate this as early as possible, a pilot programme should be implemented focussing on a specific part of Council activity before a more expansive roll-out programme.

In order to ensure that all available financial and other resources are allocated by Neighbourhood Councils in the most appropriate way, the need for robust, evidence-based and comprehensive Neighbourhood Plans is ever more critical. The new Localism Bill identifies the purpose of such plans in its drive to involve local people in making the right decisions for their area.

Recommendation 6:

That Neighbourhood Plans are produced for each of the Neighbourhood Council areas in line with the thinking articulated in the Localism Bill in order to help determine how all funding and other resources delegated to Neighbourhood Councils should be spent.

Currently the Council has a budget of £240,000 which is delegated to Councillors at a rate of £10,000 per ward, to form the Community Leadership Fund (CLF). This Fund has enabled a significant number of local projects to be funded easily and rapidly, and has supported many local groups and organisations. However, in the current austere climate the CLF budget needs to be working as hard as possible on projects and interventions which are determined to be the highest priority for local communities.

Recommendation 7:

That the Community Leadership Fund is maintained at £10,000 per ward, but that 25% of that budget is allocated by Councillors to meet needs identified through the Neighbourhood Council Neighbourhood Planning process.

One way of reducing costs would be to reduce the frequency of Neighbourhood Council meetings. However, this works absolutely against the vision for Neighbourhood Councils shared by most, and against the principles behind the Localism Bill. It is recognised that continuing with the meetings at their current quarterly frequency whilst they have limited or no real decision making potential is counter-productive, but there is a huge level of confidence that this review will transform Neighbourhood Councils into the type of forum they were established to be. There has also been some good progress made in relation to the Rural North Neighbourhood Council and its role in relation to Parish Councils. Appropriate learning should be drawn from this.

As part of the issue of frequency, other community-based meetings should also be reviewed with a view to ensuring no duplication and, where possible, to combine meetings. This should include meetings arranged by our partners in addition to any organised by the Council.

Recommendation 8:

To maintain the frequency of Neighbourhood Council meetings as four per year in each area. Any future change to this pattern should see an *increase* rather than *decrease* in the frequency of meetings.

Recommendation 9:

To conduct a thorough review of all other community-based meetings with a view to combining meetings wherever possible.

Recommendation 10:

That the ongoing but separate review of the Rural North Neighbourhood Council be included in the overall review of Neighbourhood Councils to ensure shared learning and avoidance of confusion and misinformation.

Greater credit needs to be given to the process surrounding and supporting Neighbourhood Councils that is managed by the Neighbourhood Managers. Neighbourhood Management Delivery meetings, where they exist already, are proving to be highly successful at progressing lower level actions with little or no financial resources required, and are a meaningful way of engaging with partners to achieve value for money as well as identifying issues that need to be escalated to the full Neighbourhood Council. The relationship and link between the Neighbourhood Management Delivery meetings and Neighbourhood Councils should be clearly articulated, so that the Neighbourhood Council remains the overall decision making body, with the Neighbourhood Management Delivery meeting progressing actions it agrees.

Recommendation 11:

That Neighbourhood Management Delivery meetings, led by the relevant Neighbourhood Manager, be created in **all** Neighbourhood Council areas as a means of engaging and progressing actions between Neighbourhood Council meetings. Neighbourhood Management Delivery meetings should usually take place or otherwise communicate each month, and all ward Councillors for that area should be invited, along with a range of partners (e.g. Police, social landlords, voluntary sector etc), and supporting officers as appropriate.

The cost of running a Neighbourhood Council meeting is in the region of up to £900 per meeting. This comprises costs for venue hire, refreshments, sound equipment, printing, publicity, and the staff costs of the Neighbourhood Management and Democratic Services teams, but excludes the costs of any other staff present and the Chair's Special Responsibility Allowance. It has been normal practice for a number of Council officers to be present to support the debate and discussion, but this adds significantly to the costs of running Neighbourhood Councils.

Recommendation 12:

To maintain minimal staffing costs by ensuring only essential Council officers are present at each Neighbourhood Council meeting. One Neighbourhood Manager and one Democratic Services Officer should be sufficient for most meetings, with others generally there only to present on specific items.

Each Neighbourhood Council Chair receives a Special Responsibility Allowance of £7,166 per year. In addition to chairing between eight and twelve meetings each year, the Chairs also engage frequently with their Neighbourhood Manager and fellow Councillors on matters directly associated with Neighbourhood Council business. Whilst not diminishing the significance of the Chairs role, ALL Councillors should be actively involved in their Neighbourhood Council meeting and the supporting and communicating framework that exists around it, enabling Neighbourhood Councils to be seen as 'business as usual'. Further, it would be of greater relevance if the Chairs were also Councillors from one of the wards represented at that Neighbourhood Council.

Recommendation 13:

That ALL Councillors are encouraged, through a flexible and modern programme of continuous training and development, to actively participate in all aspects of Neighbourhood Council business, this training and development programme to incorporate the broader aspects of Neighbourhood Management, Localism and Big Society.

Recommendation 14:

That the Special Responsibility Allowance for Neighbourhood Council Chairs is no longer awarded, reflecting the greater role to be played by ALL Councillors in relation to Neighbourhood Councils. Each of the seven Neighbourhood Councils should elect its own Chair who should be a Councillor from one of the wards represented at that Neighbourhood Council.

Finally, as it is anticipated that Neighbourhood Councils will develop rapidly and positively, it will be essential that the recommendations in this report that are eventually agreed are monitored and regularly reviewed. The Task and Finish group have agreed that they would like to continue to function as a cross-party working group after the review is complete in order to oversee its implementation and development.

Recommendation 15:

That the Recommendations, when agreed, form part of an overall implementation plan for Neighbourhood Councils alongside the recommendations that emerge from stage two of the Review. This implementation plan should be overseen by the cross-party working group formed from the task and finish group, and become a standing item at all Strong and Supportive Communities Scrutiny Committee meetings, with regular updates also provided to Cabinet and Group Representatives.

6. Summary list of recommendations, with lead officers and target dates identified

	RECOMMENDATIONS	LEAD OFFICER	TARGET DATE	CONTRIBUTES TO SAVINGS??
1.	That the principle of delegating as much revenue and capital funding as possible is agreed as a driving principle behind Neighbourhood Councils, in line with the spirit of the new Localism Bill, and that this principle is agreed by Councillors and shared with officers.	John Harrison	31/3/11	Potentially – through better decision making and reducing waste
2.	That a commitment is made to reviewing the Constitutional delegations to Neighbourhood Councils in support of maximising funding delegated to them. More detailed recommendations on Constitutional delegations will follow in the second stage report.	Helen Edwards	28/2/11	Potentially – through better decision making and reducing waste
3.	That the current level of £25,000 funding is guaranteed from 2011/12 onwards as a minimum sum available to each Neighbourhood Council, but could be offset by any POIS monies that become available in a Neighbourhood Council area. This would mean that if POIS totalled more than £25,000 it would replace the £25,000 core funding; if POIS totalled less than £25,000, then the minimum total of £25,000 would still be guaranteed.	Steven Pilsworth	23/2/11	Yes – if POIS revenue exceeds the minimum £25k
4.	That the process for determining and allocating POIS monies be carefully assessed and agreed to ensure that all parts of Peterborough benefit from growth and new development.	Adrian Chapman	28/2/11	Yes – through maximising POIS revenue to be spent on priority projects
5.	That mainstream revenue budgets are disaggregated, wherever possible, feasible and legal, and delegated to Neighbourhood Councils to prioritise and control in order to best meet local needs. To facilitate this as early as possible, a pilot programme should be implemented focussing on a specific part of Council activity before a more expansive roll-out programme.	Steven Pilsworth & Adrian Chapman	31/3/11	Potentially – through better decision making and reducing waste
6.	That Neighbourhood Plans are produced for each of the Neighbourhood Council areas in line with the thinking articulated in the Localism Bill in order to help determine how all funding and other resources delegated to Neighbourhood Councils should be spent.	Adrian Chapman	1/5/11	Yes – through ensuring investment is prioritised
7.	That the Community Leadership Fund is maintained at £10,000 per ward, but that 25% of that budget is allocated by Councillors to meet needs identified through the Neighbourhood Council Neighbourhood Planning process.	Steven Pilsworth	23/2/11	Yes – through ensuring a proportion of investment is prioritised
8.	To maintain the frequency of Neighbourhood Council meetings as four per year in each area. Any future change to this pattern should see an <i>increase</i> rather than <i>decrease</i> in the frequency of meetings.	Adrian Chapman	23/2/11	No

	RECOMMENDATIONS	LEAD OFFICER	TARGET DATE	CONTRIBUTES TO SAVINGS??
9.	To conduct a thorough review of all other community-based meetings with a view to combining meetings wherever possible.	Adrian Chapman	31/3/11	Potentially – by reducing officer costs, venue costs etc
10.	That the ongoing but separate review of the Rural North Neighbourhood Council be included in the overall review of Neighbourhood Councils to ensure shared learning and avoidance of confusion and misinformation.	Adrian Chapman	31/1/11	No
11.	That Neighbourhood Management Delivery meetings, led by the relevant Neighbourhood Manager, be created in all Neighbourhood Council areas as a means of engaging and progressing actions between Neighbourhood Council meetings. Neighbourhood Management Delivery meetings should usually meet or otherwise communicate each month, and all ward Councillors for that area should be invited, along with a range of partners (e.g. Police, social landlords, voluntary sector etc), and supporting officers as appropriate.	Adrian Chapman	31/3/11	Yes – by ensuring that agreed actions are taken forward promptly
12.	To maintain minimal staffing costs by ensuring only essential Council officers are present at each Neighbourhood Council meeting. One Neighbourhood Manager and one Democratic Services Officer should be sufficient for most meetings, with others generally there only to present on specific items.	Adrian Chapman	March 2011	Yes
13.	That ALL Councillors are encouraged, through a flexible and modern programme of continuous training and development, to actively participate in all aspects of Neighbourhood Council business, this training and development programme to incorporate the broader aspects of Neighbourhood Management, Localism and Big Society.	Adrian Chapman	May 2011	Yes – by encouraging and enabling better decision making
14.	That the Special Responsibility Allowance for Neighbourhood Council Chairs is no longer awarded, reflecting the greater role to be played by ALL Councillors in relation to Neighbourhood Councils. Each of the seven Neighbourhood Councils should elect its own Chair who should be a Councillor from one of the wards represented at that Neighbourhood Council.	Helen Edwards	23/2/11	Yes
15.	That the Recommendations, when agreed, form part of an overall implementation plan for Neighbourhood Councils alongside the recommendations that emerge from stage two of the Review. This implementation plan should be overseen by the cross-party working group formed from the task and finish group, and become a standing item at all Strong and Supportive Communities Scrutiny Committee meetings, with regular updates also provided to Cabinet and Group Representatives.	Adrian Chapman	21/3/11	Yes

The Review Group would like to note their thanks for the support given to them by Paulina Ford, Scrutiny Performance and Research Officer and Adrian Chapman, Head of Neighbourhood Services whilst conducting this review.

They would also like to thank and acknowledge the support and information given to them by Councillor Cereste, Councillor Seaton, Councillor Nash, Councillor Goodwin, Julie Rivett and Lisa Emmanuel.



Neighbourhood Councils - Evaluation and feedback

1. Do you believe that the Neighbourhood Council has given you a greater say in what happens in your community?

Yes No 1a. Please explain your answer:

.....
.....

1. Why have you attended your Neighbourhood Council?

I regularly attend to report a single issue Network

Other Interested in a particular agenda item

If other, please explain:

.....
.....

3. Do you believe that you can really influence the Council and its decision makers through the Neighbourhood Council?

Yes No 2a. Please explain your answer:

.....
.....

3. How would you prefer to receive feedback from your Neighbourhood Council?

Verbal next meeting PCC Website Email Letter Your Peterborough

Other (specify)

4. How did you hear about this meeting?

Your Peterborough PCC Website Email Poster Direct Invitation Other

If other, please explain:.....

5. Do you have any other venues that you think these meetings should be held at to increase attendance?

.....

6. What changes would you make that you think would really encourage your friends and neighbours to attend Neighbourhood Councils regularly.

.....

.....

7. Do you have any other comments regarding the Neighbourhood Council, for example what their objective should be, choice of venue, etc?

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STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE	Agenda Item No. 11
19 JANUARY 2011	Public Report

Report of the Solicitor to the Council

Report Author – Paulina Ford, Performance Scrutiny and Research Officer

Contact Details – 01733 452508 or email paulina.ford@peterborough.gov.uk

FORWARD PLAN – 1 JANUARY 2011 TO 30 APRIL 2011

1. PURPOSE

- 1.1 This is a regular report to the Strong and Supportive Communities Scrutiny Committee outlining the content of the Council's Forward Plan.

2. RECOMMENDATIONS

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

3. BACKGROUND

- 3.1 The latest version of the Forward Plan is attached at Appendix 1. The Plan contains those key decisions, which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) will be making over the next four months.
- 3.2 The information in the Forward Plan provides the Committee with the opportunity of considering whether it wishes to seek to influence any of these key decisions, or to request further information.
- 3.3 If the Committee wished to examine any of the key decisions, consideration would need to be given as to how this could be accommodated within the work programme.

4. CONSULTATION

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

5. BACKGROUND DOCUMENTS

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

None

6. APPENDICES

Appendix 1 – Forward Plan of Executive Decisions

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**PETERBOROUGH CITY
COUNCIL'S FORWARD PLAN
1 JANUARY 2011 TO 30 APRIL 2011**

FORWARD PLAN OF KEY DECISIONS - 1 JANUARY 2011 TO 30 APRIL 2011

During the period from 1 January 2011 To 30 April 2011 Peterborough City Council's Executive intends to take 'key decisions' on the issues set out below. Key decisions relate to those executive decisions which are likely to result in the Council spending or saving money in excess of £500,000 and/or have a significant impact on two or more wards in Peterborough.

This Forward Plan should be seen as an outline of the proposed decisions and it will be updated on a monthly basis. The dates detailed within the Plan are subject to change and those items amended or identified for decision more than one month in advance will be carried over to forthcoming plans. Each new plan supersedes the previous plan. Any questions on specific issues included on the Plan should be included on the form which appears at the back of the Plan and submitted to Alex Daynes, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 01733 452483). Alternatively, you can submit your views via e-mail to alexander.daynes@peterborough.gov.uk or by telephone on 01733 452447.

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed and the papers listed on the Plan can be viewed free of charge although there will be a postage and photocopying charge for any copies made. All decisions will be posted on the Council's website: www.peterborough.gov.uk. If you wish to make comments or representations regarding the 'key decisions' outlined in this Plan, please submit them to the Governance Support Officer using the form attached. For your information, the contact details for the Council's various service departments are incorporated within this plan.

NEW ITEMS THIS MONTH:

Interpretation & Translation Services - KEY/03JAN/11

Peterborough Local Investment Plan - KEY/01FEB/11

Affordable Housing: Revised Council Policy for Awarding Grants - KEY/02FEB/11

Supply of Utility in respect of Electricity, Gas and Oil to Council Owned properties managed by Strategic Property Unit - KEY03/FEB/11

Local Transport Plan Capital Programme of Works 2011/12 - KEY/01MAR/11

Supply of Temporary Agency Workers - KEY02/MAR/11

Bayard Place - replacement of air-conditioning system (legislative works) - KEY/03MAR/11

JANUARY

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p>Delivery of the Council's Capital Receipt Programme through the Sale of Coneygree Lodge, Coneygree Road - KEY/01NOV/10</p> <p>To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Coneygree Lodge at Coneygree Road.</p>	<p>January 2010</p>	<p>Cabinet Member for Resources</p>	<p>Sustainable Growth Scrutiny Committee</p>	<p>Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments & external stakeholders as appropriate</p>	<p>Alastair Smith Temp Capital Projects Officer Tel: 01733 384532 alastair.smith@peterborough.gov.uk</p>	<p>Public report will be available from the Governance team one week before the decision is made</p>

<p>Delivery of the Council's Capital Receipt Programme through the Sale of land adjacent to Pupil Referral Unit (former Honeyhill School) Paston Ridings - KEY/02NOV/10</p> <p>To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of land adjacent to the former Honeyhill School.</p>	<p>January 2010</p>	<p>Cabinet Member for Resources</p>	<p>Sustainable Growth Scrutiny Committee</p>	<p>Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments & external stakeholders as appropriate.</p>	<p>Sandra Neely Temp Capital Projects Officer Tel: 01733 384541 sandra.neely@peterborough.gov.uk</p>	<p>Public report will be available from the Governance Team one week before the decision is made.</p>
<p>Review of Charges for Allotments - KEY/08NOV/10</p> <p>To agree the charges for the use of Allotments for the forthcoming year.</p>	<p>January 2011</p>	<p>Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning</p>	<p>Sustainable Growth Scrutiny Committee</p>	<p>Relevant ward members, internal Departments and external stakeholders as appropriate.</p>	<p>Commercial Services Director</p>	<p>Public report to be available from the Governance team one week before the decision is made</p>

<p>Contract Award - Adult Drug Treatment Services - KEY/11NOV/10 To award the contracts for the delivery of Adult Drug Treatment Services</p>	January 2011	<p>Cabinet Member for Community Cohesion, Safety and Women's Enterprise</p>	Strong and Supportive Communities	Internal departments as appropriate Safer Peterborough Partnership	<p>Gary Goose Community Safety Strategic Manager Tel: 01733 863780 gary.goose@peterborough.gov.uk</p>	A public report will be available from the governance team one week before the decision is taken.
<p>Delivery of the Council's Capital Receipt Programme through the Sale of Land and Buildings - Vawser Lodge Thorpe Road - KEY/04DEC/10 To authorise the Chief Executive, in consultation with the Solicitor to the Council, Executive Director – Strategic Resources, the Corporate Property Officer and the Cabinet Member Resources, to negotiate and conclude the sale of Vawser Lodge</p>	January 2011	<p>Cabinet Member for Resources</p>	Sustainable Growth	Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments & external stakeholders as appropriate	<p>Sandra Neely Temp Capital Projects Officer Tel: 01733 384541 sandra.neely@peterborough.gov.uk</p>	A public report will be available from the governance team one week before the decision is taken
<p>Award of Contract - Paston Ridings Primary School - KEY/08DEC/10 Award of Contract for Extension to increase pupil numbers at the Paston Ridings Primary School following competitive tendering process.</p>	January 2011	<p>Cabinet Member for Education, Skills and University</p>	Creating Opportunities and Tackling Inequalities	Internal departments and external stakeholders	<p>Alison Chambers Asset Development Officer alison.chambers@peterborough.gov.uk</p>	A public report will be available from the governance team one week before the decision is taken

<p>Security Framework Contract - lot 2 - KEY/09DEC/10 Award lot 2 of framework contract; cash collection and cash in transit services, delivering services for the council such as collecting cash from parking meters and banking it securely.</p>	January 2011	Cabinet Member for Resources	Sustainable Growth	Internal and external stakeholders as appropriate	Matthew Rains P2P Manager Tel: 01733 317996 matthew.rains@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is made
<p>Extension of contract for Emergency Duty Team Service with Cambridgeshire County Council - KEY/10DEC/10 To extend the current contract with Cambridgeshire County Council</p>	January 2010	Cabinet Member for Children's Services, Cabinet Member for Health and Adult Social Care	Creating Opportunities and Tackling Inequalities	Neighbouring authorities and internal departments	Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is taken
<p>Grant Support to Anglia Ruskin University - KEY/11DEC/10 The approval of a capital grant to support Anglia Ruskin University's purchase and refurbishment of the Guild House.</p>	January 2011	Cabinet Member for Education, Skills and University, Cabinet Member for Resources	Creating Opportunities and Tackling Inequalities		Andrew Edwards Head of Peterborough Delivery Partnership Tel: 01733 452303 andrew.edwards@peterborough.gov.uk	Public report will be available from the Governance Team one week before the decision is made.

<p>Lot 3: Operational Services - KEY/01JAN/11 To identify the preferred bidder, commence the formal TUPE consultation and award the contract for the Lot 3 strategic partnership for operational services</p>	January 2011	<p>Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning</p>	Sustainable Growth		<p>Margaret Welton Principal Lawyer - Waste 2020 Tel: 01733 452226 margaret.welton@peterborough.gov.uk</p>	<p>A public report will be available from the governance team one week before the decision is taken</p>
<p>Manor Drive Managed Service – Procurement through the Services Competitive Dialogue Process - KEY/02JAN/11 To (1) recommend outsource of services, (2) approve initial shortlist of suppliers and (3) authorise further shortlisting decisions through the competitive dialogue process by the Executive Director of Strategic Resources in consultation with the Cabinet Member for Resources</p>	January 2011	<p>Cabinet Member for Resources</p>	Sustainable Growth	Internal departments, Unions, Staff	<p>Andrew Cox Senior Category Manager andy.cox@peterborough.gov.uk</p>	<p>A public report will be available from the governance team one week before the decision is taken</p>
<p>Interpretation & Translation Services - KEY/03JAN/11 Award of contract for interpretation and translation services for the Council</p>	January 2011	<p>Cabinet Member for Community Cohesion, Safety and Women’s Enterprise</p>	Strong and Supportive Communities	Internal and external stakeholders as appropriate	<p>Matthew Rains P2P Manager Tel: 01733 317996 matthew.rains@peterborough.gov.uk</p>	<p>A public report will be available from the governance team one week before the decision is taken.</p>

FEBRUARY

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p>Peterborough Local Investment Plan - KEY/01FEB/11 Document for submission to the Homes and Communities Agency, drawn largely from the Integrated Development Programme (Adopted December 2009). The LIP is the first stage towards applying for funding from the HCA for primarily housing-related project aspirations in the City.</p>	February 2011	Cabinet	Sustainable Growth	Internal and External stakeholders as appropriate.	Andrew Edwards Head of Peterborough Delivery Partnership Tel: 01733 452303 andrew.edwards@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is taken.
<p>Affordable Housing: Revised Council Policy for Awarding Grants - KEY/02FEB/11 To agree revised policy and process for awarding affordable housing grants</p>	February 2011	Cabinet	Sustainable Growth	Internal as appropriate	Richard Kay Strategic Planning Manager richard.kay@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is taken.

<p>Supply of Utility in respect of Electricity, Gas and Oil to Council Owned properties managed by Strategic Property Unit - KEY/03FEB/11 To award the contract for supply of Electricity and Gas to the single source supplier under the nationally awarded EU compliant ESPO framework agreement.</p>	February 2011	Cabinet Member for Resources	Sustainable Growth	Internal consultation where appropriate	Mandy Sterling Strategic Sourcing Manager Tel: 01733 384607 mandy.sterling@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is taken.
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MARCH

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p>Museum Redevelopment Project - KEY/03DEC/10 To authorise the award of the contract for the Museum Redevelopment project.</p>	March 2011	Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning	Strong and Supportive Communities	Consultation will take place with relevant internal stakeholders as appropriate	Steven Pilsworth Head of Strategic Finance Tel: 01733 384564 Steven.Pilsworth@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is taken.

<p>Local Transport Plan Capital Programme of Works 2011/12 - KEY/01MAR/11 To approve the proposed LTP Capital Programme of Works for 2011/12</p>	March 2011	<p>Cabinet Member for Housing, Neighbourhoods and Planning</p>	Environment Capital	Relevant internal stakeholders and the Environment Capital Scrutiny Committee	<p>Michael Stevenson Project Engineer Tel: 01733 317473 michael.stevenson@peterborough.gov.uk</p>	A public report will be available from the Governance team one week before the decision is taken.
<p>Supply of Temporary Agency Workers - KEY/02MAR/11 To approve a framework agreement to supply temporary agency following a competitive tendering exercise.</p>	March 2011	<p>Cabinet Member for Community Cohesion, Safety and Women's Enterprise</p>	Sustainable Growth	Internal consultation as appropriate	<p>Mandy Sterling Strategic Sourcing Manager Tel: 01733 384607 mandy.sterling@peterborough.gov.uk</p>	A public report will be available from the governance team one week before the decision is taken.
<p>Bayard Place - replacement of air-conditioning system (legislative works) - KEY/03MAR/11 To authorise the award of the contract for the replacement of the air-conditioning system at Bayard Place</p>	March 2011	<p>Cabinet Member for Resources</p>	Sustainable Growth	Consultation will take place with relevant internal stakeholders as appropriate	<p>Julie Robinson-Judd Head of Strategic Property Tel: 01733 384544 julie.robinson.judd@peterborough.gov.uk</p>	A public report will be available from the governance team one week before the decision is taken

APRIL

There are currently no Key Decisions scheduled for April.

CHIEF EXECUTIVE'S DEPARTMENT Town Hall, Bridge Street, Peterborough, PE1 1HG

Communications
Strategic Growth and Development Services
Legal and Democratic Services
Policy and Research
Economic and Community Regeneration
Housing Strategy
Drug Intervention Programme and Drug and Alcohol Team
HR Business Relations, Training & Development, Occupational Health & Reward & Policy

COMMERCIAL SERVICES DEPARTMENT Nursery Lane, Fengate, Peterborough PE1 5BG

Property Services
Building & Maintenance
Streetscene and Facilities
Finance and Support Services

STRATEGIC RESOURCES DEPARTMENT Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG

Finance
Internal Audit
Information Communications Technology (ICT)
Business Transformation
Strategic Improvement
Strategic Property
Waste
Customer Services
Business Support
Shared Transactional Services
Cultural Trust Client

CHILDRENS' SERVICES DEPARTMENT Bayard Place, Broadway, PE1 1FB

Families and Communities
Commissioning and Performance
Learning

OPERATIONS DEPARTMENT Bridge House, Town Bridge, PE1 1HB

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

Commercial Operations (Resilience, Commercial CCTV, Strategic Parking, City Centre, Markets & Commercial Trading, Passenger Transport)

Neighbourhoods (Regulatory Services, Safer Peterborough, Strategic Housing, Cohesion, Social Inclusion)

Operations Business Support (Finance, Economic Participation)

PETERBOROUGH CITY COUNCIL'S CABINET MEMBERS WOULD LIKE TO HEAR FROM YOU

The Leader of Peterborough City Council is offering everyone a chance to comment, or raise queries on the decisions highlighted on the Council's Forward Plan.

Your comments and queries can be submitted to the Council's Governance Team using the form overleaf, or alternatively by telephone or email. The Governance team will then liaise with the appropriate Cabinet Member and ensure that you receive a response. Members of the Cabinet, together with their areas of responsibility, are listed below:

Councillor Cereste	Leader of the Council and Cabinet Member for Growth, Strategic Planning and Economic Development
Councillor Lee	Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning
Councillor S Dalton	Cabinet Member for Environment Capital
Councillor Elsey	Cabinet Member for Business Engagement
Councillor Hiller	Cabinet Member for Housing, Neighbourhoods and Planning
Councillor Holdich	Cabinet Member for Education, Skills and University
Councillor Lamb	Cabinet Member for Health and Adult Social Care
Councillor Scott	Cabinet Member for Children's Services
Councillor Seaton	Cabinet Member for Resources
Councillor Walsh	Cabinet Member for Community Cohesion, Safety and Women's Enterprise

SUBMIT YOUR COMMENTS OR QUERIES TO PETERBOROUGH CITY COUNCIL'S CABINET

Your comment or query:

How can we contact you with a response?
(please include a telephone number, postal and/or e-mail address)

Name

Address

.....

Tel:

Email:

Who would you like to respond? (if left blank your comments will be referred to the relevant Cabinet Member)

**STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE
WORK PROGRAMME 2010/11**

Updated: 6 JANUARY 2011

Meeting Date	Item	Progress
16 June 2010 <i>Draft Report 31 May</i> <i>Final Report 7 June</i>	CRIME AND DISORDER SCRUTINY COMMITTEE	
	Designated Public Place Order (DPPO) To scrutinise the proposed Designated Public Place Order Contact Officers: Katy Softley, Christine Graham	The Committee: <ul style="list-style-type: none"> • Endorsed the proposed Designated Public Places Order; and • Recommended the adoption of the Designated Public Places Order to Full Council.
	Cessation of the Comprehensive Area Assessment To receive a report from the Executive Director of Strategic Resources regarding the coalition Governments plans to abolish the Comprehensive Area Assessment. Contact Officer: Executive Director of Strategic Resources	The Committee noted the report and requested that they be advised of how performance monitoring would take place when details became available.
	Review of 2009/10 and Future Work Programme To review the work undertaken during 2009/10 and to consider the future work programme of the Committee Contact Officer: Paulina Ford	Items for inclusion into the work programme were discussed. It was agreed that at the next Group Representatives meeting on 29 June these items would be scheduled into the work programme.
21 July 2010 <i>Draft Report 5 July</i> <i>Final Report 12 July</i>	CRIME AND DISORDER SCRUTINY COMMITTEE	
	Integrated Offender Management Programme To scrutinise and assess the effectiveness of the Integrated Offender Management Programme. Contact Officer: Detective Chief Inspector Gary Goose: Safer Peterborough Strategy Manager	Recommendation sent to Councillor Lee and Councillor Fitzgerald as the Council's representatives on the Cambridgeshire Police Authority on 11 August for response.

Meeting Date	Item	Progress
	<p>The Big Debate – Issues Report To consider the issues which were identified at the Big Debate meeting held in February 2010.</p> <p>Contact Officer: Paulina Ford</p>	<p>Big Debate Issues report discussed at the Group Representatives meeting on 16 August and formal response to be presented at September meeting.</p>
	<p>Citizen Power Programme To receive a report introducing the Citizen Power Programme in Peterborough.</p> <p>Contact Officer: Adrian Chapman, Head of Neighbourhood Services</p>	<p>Lead Member Champions have been assigned to the strands of the Citizen’s Power Programme.</p>
<p>15 September 2010 <i>Draft Report 30 August</i> <i>Final Report 6 Sept</i></p>	<p>Community Cohesion Strategy 2010 To scrutinise and comment on the Draft Community Cohesion Strategy 2010 and make any necessary recommendations.</p> <p>Contact Officer: Jawaid Khan, Cohesion Manager</p>	<p>The final Community Cohesion Strategy to come back to the Committee after the consultation process had been completed and all comments had been considered.</p>
	<p>Citizen Power: Peterborough To scrutinise the work being done on the Civic Commons Strand and the Building Recovery Capital Strand of the Citizens Power Programme and make any necessary recommendations.</p> <p>Contact Officer: Graeme Clark</p>	<p>Progress report on the Civic Commons and Recovery Capital Project to be brought back to the Committee in six months time.</p>
	<p>Scrutiny Big Debate – Issues Report To scrutinise and consider the formal response to the issues raised at the Scrutiny Big Debate.</p> <p>Contact Officer: Adrian Chapman, Head of Neighbourhoods</p>	<p>Progress report to be brought back to the Committee in six months time paying particular attention to Restorative Justice.</p>

Meeting Date	Item	Progress
10 November 2010 <i>Draft Report 25 Oct</i> <i>Final Report 1 Nov</i>	Portfolio Progress Report from Cabinet Members relevant to the Committee <ul style="list-style-type: none"> ➤ Cabinet Member for Housing, Neighbourhoods and Planning ➤ Cabinet Member for Business Engagement 	
	CRIME AND DISORDER SCRUTINY COMMITTEE	
	Designated Public Place Order (DPPO) To scrutinise the proposed Designated Public Place Orders and assess the impact and effect of those already in place and make recommendations regarding proposals for delegating DPPO decision making to Neighbourhood Councils. Contact Officers: Karen Kibblewhite, Safer Peterborough Manager – Cutting Crime	The Committee to endorse the proposed Designated Public Places Orders for <ol style="list-style-type: none"> 1. Church Drive, Orton Waterville 2. Millfield and New England 3. Dogsthorpe 4. Eastfield Road and to recommend their adoption to Full Council. Agreed at Council on 8 December 2010.
	Citizen Power Programme – Arts and Social Change To scrutinise the work being done on the Arts and Social Change Strand of the Citizens Power Programme and make any necessary recommendations. Contact Officer: Graeme Clark	Process Implementation Document for the Citizen's Power Programme to be brought back to the Committee in January 2011.
	Citizen Power Programme – Making Social Media Social To scrutinise the work being done on the Making Social Media Social Strand of the Citizens Power Programme and make any necessary recommendations. Contact Officer: Graeme Clark	
	Neighbourhood Councils – Progress Report To scrutinise and comment on the progress of the Neighbourhood Councils and make any necessary recommendations. Contact Officers: Adrian Chapman, Head of Neighbourhood Services, Paulina Ford, Scrutiny Performance and Research Officer.	The Committee agreed that a Task and Finish Group be formed to review Neighbourhood Councils. Initial part of the review to focus on the finances and to be completed in time to feed into Cabinet in February 2011.

6 January 2011 (Joint Meeting of the Scrutiny Committees and Commissions)	Budget 2011/12 and Medium Term Financial Plan To scrutinise the Executive's proposals for the Budget 2011/12 and Medium Term Financial Plan. Contact Officer: John Harrison/Steven Pilsworth	
Meeting Date	Item	Progress
19 January 2011 <i>Draft Report 4 Jan</i> <i>Final Report 10 Jan</i>	Portfolio Progress Report from Cabinet Member relevant to the Committee Cabinet Member for Community Cohesion, Safety and Women's Enterprise	
	CRIME AND DISORDER SCRUTINY COMMITTEE	
	Adult Drug Treatment Plan To scrutinise and comment on the Adult Drug Treatment Plan and make any necessary recommendations. Contact Officer: Karen Kibblewhite, Safer Peterborough Manager – Cutting Crime	
	Citizens Power Programme <ul style="list-style-type: none"> – Peterborough Curriculum Strand – Civic Health Audit Strand – Project Initiation Document To scrutinise the work being done on the Peterborough Curriculum and Civic Health Strands of the Citizens Power Programme and to scrutinise the Project Implementation Document for the Citizens Power Programme and make any necessary recommendations. Contact Officer: Graeme Clark, Project Manager	
	Establishment of Neighbourhood Council Scrutiny Review To agree the Terms of Reference and Membership of the Task and Finish Group for the Neighbourhood Council Review. Contact Officer: Paulina Ford	

Meeting Date	Item	Progress
	<p>Neighbourhood Council Review – Initial Report and Recommendations</p> <p>To consider the report and recommendations of the review group and if appropriate endorse them and refer them to cabinet.</p> <p>Contact: Neighbourhood Council Task and Finish Group</p>	
<p>9 March 2011</p> <p><i>Draft Report 21 Feb</i> <i>Final Report 29 Feb</i></p>	<p>Homelessness Strategy</p> <p>To scrutinise and comment on the Homelessness Strategy and make any necessary recommendations.</p> <p>Contact Officer: Belinda Child</p> <p>Section 75 Pooled Funding Arrangements for Substance Misuse Services</p> <p>To scrutinise and comment on the Section 75 Pooled Funding Arrangements for Substance Misuse Services and make any necessary recommendations.</p> <p>Contact Officer: Karen Kibblewhite</p> <p>Portfolio Progress Report from Cabinet Member relevant to the Committee Deputy Leader and Cabinet member for Culture, Recreation and Strategic Commissioning</p> <p>Cultural and Leisure Trust</p> <p>To Scrutinise the progress of the Cultural and Leisure Trust since implementation and to scrutinise the draft business plan.</p> <p>Contact Officer: Kevin Tighe</p> <p>CRIME AND DISORDER SCRUTINY COMMITTEE</p> <p>Safer Peterborough Partnership Plan</p> <p>To scrutinise and comment on the Safer Peterborough Partnership Plan 2011/2012 prior to its consideration by the Executive.</p> <p>Contact Officer: Gary Goose</p>	

Meeting Date	Item	Progress
	<p data-bbox="416 188 725 213">Cohesion Action Plan</p> <p data-bbox="416 252 1252 316">To scrutinise the delivery of the Cohesion Action Plan and make recommendations.</p> <p data-bbox="416 354 1106 384">Contact Officer: Jawaid Khan, Cohesion Manager</p>	

Items for consideration on the work programme:

2011/2012

1. **Localism Bill** – June 2011
2. Proposals for Peterborough to submit proposals under the **Sustainable Communities Act (SCA)** process prior to presenting to Government.
3. Progress report on **Restorative Justice Practices** in Peterborough.
4. **Community Cohesion Strategy 2010** – request at meeting on 15 Sept 2010 to be brought back to the Committee after consultation process.