

**STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY  
COMMITTEE**

**WEDNESDAY 7 MARCH 2012  
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 18 January 2012**

**1 - 8**

**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. Vivacity - Progress Report and Proposed Business Plan**

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**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 Plan**

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**7. Community Cohesion Strategy**

**101 - 128**

**8. Neighbourhood Committee Implementation Task and Finish Group -  
Interim Report**

**129 - 132**

**9. Member Referral**

**133 - 134**

**10. Forward Plan of Key Decisions**

**135 - 150**



There is an induction hearing loop system available in all meeting rooms. Some of the systems are infra-red operated, if you wish to use this system then please contact Paulina Ford on 01733 452508 as soon as possible.

### **Emergency Evacuation Procedure – Outside Normal Office Hours**

*In the event of the fire alarm sounding all persons should vacate the building by way of the nearest escape route and proceed directly to the assembly point in front of the Cathedral. The duty Beadle will assume overall control during any evacuation, however in the unlikely event the Beadle is unavailable, this responsibility will be assumed by the Committee Chair.*

#### **Committee Members:**

**Councillors: M Todd (Chairman), S Day (Vice Chairman), G Casey, C Burton, G Simons, J R Fox and M Jamil**

**Substitutes: Councillors: D Over, B Saltmarsh and S Martin**

**Co-opted Member: Mr Ansar Ali – Police 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](mailto: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  
ON  
18 JANUARY 2012**

**Present:** Councillors Todd (Chairman), S Day (Vice Chairman), G Simon, G Casey,  
C Burton, JR Fox, and M Jamil Cllr

**Also Present:** Ansar Ali Police Authority Representative

<b>Officers in Attendance:</b>	Paul Phillipson	Executive Director of Operations
	Paulina Ford	Senior Governance Officer
	Dania Castagliuolo	Governance Officer
	Adrian Chapman	Head of Neighbourhood Services
	David O'Connor-Long	Legal Officer
	Sian Peer	Commissioning Officer
	Leonie McCarthy	Social Inclusion Manager
	Sean Evans	Housing Needs Manager
	Sarah Hebblethwaite	Deputy Housing Needs Manager
	Sharon Malia	Acting Strategic Housing Manager
	Jo Hodges	Senior Neighbourhood Enforcement Officer - Central & East

**1. Apologies**

There were no apologies received

**2. Declarations of Interest and Whipping Declarations**

There were no declarations of interest

**3. Minutes of the meeting held on 9 November 2011**

The minutes of the Strong and Supportive Communities Scrutiny Committee meeting held on 9 November 2011 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. Tackling Poverty**

The report provided Members with an update on work being undertaken within Neighbourhoods in partnership with Children's Services to tackle poverty in the city. It explained how tackling poverty was fundamental to the whole Sustainable Community Strategy and formed part of the Single Delivery Plan. The Officers informed the committee of the conference on Tackling Poverty that was held in December 2011 by Neighbourhood Services, Children's Services and local Registered Social Landlords and the outcomes were laid out in the report.

The committee was asked to:

- Support the current work of the Tackling Poverty Partnership
- To be mindful of their statutory duty to address poverty through partnership working
- To understand the breadth of the workforce who need to be aware of tackling poverty in their work and decision taking
- To acknowledge the scale of the issue and give priority attention to it
- To consider how poverty underpins all our work and commit to make this part of our core business

Observations and questions were raised around the following areas:

- Members were concerned with how Peterborough was coping with new arrivals and rough sleeping. *The Social Inclusion Manager advised the committee that there had been a reduction in the number of rough sleepers amongst migrant workers. There had been a very coordinated approach when dealing with new arrivals who found themselves destitute. Peterborough City Council were running a pilot scheme for a service that helped reconnect migrant workers and this was an ongoing project. Meetings were being held with Kingsgate and other churches and organisations such as the Soup Kitchen to provide a more coordinated approach to lift people out of poverty. New arrivals in to the city were being treated as any other individual in the city and would be fed in to the main stream services and offered opportunities. Welfare and benefit reforms had changed and migrant workers were now able to access benefits and welfare that they were previously unable to.*
- Members asked how up to date the figures were that had been quoted in the presentation *Members were informed that the figures had been provided by Children's Services at a conference that had been held in November and that the strategy had been written this year. The Head of Neighbourhoods advised the committee that the data from March 2011 related to the previous year and a lot of the data was from the annual return.*
- Members queried where the data had come from and felt that it was not providing an accurate picture. *The Head of Neighbourhoods explained that most of the data in the presentation and within the report came from the Department for Works and Pensions because the measure of poverty was based upon the take up of certain benefits and that local proxy measures were also being used. Members were advised that the key information was the difference between the local and national average and the difference was the relative impact that was important and this would help understand the level of the problem in the city. When the census was published later in the year this would provide up to date figures on income levels, deprivation levels and levels of inclusion.*
- How are you going to reach more deserving families? *This would be done by tasking the voluntary sector to receive grants for next year and they would be asked to identify the key issues in their areas and how funding should be distributed. The Head of Neighbourhoods added that the important group of people who needed help were the families who were at risk of becoming vulnerable or entering poverty. It was suspected that this group would be far larger than the people already in poverty. Data would need to be used along with information and contacts to understand how to get to that group of people and try to stop them from reaching poverty,*
- Councillor Casey had attended the conference on Tackling Poverty in November and commented on how interesting and informative it was. How were all the ideas taken from the conference being processed and what were the next steps? *Officers informed the Committee that there had been a workshop held that had taken the first idea that had been identified about people in acute need and how to map all the services that were available. A list of programmes was being put together from the outcomes based on what was needed in Peterborough also using what people said at the conference along with ideas that had been brought to the conference around what they are doing in other parts of the country. The workshop will pick up the acute need initially then from that it will identify what action needed to be taken on the basis of what was learnt from the*

conference. *The action plan and programme of work will demonstrate what came out of the conference and how it would be delivered.*

- Had a detailed action plan been produced from the outcomes of the conference? *The Head of Neighbourhoods advised that there had been an influx of information after the conference. The team had been overwhelmed by the level of engagement and commitment. The team had been working intensively over the last few weeks to try and simulate the information received and identify any duplication or where something was unique and needed investment. What would emerge from this work would be much more detailed action plans. This report was an introduction to the theme and there would be a number of workshops taking place over the next few weeks. Ideas would be developed and any resource requirements or blockages would be identified. A work programme would then be produced including a proper debate around what the outcomes of the conference were and how they had been simulated in to the eleven themes.*
- Members were concerned with how people who were at the bottom of the ladder and could not pay their bills and did not have bank accounts could be helped. They also questioned whether all the partner organisations had the ability to make a difference once all of the strategies were in place. *The Social Inclusion Manager advised that it was about skilling up every contact with the knowledge of what help was available. She stated that with welfare and benefit reform on the horizon there was a larger need to tackle problems therefore it was important that the necessary people were trained to deliver the help needed. The Head of Neighbourhoods explained that tackling the poverty issue was not optional as the reality for the council and its partners was that if the poverty issue was not tackled then it was going to cost them a lot more money to function. People in poverty may not be employed and often had other very complex issues such as criminality in the household and they may need to access social services or additional support. They could meet all sorts of complications which cost money so it needed to be seen by partners as good business sense.*
- Members suggested that a coordinator be put in place to prevent families getting the same help from all of the different organisations. *The Social Inclusion Manager advised that there had already been a few offers from different organisations for volunteers to coordinate food banks, There were all sorts of mechanisms across the country that were not yet being tapped in to and also funding opportunities that could be applied for if they had the appropriate programmes to put the bids in for.*
- Members were concerned about employers coming to Peterborough and using the issues that Peterborough had to pay lower salaries. What could be done to safeguard salaries? *The Head of Neighbourhood Services advised that tackling Poverty was one of 27 projects that sat within the Single Delivery Plan. Members were informed that there was an opportunity to join projects together e.g. tackling poverty, growth of the city, job creation, house building and how vulnerable families were supported. The aim was to raise levels of aspiration and the profile of the city in order to start to see growth and investment. Poverty had originally been a key delivery item for Children's Services but Neighbourhoods also wanted to deliver on tackling poverty. It was the first time the two services had worked closely together on a particular issue.*
- Members stated that attracting students to the city and keeping them here was also an important factor so the acquired skills could be kept within the city.
- Members queried whether the Family Recovery Project was also included in Neighbourhoods. *Officers advised the Members that the project was structured in Children's services but the Lead Director responsibility was with the Executive Director of Operations. The Executive Director of Operations advised that he would bring a presentation to the Committee at a future meeting on the Family Recover Project.*
- Members were concerned about the low uptake of children receiving free school meals and asked what was being done about it. *The Head of Neighbourhoods informed members that he found this to be a problem across the city and they needed to understand the reasons why people did not take up free school meals. A big part of Tackling Poverty would be to understand what was available and what the blockages were to stop people obtaining benefits like free school meals.*

## **ACTION**

1. The Committee noted the report and fully supports the actions being taken by the Tackling Poverty Partnership to tackle poverty in the City.
2. The Director of Operations to bring a presentation on the Family Recovery Project to the Committee at a future meeting.

## **6. Homelessness Prevention – Housing at the Heart of the Community**

This report was presented to the Committee to provide Members with an update on the Homelessness Prevention report that was previously brought to Scrutiny on 9 March 2011 and to update members on the work being carried out by the Strategic Housing and Enforcement Officers in preventing homelessness in Peterborough.

The key issues raised in this report were as follows:

- Homelessness in Peterborough
- Rough Sleeping in Peterborough
- Repossessions in Peterborough
- The Rent Deposit Scheme
- Single Persons Homelessness
- Future Changes and the Impact on Peterborough
- Changes to Local Housing Allowances and Welfare Reform
- The Peterborough Homes Allocations Policy
- Other Impacts on Homelessness in Peterborough
- The Housing Enforcement Role in Preventing Homelessness
- Empty Homes
- The Work of Care and Repair Home Improvement Agency in Preventing Homelessness
- Supporting People to Maintain their Accommodation
- Taking households out of Fuel Poverty – Providing Affordable Warmth for Vulnerable Householders
- Implications

Members were asked to scrutinise the approaches taken and the progress and achievements made in relation to the homelessness prevention activity across the Strategic Housing Services and by Housing Enforcement Officers. Members were also asked to provide challenge where they felt necessary and to suggest ideas and initiatives to support further improvements.

Members were advised that the draft Homelessness Strategy, Housing Allocations Policy and Empty Homes Strategy was going to be brought back to the committee for Scrutiny at a later date.

Observations and questions were raised around the following areas:

- Members were concerned that funding had been restricted for the Mortgage Rescue Scheme and wanted to know how effective the service would be. *Members were advised that the funding that was originally put in place was a national funding scheme that was operated regionally. It ran on a first come first served basis and for the first year the scheme was in place all funding was made use of. Due to lack of resources Central Government had decided that the scheme could not be sustained so they introduced a new product which was not as generous. The funding that was put in place had been reduced, the eligibility criteria had changed for mortgage rescue and the scheme became more difficult for households to access. Locally it was then decided that the funding would*

*be split across the local authorities in the region which reduced the success rate down to two possible cases in Peterborough. This arrangement had now been changed and it was now far easier to access the funding and it had returned to the first come first serve basis. Officers were hopeful that Peterborough would take the majority of the nine allocations available to the eastern region.*

- *Members asked the officer to describe how the system worked. Members were advised that in general a family would approach the council for help because they had fallen in to financial difficulties with their mortgage. The mortgage lender would then need to inform the housing department who would then write to the home owner. They would be referred through to the housing department and assessed. If they qualified for the scheme under the homelessness legislation then they would continue to reside in the property and pay rent to the social landlord.*
- *Members complimented and acknowledged the invaluable service that the Care and Repair service provided.*
- *Members questioned whether there was the option for the tenants to part purchase at a level the tenants could afford. Officers advised members that there was a shared equity scheme available, where a person could purchase a percentage of a property and then part own the property. If the person then found work they could purchase more of the house back from the Housing Association and potentially own the house again. There had been two successful cases in the last year. The take up for the scheme had not been popular.*
- *Members asked why the scheme had not been very successful. Officers advised that when people were assessed to see if they qualified for the scheme, shared equity would be looked at in the first instance. Both schemes were promoted and it was just that in many cases shared equity had not been an option. In some cases the Housing Association would only offer the Shared Equity Scheme and not the Mortgage Rescue.*
- *Members referred to page 43 of the report, the case study titled 'Adaptation' and queried whether there were many cases similar to this one. Members were advised that this case was very common and the Disabled Facility Grant allowed people to live independently.*
- *Members queried the relationship between the mortgage companies and the Housing Department. Members were advised that some of the mortgage companies did not always follow the set protocol. It was however in their interest to work with the Local Authority as significant costs could be incurred with the repossession process and they would lose out. There was therefore quite a good success rate.*
- *Members queried as to what would happen if a family had a three bedroom house and they wanted to sell it back to put into the housing stock to make more room for families in need of housing. Currently if this were to happen the sellers would not be able to get accommodation or sheltered housing due to having savings. Was there any way this could be resolved in future. Members were advised that they do assist a lot of people in this situation. They were informed that the uptake for sheltered accommodation from owner occupier groups was high. Officers advised that it was a discussion they needed to have with their housing providers to see if there was any interest as it needed to be affordable for them to take on*
- *Members referred to page 35, case study – 'Negotiation with an Owner of a Long – Term, Problematic, Empty Property' and asked what the time scale was for the owner of a property to sell the house on and who decided its value. Officers advised that it may take a while to come to a resolution with careful negotiation people were brought on board to talk to families' and to work with and be sensitive to the home owners and their families. There were enforcement options available but it was a lengthy process and for cases that went to the Residential Property Tribunal, the average length of time the properties had been emptied was seven years. Substantial evidence needed to be built up for enforcement cases to ensure success. The Empty Homes Officer was currently working on 480 long term empty properties.*
- *Members asked whether the Housing Section work with any other agencies. The Officer advised Members that they work with Adult Social Care and various other support networks.*

- Members were concerned with whether the public were aware of the seriousness of the issues in Appendix six, Case Study –‘Poor Housing Condition in a Property Occupied by a Vulnerable Owner’ and was there any way of checking the systems. *The Officer advised that Housing Enforcement working with landlords automatically required a gas safety certificate and they advised landlords that they need to provide gas checks. If they failed to do this they were reported to the Health & Safety Executive (HSE).*
- Members referred to page 20 of the report relating to Housing of Multiple Occupation (HMO). Why were the Millfield and New England the only areas being targeted? Was the work being managed well and what could be done with the landlords to encourage them to work better with their tenants? *The Officer advised members that with HMO Licensing it was only three storey houses that were required to be licensed and controlled across the city. Members were also informed that there was a good success rate in prosecuting landlords who did not comply with the regulations although it could take years to gather the evidence for the prosecution. The Selective Licensing Scheme had proven to have greater control and knowledge as it meant that everything within a specific area would need to be licensed in order to operate.*
- Will this be extended to other parts of the city? *It would depend on how overpopulated an area was and the level of problem, individual houses could be tackled immediately.*
- Members asked whether there were any leaflets or information that landlords could distribute to their tenants regarding the bin system in Peterborough to encourage good practice as a lot of tenants did not comply with this system. *The Officer advised members that there was not any information for landlords at present.*
- Members were concerned that the Housing allowance for rent was going to be reduced for people on benefits and asked how the city was going to cope with this. *Officers explained that they were currently doing some work with the Housing Benefit service prior to transfer to Serco to produce a database of people who were going to be affected by this reduction. They had been looking at 380 households who were aged between 25 and 34 and have found that 200 would be affected. Members were advised that there would be a transition protection for people whose anniversary of their claim was between now and the 1 April. Those tenants would get nine months notice, although those after 1 April would immediately have their housing benefit reduced. The data will be passed on to the Housing Department and there will be an officer working in the background to get a stock of properties available to use as shared accommodation for people who were at risk of becoming homeless.*

Members congratulated Sarah Hebblethwaite and her team on all the work that had been done to reduce homelessness within the city.

## **ACTION**

The Committee noted the report and requested that Housing Officers bring back to the Committee the new Empty Homes Strategy at a future meeting.

## **7. 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.



**8. Work Programme**

Members considered the Committee's Work Programme for 2011/12 and discussed possible items for inclusion.

**ACTION AGREED**

To confirm the work programme for 2011/12.

**11. Date of Next Meeting**

Wednesday 7 March 2012

*The meeting began at 7.00 and ended at 8.23 pm*

CHAIRMAN

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<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 5</b>
<b>7 MARCH 2012</b>	<b>Public Report</b>

## **Report of the Executive Director of Strategic Resources**

**Contact Officer(s) – John Harrison**  
**Contact Details – 01733 452398**

### **VIVACITY – PROGRESS REPORT AND PROPOSED BUSINESS PLAN**

#### **1. PURPOSE**

- 1.1 To enable the current performance and future targets for Vivacity to be considered as part of the delivery of its contract with the Council

#### **2. RECOMMENDATIONS**

- 2.1 The Committee is asked to scrutinise current and proposed performance of Vivacity.

#### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

- 3.1 The report links in to the Sustainable Community Strategy's priority of 'Creating Strong and Supportive Communities' and the outcome of 'Building Pride in Peterborough'.

#### **4. BACKGROUND**

- 4.1 In May 2010 Vivacity commenced the provision of cultural and leisure services on behalf of the Council. Vivacity is regarded as one of the Council's key strategic partners.

Vivacity has now been established for 21 months and almost completed two financial years of operation.

#### **5. KEY ISSUES**

- 5.1 This is an opportunity for the Committee to hear from the Trust's Chair, Shelagh Smith, and the Chief Executive, Kevin Tighe, on how Vivacity has performed to date and comment upon its proposed business plan for the future.

#### **6. IMPLICATIONS**

- 6.1 No specific issues to bring to Members' attention.

#### **7. CONSULTATION**

- 7.1 None

#### **8. NEXT STEPS**

- 8.1 The comments of the Scrutiny Committee will be considered by the Portfolio Holder and discussed further with the Trust.

#### **9. BACKGROUND DOCUMENTS**

- 9.1 Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985  
None

**10. APPENDICES**

10.1 Proposed Vivacity Business Plan

## **Executive Summary And Overview By The Chief Executive**

In March 2011 Vivacity adopted its first five year business plan. This has now been refreshed and extended to set out Vivacity's financial and operational expectations to 2017. Some things are unchanged, such as our commitment to provide increasingly better services to people in Peterborough. Over 2 million visits to Vivacity managed facilities take place each year - getting people to come back more often and delivering a great experience to our customers is our first priority.

This priority is met through an array of programmes, initiatives and day to day work. There are five areas where we need to do even better, either because it is essential to our business approach or where we have under performed in the past. Each area will be championed by a member of Vivacity's Senior Management Team. They are:

**Marketing.** Our marketing story so far is one of a strong performance against a backdrop of poor information systems. Over the next five years Vivacity will become increasingly marketing led; given our commitment to the customer this is not surprising. We will continue to have clear branding, focused promotions, robust pricing, and this will be supported by improved management information to increase our understanding of our audiences and drive the growth of our business. A key investment to drive forward this area is the implementation of a bespoke business management system, which will support the launch of one overall Vivacity card, whilst improving the efficiency, targeting and effectiveness of our marketing activities. Alongside this major programme of work, we will also apply renewed focus to ensuring that Vivacity's profile in the city and beyond is trumpeted so that others can more easily recognise the good work we do. Our investment in marketing will increase in year one of this business plan by 50%, to total close to £500,000 in 2012/13. This area of work will be championed by Emma Evans.

**Maximising Our Physical Assets.** Vivacity has worked hard to create a stable financial, operational and well governed organisation. We have a firm foundation upon which to build. We now need to exploit, for the benefit of our customers, our facilities to ensure they provide the maximum cultural community benefit. This applies to most of our facilities but in particular the Key Theatre, Flag Fen, the museum and Central Library. A new post – Commercial and Sponsorship Manager - will be appointed in 2012 and will focus on this area of work which will be championed by Emma Evans.

**Enabling Others.** Vivacity has taken small and fruitful steps towards supporting other organisations to better deliver their contribution to sports, the arts and heritage in the City. However this work will be further emphasised both through partnership working and less formal collaboration. We will seek to become the cultural heart of the community. In 2012 we will create and launch a programme to turn this principle into practice by providing support based on information, advice and partnership funding. A pilot budget of £50,000 has been identified in 2012/13. This work will be championed by Pam Whitbread.

**Quality Customer Experiences.** It is self evident that for Vivacity to be successful the quality of the customer experience is crucial. In terms of our mission as a charity and in maintaining our financial stability we must continually strive to improve in this area of work. We know that while we have pockets of excellent

practice there continue to be occasions where our high standards are not constantly met. We will continue to roll out our customer training programme for all staff, grow our mystery shopper programmes, introduce 'you said we did' programmes in each of our centres and publish the results of quality reviews through a 'balanced score card' which will measure our achievements. This area of work will be championed by Heather Walton.

**Organisational Development.** Vivacity does not have a strong organisational development programme: one key element of this, which is almost totally absent is the development of future senior managers and succession planning. In 2012 a programme will be implemented that identifies and supports aspiring and able members of staff to gain the skills and experiences to allow them to flourish. Training will be one part of this and an additional budget of £15,000 per year has been identified to support this programme in general, and training in particular. In addition, while some of our key systems have been recently changed, there remain many areas to review and improve. A systematic assessment of all our systems will be undertaken in 2013. This work will be championed by Kevin Tighe.

## **Our Aim**

Vivacity is a not for profit organisation that delivers cultural and leisure services for the people of and visitors to Peterborough. It is in the business of enriching people's lives. Vivacity does this by working in partnership with a number of organisations and stakeholders. The most important of these partnerships is with Peterborough City Council and together we will:

***...deliver and enable inspiring cultural and leisure activities to the residents of and visitors to Peterborough.***

## **Our Objectives – What We Will Achieve?**

During the next five years it is the objective of the Board and Staff of Vivacity to:

- ✓ Increase the number and range of people who enjoy our services
- ✓ Deliver services of greater quality
- ✓ Improve the value for money for all our customers and for Peterborough City Council as our primary funder
- ✓ Bring new financial resources and skills to the city through providing new and improved services supported by regional, national, European and international bodies
- ✓ Support and encourage other organisations and charities working in Peterborough who contribute to the sport, arts and heritage life of the city
- ✓ Transform our style of working

## **The Vivacity Way – Our Values**

To achieve this we must provide great experiences, broaden horizons through activity, learning, discovery, challenge and fun by having a focus on doing and 'doing things right' - the Vivacity Way.

The Vivacity Way is captured through a number of key words:

Customer Focused	Effective
Respect	Efficient
Integrity	Outward looking
Accountability	Embracing
Fairness	Can do
Listening	Engaged

In addition the Vivacity Way is about investing in our staff and volunteers - we will ensure that they are fully trained, supported and developed to deliver our objectives and demonstrate our values.

### **How We Will Achieve Our Objectives?**

We are one team working across four main areas: arts, heritage, libraries, and sport, supported by a small number of 'back room' staff. In each of these areas we are looking to:

- provide better programmes and activities;
- focus on quality services for customers
- better focus our marketing;
- develop new business ventures;
- create better business and financial support systems;
- develop better ways of working including enabling others

How these development programmes inter-relate is shown in 'fishbone' format and through a timeline at the end of this document.



## **Sports – Participation For All.**

Vivacity will continue to place people’s health and well being at the heart of its work and contribute to developing “healthy communities” in partnership with a wide range of agencies. People will have the opportunity to participate at the level of their choice in either a recreational, playing, competing, coaching or voluntary capacity and thereby gain health benefits from physical activity, access new skills and compete if they so wish. This will be delivered through facilities which include:

- Regional Fitness and Swimming Centre
- Bishop’s Road Lido
- Jack Hunt Swimming Pool and Gym
- Bushfield Leisure Centre
- Werrington Leisure Centre
- Embankment Athletics Arena & all weather pitch
- Other community settings such as schools, sheltered housing schemes and open spaces

We will continue to engage and work with Peterborough’s communities to develop additional sport and recreation opportunities within local settings. We will also continue to work extensively in partnership with regional agencies and local sports clubs to ensure a quality experience, irrespective of the provider.

We will continue to provide:

- Programmed public swimming and sports sessions catering for all popular sports
- Bespoke sessions to cater for different cultures and under represented groups
- A comprehensive teaching and education programme across a wide spectrum of activities
- Venues for staging local and regional sports and recreation events
- Programmed time for competitive sports events and club activities
- A school swimming programme for (eligible) Peterborough schools
- Technical advice and training to sports clubs and community groups
- Technical advice to Peterborough City Council in all sports related matters
- High quality accessible gym provision that rivals anything provided in the private sector
- A comprehensive health referral scheme
- Support to the Great Eastern Run, through the recruitment, training and support of volunteers

## **Better Programmes and Activities**

**Swimming-** In 2012 we will invest in new exciting pool play equipment to increase family participation in recreational swimming. This activity will receive greater marketing input and organised activities will be developed to enhance the activities programme. This initiative will be launched in May 2012 and will be combined with the opening of our outdoor Lido where a family admission pricing category will be introduced for the first time. By 2013 we will have increased attendance by 10% on Sundays which is our peak day for family participation.

**Recreational Running –** In 2012 we will launch our “Run 4 Fun” campaign where we will target running activity to Gym members in partnership with local running

clubs. This will assist us in further enhancing our offer to members and will take the form of lead running groups and target customers who may not have considered this activity without the support of a "buddy".

**Athletics** - In 2012 we will further develop our athletics offer by making increased use of our athletics facilities following the construction of an extension to the pavilion. This will take the form of increased opening hours for recreational and training purposes. Attendance will increase by 10% in 2012 and a further 5% in 2013.

**Health Referral Schemes**- In 2012 we will replace our existing GP Referral scheme with the launch of our Let's Get Active and Let's Stay Active scheme in partnership with the Peterborough Primary Care Trust. The programme will create greater access for medical practitioners to refer clients and increase the range of medical conditions catered for. To support this initiative Vivacity will employ an officer to co-ordinate this programme and create and establish a scheme that caters for 1,000 referred clients suffering life threatening conditions each year by 2013.

**Bridging The Gap Between School and Community**- Over 34% of young people drop out of sport at age 16. If we can help retain them participating in sport at this point there will be a dramatic affect on their lifestyles and well-being for years to come. By 2012 we will have refocused the majority of our sports development resource to work at enabling young people to stay with sport. In 2012 we will further grow delivery of activities in partnership with governing bodies of sport i.e. Badminton England, England Hockey, British Cycling, Football Association and England Squash.

**The Olympic Games**- We will deliver a Junior Games in 2012 for young people to celebrate the sporting spirit of the games and link this event to local sports organisations to create a legacy in terms of continued participation.

**Premium Membership Scheme** - We will explore the implementation of an additional membership category in 2013 to include the provision of additional services, such as racquets, as part of Gym membership packages.

### Better Ways of Working

**Sports Development Through Others** - Currently the sports team have stretching targets which leads them to spend a significant amount of their time directly delivering services (such as school holiday activities). In 2012 we will continue, or change the emphasis towards working in partnership with others to deliver activities by providing training, advice, equipment, motivation, and marketing resources. We will continue to strengthen links with major clubs and organisations.

**Staffing** - In 2012 we will implement a restructure of our staffing resource to effectively meet service demands and allocate resources to our priority actions.

### Better Support Systems

**Sports Forum**- There is currently no mechanism to pull together the many groups that provide sport across the city. In 2012 Vivacity will create a virtual forum online to champion sport, co-ordinate efforts and support major sporting initiatives in the City. A further sports forum representing racquet sport will be

established in 2012 to co-exist alongside the existing Football, Swimming and Athletics forums.

### **New Business Ventures**

**Pools Plus**- There are a considerable number of privately operated and residential swimming pools in or around Greater Peterborough. Vivacity will offer a programme of support including staff training (teachers, pool carers) by 2014. In addition a full technical support and advice service will be commercially developed to support the many private and commercially operated pools within the region.

**New Contracts** – The market place for sports and leisure management contracts is well established. Vivacity will seek to break into this market by gaining one new contract by 2013. In 2012 we will bid for at least one contract to benchmark our service offer and systems to meet prospective clients' requirements. Vivacity will invest appropriate resources in this area of work during 2012/13 and beyond.

**Training** – During 2012 we will develop a training offer to promote to other organisations for roll out in early 2013. Training opportunities available whilst not exhaustive will include: Sports Leaders, 1<sup>st</sup> Aid and Safeguarding.

### **A Focus on Quality**

**Quest** – Vivacity will continue to seek quality accreditation for the sports service and will maintain its Quest accreditation for Bushfield and Werrington Leisure Centres in 2012 and win accreditation for both Regional and Jack Hunt swimming pools in 2013; once secured this accreditation will be regularly renewed through subsequent re-evaluation.

**Capital Development** – We will work in partnership with the Council to deliver its capital programme for the period 2012 – 2017. These works will include ongoing refurbishment of the RFSC, Athletics Track and Leisure Centres.

### **Arts – Increasing Engagement and Participation in the Arts**

The priority for the arts service is to create access to inspiring arts experiences that will enrich and change people's lives through their engagement with the arts. The arts team will work as creative brokers with local, regional and national partners to support the development of the arts and to raise the creative profile of Peterborough. We will take a leadership role in demonstrating how the arts can be a driver for the positioning, vibrancy and economic regeneration of Peterborough.

Peterborough currently suffers from poor perceptions and there is a need to raise the profile of the city, to improve both its image and perception as a place to live, work and invest, this is a headline issue identified by the Local Economic Assessment in 2010. Peterborough is starting from a low base of arts activity, engagement and participation with a relatively weak arts infrastructure compared to other cities of similar scale and size. This is further evidenced by the National Active People survey which showed that Peterborough was in the bottom 20% of local authorities for people who participate in cultural activity.

To help address this historic underperformance the arts service will take a twin track approach by both delivering high quality arts projects and developing

partnerships to spur the development of the arts with additional external investment. At the forefront of this approach will be our partnerships with local partners, creative talent and strategic partnerships with Arts Council England, Peterborough Council, trusts and foundations, and National Portfolio arts Organisations (NPOs). In the lifetime of this plan we will create high quality arts programmes and work towards the development of a new arts facility on the South Bank.

We will provide:

- A high quality creative programme of arts projects
- Work with local artists in their professional and artistic development, in particular securing lottery investment for individuals
- Provide a varied programme of high quality theatrical entertainment at the Key Theatre, studio space and work with other venues including the Cresset
- Create a compelling exhibition and education programme for the City Gallery within the museum
- Deliver the Peterborough Arts Festival together with a range of participatory arts projects in the run up to festival.

### Better Programmes and Activities

**Capital Development Key Theatre** – The £1.1million Phase 3 capital development programme is due to complete in late May 2012. This will provide new rehearsal spaces and will allow both the main house and studio to be programmed at the same time. In 2012 the arts service will be focussed on maximising the programming and commercial opportunities that arise from the capital development and the ability to programme multiple spaces. Our review of how spaces are used will also include an early review of catering.

**Key Theatre Main Auditorium**– We will continue to carve out the artistic focus and improve the artistic quality of the programming. The £50,000 of additional investment placed into programming in 2011-12 will continue for 2 years and this will help enable the Key Theatre to define its programme and to compete with the arts and theatre offers of our near neighbours.

**Key Studio** – We will establish a discrete profile for the studio as a space for creative and challenging performance. This change will be achieved by maintaining the £25,000, invested into the studio programme in 2011/12, for two more years in order to bring more diverse performances and artists to the studio and to build new audiences.

**Open House** - As part of the festival in July we will turn the Key Theatre into an open house for the day, programming all spaces within and outside of the Key Theatre allowing audiences to have a unique experience of all the spaces and reintroducing the Key Theatre back to Peterborough.

**Key Theatre Creative Hub** – Underpinning the artistic changes in 2012 we will formalise our relationships with a number of creative associates such as NIE, Eastern Angles, Rifco Arts and explore new relationships with the Hat Factory in Luton to increase diversity of programming. We will develop the concept of the creative hub, to encourage local artists, schools and young people to access a new range of performing arts opportunities and to encourage full use of the building. In particular, we will continue to support the education and creative skills development of students of Peterborough Regional College and we will

develop our partnership with Ormiston Bushfield Academy which has Performing Arts specialist status.

With our creative associates and local artists we will focus on opportunities to help develop the creative profile of Peterborough. We will become co-production partners for Eastern Angles production of I [heart] Peterborough touring to Edinburgh Festival in 2012. Together with a number of theatre companies and local artists presenting work in Edinburgh we will create a stronger Peterborough presence to raise our creative profile and to form new artistic networks.

**Visual Arts** – A new artistic policy will be developed for the City Gallery and we will launch a year's programme of exhibitions. The programme will support the development of local arts practice as well creating exhibitions with high profile artists and taking in national exhibitions. As the only dedicated space to visual arts in the city centre, our aim is to create an exhibition programme that inspires creative practitioners and visitors alike. By developing relationships with other major galleries we will create touring exhibitions to raise the profile of Peterborough.

**Peterborough Arts Festival** – The ambition is to continue to develop the festival's profile and reputation. We will work closely with National Portfolio Organisations, artists, Arts Council England and schools and communities to deliver an exciting festival for Peterborough.

To continue the development of the festival a Grants for the Arts application for £125k for two years of investment for 2012 and 2013 has been submitted and was awarded in January 2012. During 2012 there will be a focus on the mid-term strategic planning for the festival to establish its optimum length, location(s) and position in the city's calendar and relative to other festivals regionally. This is vital if we are to develop the sustainability of the festival beyond Arts Council England investment. In 2012 we will also endeavour to attract a headline sponsor.

**The 2012 Olympic Torch Festival, 3-4 July** - Peterborough is the first overnight stop in the East of England and will attract significant local and national media coverage. The arts team will be working closely with Peterborough City Council and stakeholders to commission the artistic content to animate the Olympic Torch route once it enters the city centre and to programme the main stage activity. As Peterborough Arts Festival provides the backdrop to the Olympic Torch Parade we will commission a major outdoor work and create opportunities for schools and communities to become involved in the celebration with a 'Song for Peterborough'. In developing this programme we will need to meet all objectives set by LOCOG and Peterborough City Council. The 'Song for Peterborough' has already been commissioned and we are currently in the process of commissioning Close-Act Theatre Company who has an international track record of providing spectacular openings to festivals.

**Musical Youth** – In 2012 we will launch a two year music project aimed at increasing opportunities for young people to engage in orchestral and musical activity. Project partners will include; Youth Music, Orchestras Live, Arts Council England, Britten Sinfonia, Beat This CIC, Music Leader East, Royal Academy of Music, Guildhall School of Music and The Voyager Academy and its network of schools and local venues. Aligned to the new national plan for music education and the development of music hubs we will create an exciting music programme that inspires and engages children and young people from some of Peterborough's most deprived wards as well as helping strengthen the local music sector by training more local music leaders.

In 2012 we will also work closely with the Children's Services Department of Peterborough City Council to help develop a new music hub for Peterborough. Vivacity will be a lead partner with the City Council and will support the bid process by joining the steering group and aligning our musical youth project to provide part of the extension roles required by music hubs.

### Better Ways of Working

**Arts Development Team** – In 2011 we used a range of interim resource to help develop our key projects, secure external investment and provide project management support to deliver large scale projects such as the festival. In 2012 we will finalise the team structure. There will be a focus on staff development with more individual support to enable staff (where appropriate) to renew and refresh artistic knowledge and extend creative networks to support the delivery of our arts projects.

There will be a focus on team development throughout the arts service as for the first time in May 2012 we will be on one site and the whole arts service will prioritise the development of a volunteer programme to supplement a smaller core casual staff structure at the Key Theatre and to ensure the successful delivery of large scale projects such as the festival.

### New Business Ventures

**Peterborough Sculpture Trust** – In 2012 we will create a new partnership with the trust to help highlight the collection. We will work together on development activity and find opportunities to increase the profile of the collection. As part of our programme of work we will also work with the trust to assess the long term future of the collection with a potential transfer of responsibility to Vivacity.

**Peterborough Creative City** – Peterborough City Council, Arts Council England and Vivacity are committed to a long term investment and development partnership which could have a transformational impact in Peterborough over the next 3-5years. This will include the potential for major capital development on the South Bank site, a temporary arts space in Chauffeurs Cottage for Metal and a sustained education and community programme. Also included in the programme is the development of the Peterborough Arts Festival as a unique arts offer.

The prospectus is currently at the early stages of development and this £2.3million investment in the arts will depend on accessing funding to progress work in the early part of 2012. We will work closely with all partners and stakeholders to secure commitment and support to the programme, Vivacity will directly lead and manage the Creative People and Places work worth nearly **£1m** over three years.

**Peterborough Creative City Forum** - In 2012 we will bring together a forum to help maximise participation and involvement in the arts, develop the service and provide support and capacity for major artistic initiatives. This will also form an important legacy from the creative gatherings set up by the 'Citizen Power' project which finish in the Summer 2012.

## **Heritage – Connecting Communities to the Rich Historical Heritage of the City**

Vivacity brings heritage to life for the benefit of all through our unique heritage environments, inspirational programmes and extraordinary collections which tell a thousand stories. As we enter a new phase of the heritage service's creative development we have an opportunity to develop a vision for the future of the heritage of Peterborough, connecting communities to the rich historical heritage of the city promoting a sense of place, identity and civic pride.

We will continue to provide:

- Guardianship and care of Peterborough's Heritage and Collections;
- Management and operation of Peterborough Museum, Flag Fen and Longthorpe Tower;
- A creative programme of exhibitions and events;
- The Heritage Identification and enquiries service;
- A programme of walks, talks and tours at our venues and around the city;
- A Heritage Festival to celebrate our heritage and history;
- An education and learning programme for school children through the Museum, Flag Fen, Longthorpe Tower and an outreach service;
- Tailored sessions, workshops and activities for informal learning and personal development.

We will reach our full potential by aspiring to the highest museum standards in the care, presentation and use of collections, programming, learning and advocacy across all our sites. We will engage strategically with those national and international organisations (including museums, academic organizations, educational and arts initiatives) where collaboration brings synergy and impact. As a service we will be extrovert, entrepreneurial and efficient; and we are dedicated to nurturing the best scholarship, learning and management within our people.

Whilst the Vivacity service structure plays an important role in providing an efficient operational context, the real prizes are the three heritage sites themselves: their history, collections, expertise, programming and engagement with audiences. This new plan places a stronger emphasis on connecting the individual sites and their extraordinary stories; we aspire for all our sites to achieve very ambitious objectives that set their work in a national and international context.

The most important underlying themes of this plan are sustained and consistent investment in collection displays, programming, rigorous audience and commercial strategies, and a far more externally focused drive to improve perceptions about our achievements and innovations.

### **Better Programmes and Activities**

**The Big Five-Year Exhibition Programme** - We will raise our profile locally and nationally by creating a Big 5 Year Exhibition Programme across our portfolio of sites. This length of planning period will ensure there is sufficient time to develop collaborative projects and partnerships with national and regional organisations, including media partnerships with the BBC and curatorial partnerships with the V&A Museum of Childhood, Kettles Yard University of Cambridge and Norwich Castle. During this planning period we will also create media, corporate and individual sponsorship opportunities to cover 80% of costs and activities

associated with delivering this programme. At least one three-year partnership deal will be negotiated by 2014. From 2012 we will also deliver one in-house temporary exhibition per year, hire in or host two major touring exhibitions from the national /regional museums' programme and broaden our learning activities and range of events to target the family audience.

**Heritage Festival** – We will continue to develop, with the Cathedral Chapter, the Heritage Festival as a unique regional and national festival helping to put Peterborough on the map as a destination of choice. In 2012 the Heritage Festival will be separate from the main Peterborough Festival and we will evaluate the use of the Heritage Bus as part of the event, linking to our other key venues Longthorpe Tower and Flag Fen.

**A New Learning Programme** – From 2012 a range of new informal and formal learning products, resources and volunteering opportunities will be created to encourage non-users to participate in activities at our sites. The schools programme package will be enhanced to generate a 10% year on year increase in revenue and we will make all our sites "must see" destinations for learning visits.

**Connected Communities Programme** - We believe that we need to broaden the curatorial as well as community voice in our exhibition and learning programmes across all our heritage sites. The project will be built on an inclusive methodology, which seeks to connect 'other' voices (in particular those of young people) to those of curators and educators into the development and delivery stages of exhibitions and learning activities. Starting in 2012 we will support and enable 4 small-scale 'co-curated' community exhibitions per year, designed to the highest of museum standards, focusing on our collections, contemporary and traditional crafts as well as urban portraiture.

### Better Ways of Working

**Effective Collections** - As resources become more stretched we will look at ways to help re-invigorate our collections and collection care activities more effectively by making better use of external grants to support core costs. A strategic piece of work has been prioritised to support an application to the Esmée Fairbairn Effective Collections Grant Programme for the design and implementation of a two-year rationalisation project. The overarching aim of the rationalisation work is to improve use, understanding and appreciation of the museum's collections for all users. Through this project we aim to increase the number of collections in active use by a further 15%.

**Museum Phase II Development** - This will include upgrading the archaeological gallery, redevelopment of the historic cellars and full conservation of the Victorian Operating Theatre and will be completed by 2014. The development will be 80% grant funded and will also:

- Improve the façade and external way-finding routes to increase footfall, impact and welcome.
- Seek to resolve competing space requirements between art collections and learning spaces;
- Assess longer-term implications of security, collections storage, displays, research and corporate space hire at the Museum;
- Determine a more balanced use of staff office accommodation, storage and workshop space.



**Commercial and Operational Review** - A fundamental reassessment of our approach to visitor services and operational management within the heritage service will be undertaken in 2012 leading to improved quality and enhanced capacity. The commercial and operational review will also look at key areas for income generation, including maximising revenue through better and more effective use of our collections, cafés, retail (including e-commerce), touring exhibitions, consultancy, corporate functions, venue and meeting room hire at all heritage sites. A number of operational improvements will be required to support our activities, including making better use of our people, we will aim to deliver 30% of front line services through volunteers.

### **Better Support Systems**

**Heritage Online** – We will refresh and supplement online content to improve the experience of the core Heritage brand and provide a new events/what's on based blog for a family audience. We will also develop small-scale online interactives and downloadable Apps to complement our learning, events and exhibitions programmes by the end of 2013.

**Heritage Forum** – by 2014 we will review the remit and objectives of the existing support groups and suggest a suitable structure for the future development of heritage in Peterborough, which can provide expertise, raise funding and provide a forum for debate.

### **New Business Ventures**

**Longthorpe Tower** – In 2011 Vivacity signed a local management agreement for Longthorpe Tower with English Heritage. For the opening season in 2012 we aim to create a really special place for visitors to discover, learn and deepen their appreciation of the rich history of the site and its incredible medieval wall paintings. After completing a phase of reinterpretation and volunteer recruitment, we will agree a plan for the longer-term operational development of the site.

**Flag Fen** – We will embark on a major piece of master planning and development work in 2012. This will start with a fundamental review of our operating model to establish Flag Fen's long term sustainability as an exceptional and internationally important archaeological site. We are aiming to have detailed planning phases complete by the beginning of 2013, following the scheduling of the site by English Heritage in 2012. To inform the master planning phases a range of partnership activities have been planned for 2012 including developing, marketing and delivering the world's first 'crowdfunded' archaeological excavation as well as liaising with English Heritage and the British Museum to protect a rare collection of Bronze Age artefacts found at Must Farm.

**Heritage Bus** – Phase 1 in 2012 a bus will be hired (complete with driver) to pilot a heritage bus service within the city, connecting Vivacity Heritage sites (Flag Fen, Museum, Longthorpe Tower) and possible partner sites as well as providing a wider solution to public transport issues at Flag Fen. The pilot project will run during the summer of 2012, including the festival week. For Phase II the financial implications for operating the service in 2013 and beyond will be appraised along with an assessment of using the bus outside of a designated timetable (weekends in summer season) and across other cultural services within Vivacity. Potential

operating partnerships will also be explored where obligations for maintenance, management and operation would be shared.

### **A Focus on Quality**

**Quality Award** – Vivacity will continue to assure quality accreditation for the heritage service, aiming to achieve and maintain VAQAS accreditation for the Museum and for Flag Fen in 2013, as quality visitor destinations from VisitEngland.

**Museum and Environmental Accreditation** – We will work towards realising significant improvements in environmental standards by 2013 at the all three sites in line with the Museum Accreditation Standard, including implementation of a preventative conservation regime across all areas and better use of conservation facilities at the Museum to care for collections.

### **Libraries And Archives – For Learning, Pleasure and more.**

Vivacity puts libraries at the heart of communities where they are ideally positioned to make a difference to the lives of people in Peterborough. This is achieved through the provision of high quality, creative and innovative opportunities for learning, cultural activity, knowledge and information services. By building on the strong partnerships and links already in place, libraries open doors for personal growth, raise aspirations, improve quality of life and empower people. Vivacity will continue to provide free, safe, inclusive and welcoming spaces for all - children, young people, families and the older people through the libraries in Bretton, Dogsthorpe, Eye, Hampton, Orton, Stanground, Thorney, Werrington, Woodston, the Central library and archives service as well as through a mobile library service.

We will continue to provide:

- Free membership to people living and working in Peterborough to a wide range of books, talking books on tape, CD and MP3
- Request service
- Renewal of books 24hrs per day by phone or internet
- Reading advice and an Enquiry and information service
- 24/7 access to online information and resources – newspapers, reference books, journals and encyclopaedias
- Access to council information
- Use of PCs and free access to the internet
- Archives, local history / family history service
- A defined children's area
- Copying and fax facilities
- Adaptive technology which allows access to computing for those with disabilities
- Activities and events for all ages including story times for the under 5yrs
- Class visits for schools
- Summer reading schemes

### **Better Programmes and Activities**

**Reading / information For Wellbeing** – Throughout 2012 we will work in partnership with Macmillan Cancer Support to broaden access to health information regarding various cancers, becoming the main informational referral point. Having reached

fifteen care homes so far, we will continue to roll out the support and training in the use of illustrated books as a means of stimulating dementia sufferers.

**Readers and Writers** -We will continue to grow our programme to connect readers with writers; in 2012/13 publisher sponsored author visits will continue alongside five scheduled visits by authors hired in by Vivacity. In 2012 we will create an identifiable brand to help build our year long celebration of reader and writers. We will work with the John Clare Cottage to support their plans for a Literature Festival.

**Digital literacy**- In 2012 we will review our current programme in light of the changes made by UK Online. We will introduce two new courses and will continue to seek external funding to expand and support this work. Working with Her Majesty's Revenue and Customs we will provide support for small businesses and individuals wishing to complete their online VAT returns in a library.

**Family Learning**- We will continue work with the Family Learning Co-ordinators at the City College to build on the family learning events, 95% of which will be delivered by third parties using our venues. We will pay for two more members of staff to achieve the "prepare to teach in the lifelong learning sector" qualification.

**Libraries And Schools**- Having assessed our class visit offer to schools; in 2012 we will pilot the new scheme with 5 primary schools ready to roll out across the city the following year. As part of the Forty Years On project in 2013 we will establish an online learning platform aimed at introducing at Key Stage 2 pupils to their local history along with resources for delivering on site class visits.

**Job Clubs In Libraries** – Working with Job Centre Plus and other partners such as Cross Keys we will set up job clubs in libraries, linking them in to our digital literacy programme. We will work with volunteers to make these self sustaining. In 2012 we will set up a further 2 job clubs in our libraries.

**Forty Years On** - in partnership with Eastern Angles, we will successfully deliver this project by February 2014, mainstreaming its results in interactive classes and talks for local schools and community groups who want to explore the modern history of their localities. We will implement the 'Revisiting Collections' method of cataloguing, allowing diverse local groups a stake in the process of archiving the collection. We will look to deliver the results of the oral history project in innovative and interactive ways both in the library and online.

### **Better Ways of Working**

**Strategic Review**- now that the RFID is in place we will be looking at the opportunities we knew this would bring. A new vision for the library service will be developed which will include more activities, more volunteers and more outreach to develop a love of our service and reading in general. This will begin March /April with a pilot at Bretton library, where we will extend the opening hours with one member of staff working alongside a number of volunteers.

**Volunteers in Libraries** - Building on the successful trebling of volunteer roles in libraries, in 2012 we will recruit at least 20 more volunteers to help extend the opening hours. We will also recruit more volunteers to help improve the quality of the data on our library management system

**Partnership working** - In 2012 we will form a steering group with partners from health, early years and neighbourhoods to help promote Book Start and the benefits of reading, especially with under fives. Building on the successful friends group at Werrington we will help establish two more in the coming year starting with Bretton.

**Micro-Libraries** - We will establish at least two more micro libraries in 2012/13; by exploring opportunities at the major distribution centres within the city. We will evaluate the current micro-libraries and make any necessary changes or improvements to the models in operation.

**Improved Access to Archives** - In 2012 we will more closely integrate local history and archive material which will include improvements to the Archive Management System CALM, expanding on the “revisiting collections” methodology being used for the Forty Years on project, bringing more previously hidden collections to a wider audience, and maximising the potential of the new archives store.

**Audience Retention** - in 2012 we will analyse data from the past two years in order to identify causes of high customer turnover. We will develop an action plan based on a number of models, including targeted amnesties, for roll out. The actions will be monitored and tracked for success rates.

### **Better Support Systems**

**More Self Service** - Using capital funding we will increase the number of self service machines in the Bretton, Werrington and Orton Libraries. In 2012 we will start training volunteers to use the self service in order to increase access to library service during non core staffed hours.

**New Libraries** - In July 2012 we will move into the new library within the Ormiston Bushfield Academy. We will continue to work with Peterborough City Council regarding the proposed facilities at Hampton

### **New Business Ventures**

**Archives Courses** - Working in partnership with University Centre Peterborough, we will help in the delivery of a number of courses that will count towards degree accreditation.

### **A Focus on Quality**

**Archives** - In 2013 we will input into the new national Accreditation standard for Archive Repositories. As part of this we will develop an improvement plan for the Archives.

**Customer Excellence** - A small team will be established across the library service to develop the necessary action plan to ensure we can achieve the Customer Excellence award.

## **Cross Cutting Initiatives - Using Resources Effectively and Efficiently.**

### **Better Ways of Working**

**New Staff Structures** - Vivacity was created by drawing together four service areas; some of these had discrete teams delivering services. In 2012 we will review how all of these teams interrelate. Those teams providing building services will be re-organised by 2013.

**Maximising of our Assets** - We will drive forward the commercial opportunities within Vivacity, generating additional revenue from venue hire, sponsorship and corporate partnerships. This work will be driven by the newly appointed Commercial and Sponsorship Manager.

**Fundraising** - As a charity, fundraising is going to become increasingly important for us as an organisation, to help support the development and growth of our services. Our initial exploration of fundraising in 2011 delivered lower than anticipated results, and has driven a greater focus on the maximising the commercial potential of our assets (see above). That said, we will continue to explore fundraising opportunities, through our corporate partnerships and events, and at free events such as the Heritage and Arts Festivals.

### **Better Support Systems**

**Vivacity Card** - The Vivacity Card will be launched in summer 2012 in support of our key mission statement, to ensure that Peterborough's culture and leisure is enjoyed by as wide an audience as possible.

The card will be free of charge to all residents and visitors, and will offer an entry level range of benefits to incentivise sign-up, including library membership, discounts and offers. Dependent upon the customer's interests and lifestyle, they can then choose to purchase various different subscription packages across heritage, sports and the arts/theatre, so driving revenue across all service areas. The launch will be supported by a major campaign to inform existing and new customers of the benefits, and encourage wide-spread sign up, with the benefit of growing the overall Vivacity database for future marketing and promotional opportunities.

### **New Business Ventures**

**Hampton Leisure Centre** - We will work with the Council on the development of new library & leisure facilities as part of a primary school project

### **A Focus on Quality**

**You Said We Did** - In 2012 we will introduce a system to allow customers to feed in their thoughts on the quality of our service. Social media and customer comment cards will be just two of the ways we will gather information. Our response will be fed back to customers in a number of ways, including specific 'you said, we did' areas in all of our venues. We will also inform our customers through displaying a 'balance score card' approach, combined with specific updates on initiatives.

**Customer and Staff Satisfaction Survey** - In 2012 we will introduce satisfaction surveys across both customers and staff. These will allow us to chart our

progress in improving overall satisfaction amongst both our internal and external customers. The results will be reported within the balance score card, and also published internally for staff.

**Improved Brand Communications** - We will continue to raise our game in terms of the quality and consistency of the communications we produce, with focus on the theatre and heritage in particular, to tie-in to the relaunch of these areas following major capital investment. This approach will be extended through our digital communications, so that Vivacity presents a superior quality offering and communication across multiple channels, which feeds into and feeds off one central data hub for a fully joined up, consistent brand experience - whether online, via mobile, on facebook or picking up a leaflet.

### **Better Programmes and Activities**

**Enabling Others** - In 2012 we will devise, promote and deliver a programme of work to enable others, where their work is in line with Vivacity's objectives, to deliver cultural opportunities. 2012 will act as a pilot year to identify how Vivacity's resources can best be used to achieve this outcome. A budget of £50,000 is available to support this work.

**Vivacity Young People's Programme** - A strategic review of our education and learning programmes will be undertaken during 2012. As part of a new youth engagement strategy for 2012 we will work towards creating a longer-term single vision for Vivacity that will enable the delivery of joint Sports, Libraries, Arts and Heritage initiatives including a Summer Camp in 2013.

### **Better Marketing**

**Understanding Our Audience Profile** - Our work on audience profiling and segmentation continues, having been delayed due to the inflexibility of our current Flex system, but will achieve renewed focus with the introduction of the new management database system.

Audience profiling of this kind will enable all services to take a pro-active and targeted approach to all marketing communications, improving the overall cost-effectiveness of each communication through the delivery of the most appropriate messages for each target group. In this way we will identify and attract new users through an in-depth programme of audience development. Alongside this, the increased reporting functionality of the new system will enable much improved analysis of customer behaviour to inform each area of the business on a day to day basis.

**Targeted Marketing Communications** - The new management database system will be fully in place in mid 2012, and will enable us to deliver a cross-marketing strategy, informed by consumer behaviour, and to improve our cost-efficiency. We will introduce an emphasis on data capture with the launch of the Vivacity card, which alongside our improved online presence, will enable us to reduce our reliance on printed communications considerably over the coming years. By year three, the majority of Vivacity communications should take place digitally, through email, social networking, apps etc. Print will need to be maintained for certain areas, but should be tightly managed to avoid any wastage.

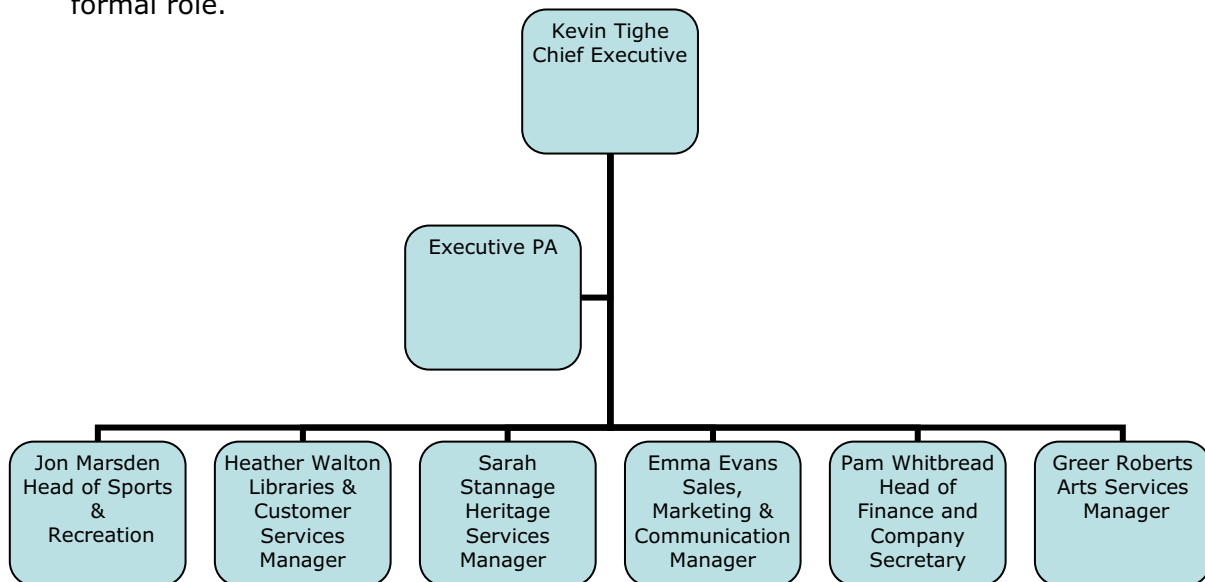
**Website and Social Networking** - We will continue to improve our online presence through the development of a mobile website, compatible with all smart phones, including basic events booking. We will introduce facebook events feed and

custom skins (eg. branding of the user interface) for Twitter, Youtube, etc, and develop a Youtube channel to support Vivacity through more video/audio presence. We will relaunch our Twitter/Facebook experience to tie in with the integration of the website with the new system, so that we are feeding into one overall database, but maximising the multi channel approach to consumers.

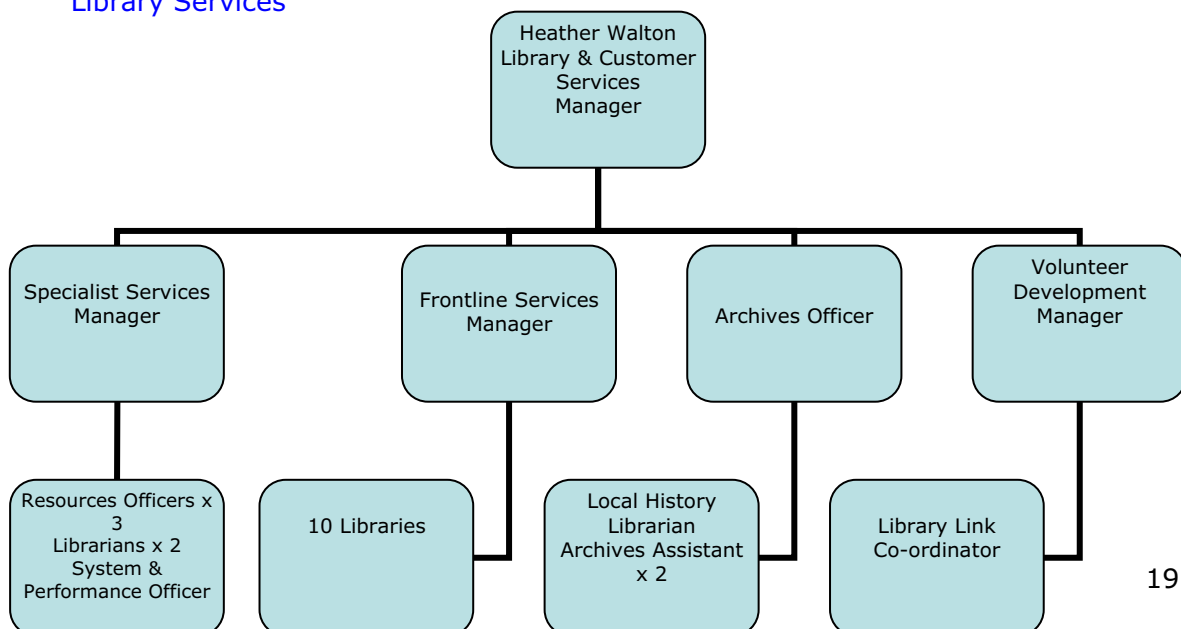
In year 2, this will develop into a fully integrated mobile presence to include mobile website, Vivacity card members' area, and developed booking to include SYOS (select your own seat). A specific CMS (content management system) module will manage the publishing of content to the different consumer interfaces with minimal resource/staff management, to enable us to offer a multi-platform user experience, offering each user different packages of offers/experiences depending upon how they engage with us.

### Best Use Of Resources- Staffing

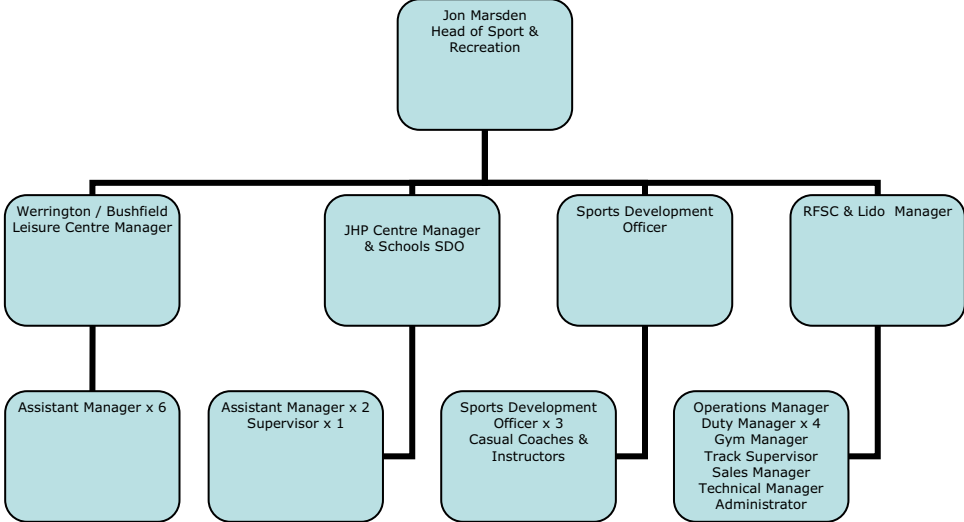
While the structures below capture how we formally deploy staff the reality is that, particularly for middle and senior managers, they are expected to work in any part of the organisation. The programmes and initiatives above will be project managed by individuals who are best placed to deliver irrespective of their formal role.



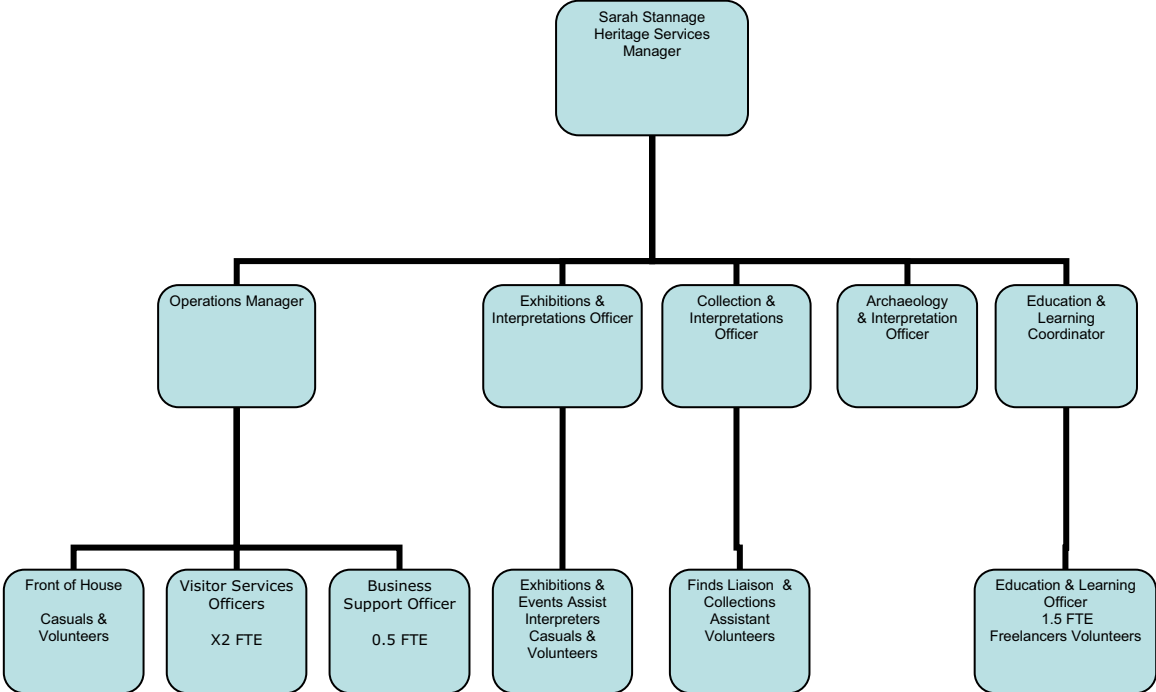
### Library Services



Sport Services

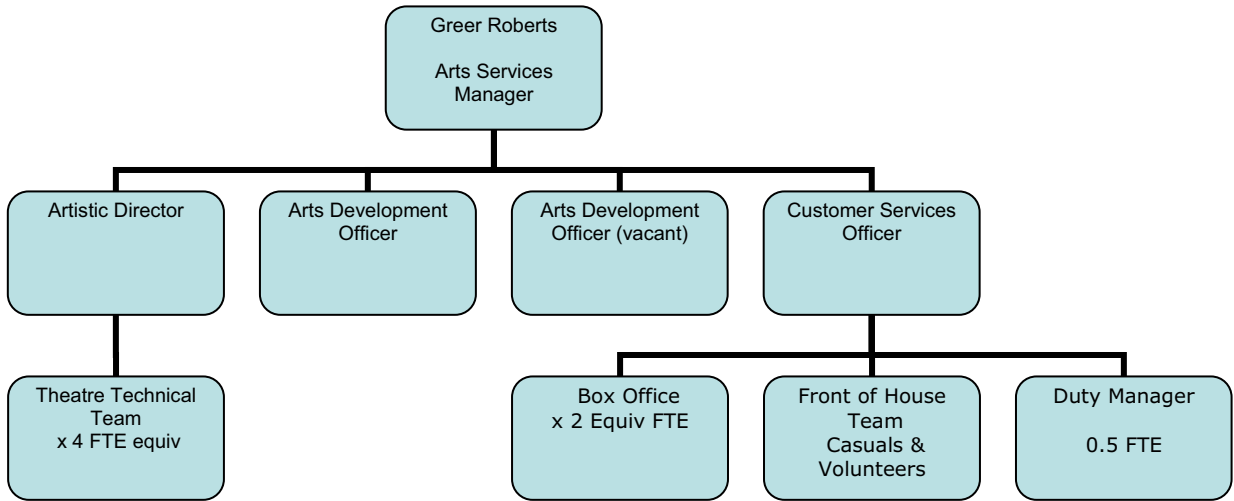


Heritage Services

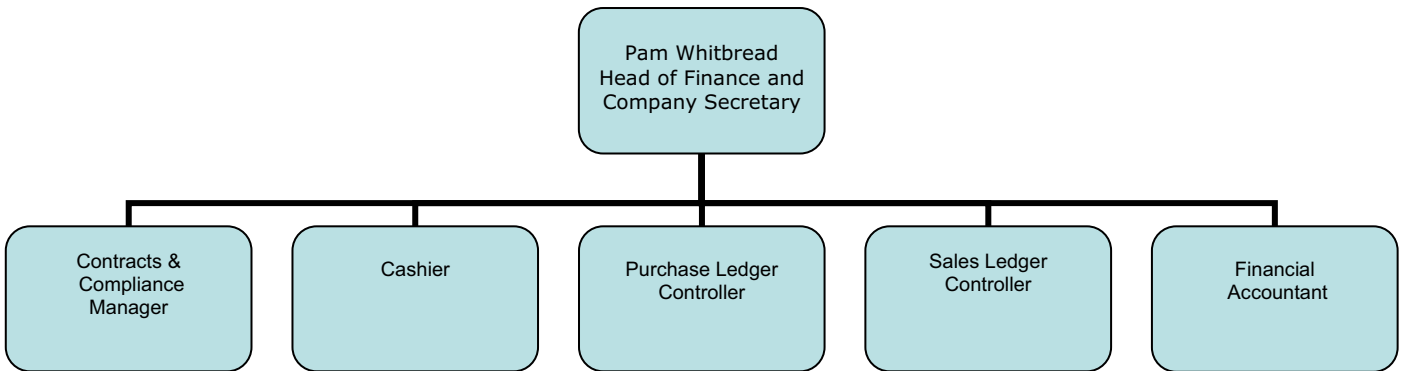




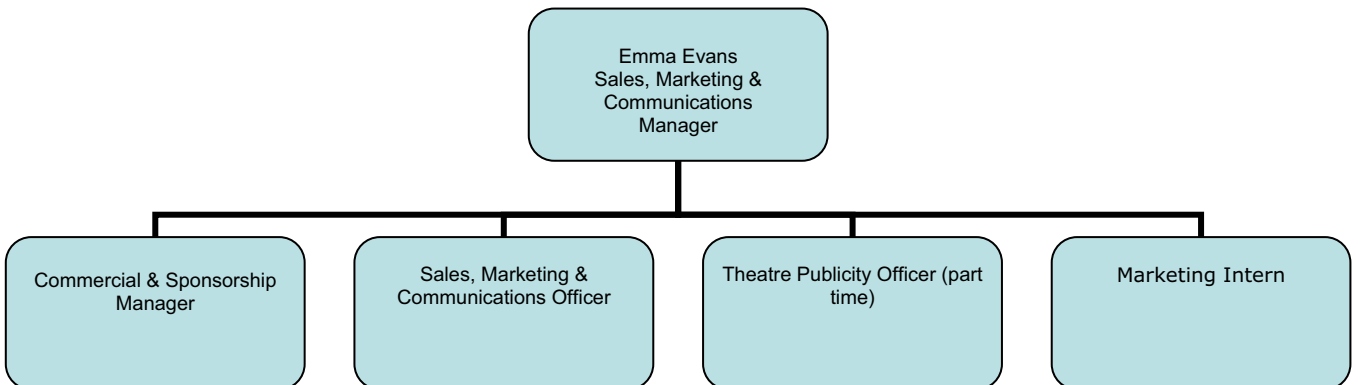
Arts Services



Finance

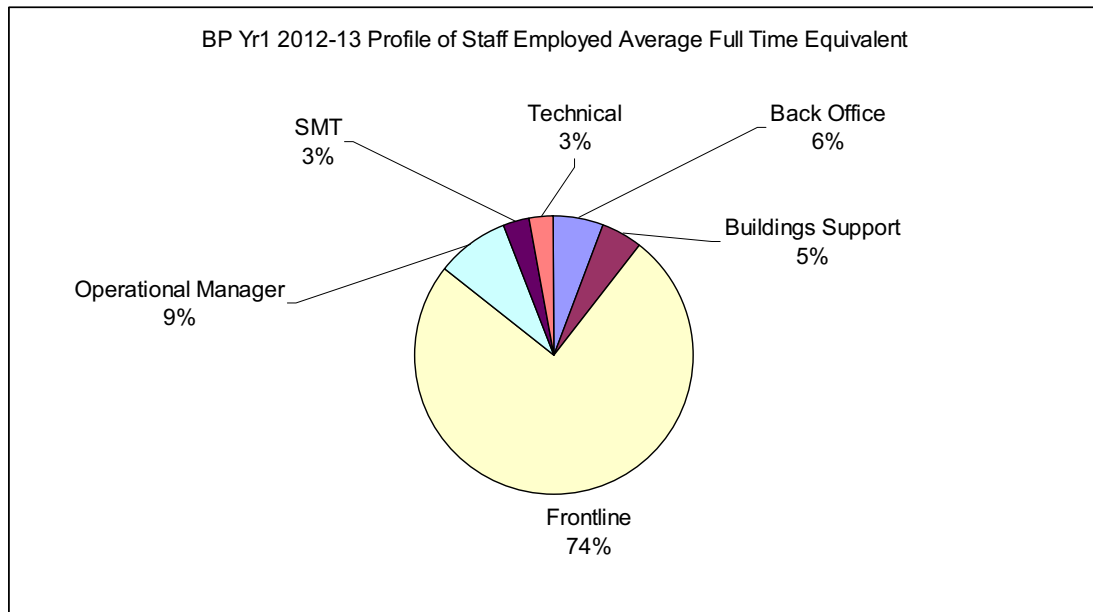


Sales, Marketing & Communications



### How Do We Utilise Our Staff Resources?

The profile of staff by full time equivalent is set out in graphic form below. The majority of resource (74%) is applied to front line services- in reality this focus is even greater than presented as many of those people classed as Operational Managers also provide some front line services. Furthermore every one of the Senior Management Team (SMT) is involved in delivery through their direct management of major projects.



### Best Use of Resources- Finance

Vivacity will invest approximately £6.4 million per year to deliver the front line services in 2012-13. The profile of investment is presented by strategic theme below. The profile of investment does not significantly vary between business years, but of note is the positive financial contribution which sports services is making £481,332 in 2012-13 rising to £751,467 by business plan year three (an increase of £270,135). The continued growth in sports income and positive financial contribution is a significant factor which allows Vivacity to achieve business growth and improvements to the quality of our activities.

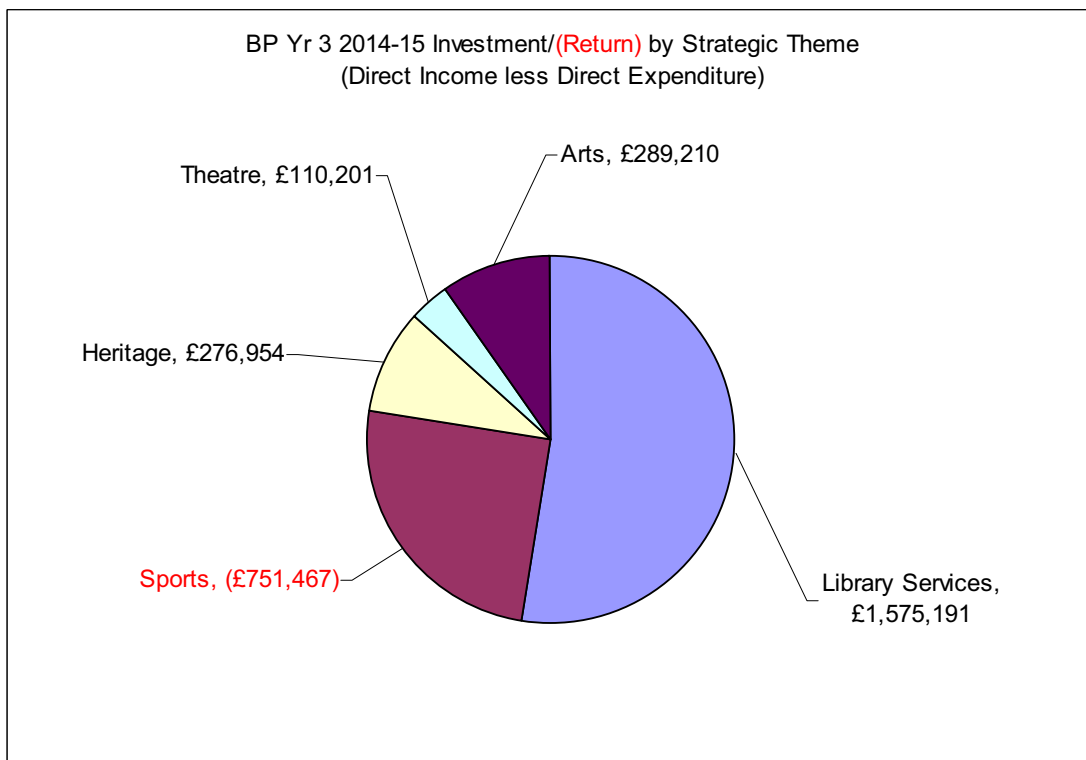
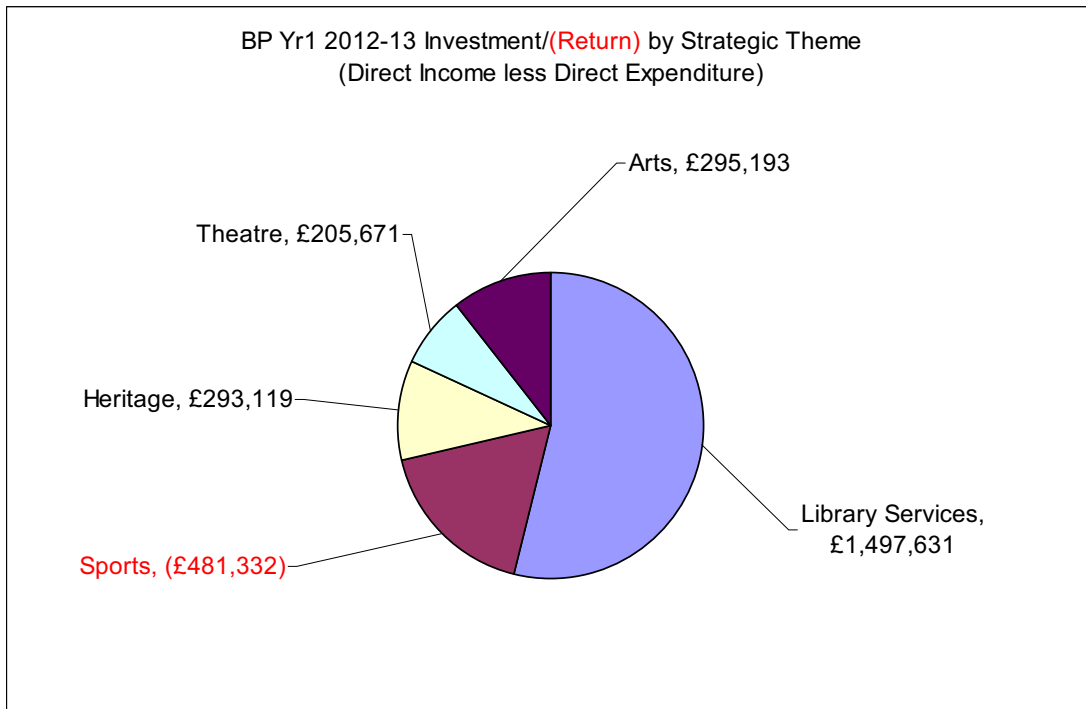


Table 1 below sets out income and expenditure for Vivacity and is broken down by strategic theme:

Income and Expenditure	BP Year 1 2012-13	BP Year 2 2013-14	BP Year 3 2014-15	BP Year 4 2015-16	BP Year 5 2016-17
	£000	£000	£000	£000	£000
<b>Income</b>					
FMA Service Fee	3017	2919	2631	2615	2667
SLA Fees	544	555	565	577	588
Library Services	205	203	206	210	215
Sports	2891	3095	3204	3268	3334
Heritage	354	380	390	397	405
Theatre	596	621	642	655	668
Arts	537	454	344	351	358
Fundraising and Publicity	28	28	23	23	24
Other Income	8	8	8	8	8
PCC Redundancy Recharge	10				
<b>Total Income</b>	<b>8190</b>	<b>8260</b>	<b>8014</b>	<b>8105</b>	<b>8267</b>
<b>Direct Expenditure</b>					
Library Services	(1697)	(1726)	(1755)	(1790)	(1826)
Sports	(2400)	(2423)	(2452)	(2501)	(2551)
Heritage	(632)	(647)	(643)	(656)	(669)
Theatre	(798)	(789)	(734)	(749)	(764)
Arts	(833)	(749)	(630)	(643)	(656)
Redundancy costs					
<b>Total Direct Expenditure</b>	<b>(6359)</b>	<b>(6335)</b>	<b>(6214)</b>	<b>(6338)</b>	<b>(6465)</b>
Support Costs	(537)	(509)	(465)	(474)	(484)
SLA's	(701)	(744)	(732)	(711)	(725)
Fundraising and Publicity	(507)	(521)	(507)	(517)	(527)
Governance	(11)	(11)	(11)	(11)	(12)
Central contingency	(40)	(30)	(30)	(30)	(30)
Areas of Growth and Efficiency Identified					
<b>Sub Total before new capital and new contracts</b>	<b>36</b>	<b>111</b>	<b>55</b>	<b>23</b>	<b>24</b>
<b>New Capital bids overlay – depreciation charges</b>					
Sports	(10)	(23)	(36)	(44)	(60)
Library Services	(6)	(18)	(27)	(27)	(27)
Arts			(2)	(3)	(3)
Heritage	(16)	(24)	(24)	(24)	(24)
Theatre	(4)	(13)	(18)	(20)	(20)
ICT	(43)	(43)	(43)		
<b>New Contract - Sports</b>		18	36	36	37
<b>Surplus/(Deficit)</b>	<b>(44)</b>	<b>8</b>	<b>(60)</b>	<b>(58)</b>	<b>(72)</b>

# Business Plan - Timeline



2012/13													2013/14	2014/15	2015/16	2016/17
	A	M	J	J	A	S	O	N	D	J	F	M	2013/14	2014/15	2015/16	2016/17
<b>Better Programmes and Activities</b>																
<b>Connected Communities Programme</b> - Support and enable 4 'co-curated' community exhibitions per year at the Museum																
<b>The Big 5 year Exhibition Programme</b> - raise our profile both nationally and locally across the 3 Heritage Sites,																
<b>A New Learning Programme</b> - create a new informal and formal learning project to encourage non traditional visitors																
<b>Vivacity's Young People's Programme</b> - to enable the delivery of Sports, Libraries, Arts and Heritage initiatives including a Summer Camp in 2013.																
<b>Heritage Festival</b> - to develop as a unique regional and national festival.																
<b>Reading / Information for Wellbeing</b> - we will work in partnership with Macmillan Cancer support to broaden access to health information, becoming the main informational referral point.																
<b>Readers and Writers</b> - we will continue to grow our programme to connect readers with writers.																
<b>Digital Literacy</b> - we will introduced 2 new courses and work worth HMRC to provide support for small business and individuals to complete their online VAT returns in the library.																
<b>Family Learning</b> - to continue to work with the family learning co-ordinators at the City College to build on the family learning events.																
<b>Libraries and Schools</b> - after an assessment of our class visits we will pilot a new scheme with 5 primary schools ready to roll out across the city.																
<b>Job Clubs in Libraries</b> - working with Job Centre Plus and other partners such as Cross Keys we will set up job clubs in libraries, linking them to our digital literacy programme.																
<b>Forty Years On</b> - working in partnership with Eastern Angles we will successfully deliver this project in February 2014.																
<b>Capital Development Key Theatre</b> - to focus on maximising the programme and commercial opportunities.																
<b>Key Theatre Main Auditorium</b> - following additional investment this will enable the key theatre to compete with the arts and theatres offers of our near neighbours																

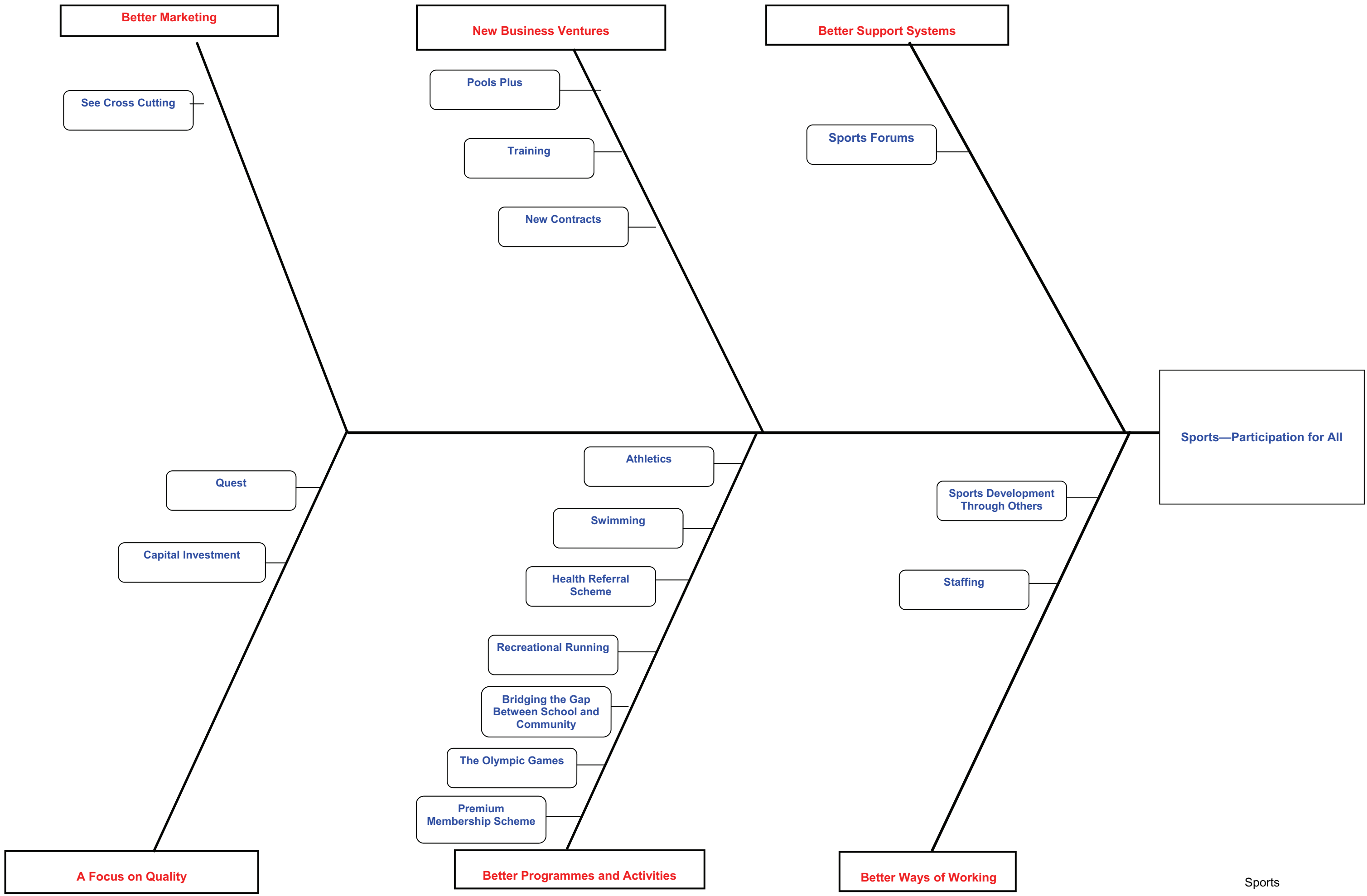




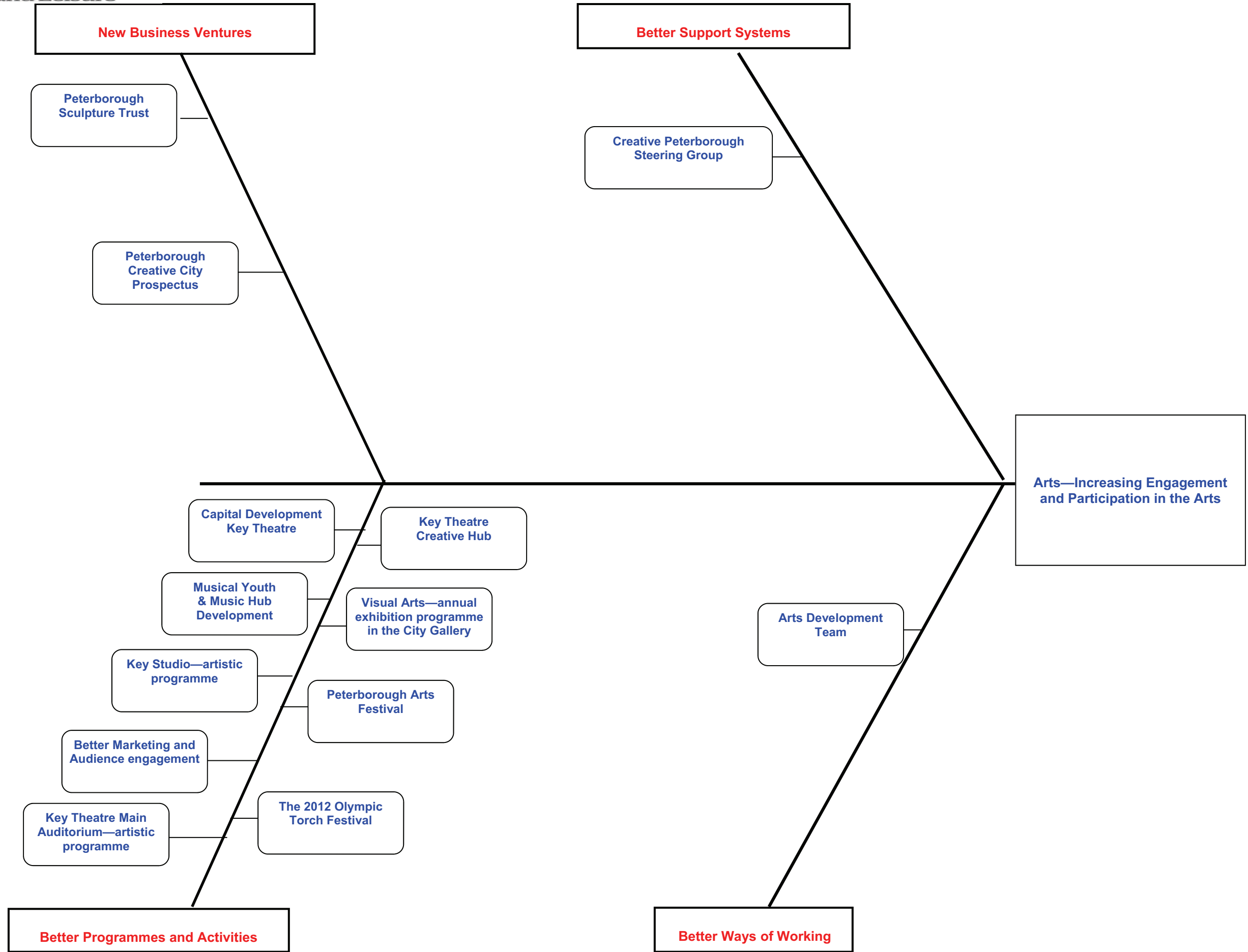
Heritage Bus Phase I - A pilot Heritage bus will be hired with driver to connected the 3 Heritage site																				
Heritage Bus Phase II - the financial implications for operating the service in 2013 and beyond will be appraised.																				
Flag Fen - embarking on a major piece of master planning and development																				
Longthorpe Tower - to learn and deepen visitors appreciation of the rich history of the site																				
Archives Course - working in partnership with University Centre Peterborough we will help in the delivery of a number of courses.																				
New Contracts - to bid for at least one new sports contract.																				
Hampton Leisure Centre - we will work with the Council on the development of new library & leisure facilities as part of a primary school project.																				
Pools Plus - to offer a programme of support including staff training (teacher, pool carers) to a number of privately operated and residential swimming pools in Peterborough																				
New Contracts - to bid for at least one new sports contract.																				
Training - to develop a training offer to promote to other organisations, opportunities available will include: Sports Leaders. 1st Aid and Safeguarding																				
<i><b>A Focus on Quality</b></i>																				
Quality Award - to continue to assure quality accreditation for heritage service.																				
Museum and Environmental Accreditation - work towards realising significant improvements in environmental standards.																				
Archives - we will input into the new national Accreditation standard for Archives Repositories.																				
Customer Excellence - establish a small team across the library service to develop an action plane to ensure we achieve the Customer Excellence award.																				
You Said We Did - introduce a system to allow customer to feed in their thoughts on the quality of our service.																				
Customer and Staff Satisfaction Surveys - we will introduce satisfaction surveys across both customers and staff.																				
Improved Brand Communications - to raise our game in terms of the quality and consistency of the communications we produce.																				
Quest - to maintain Quest accreditation for Bushfield and Werrington Centres and win accreditation for the Regional and Jack Hunt Swimming pool.																				

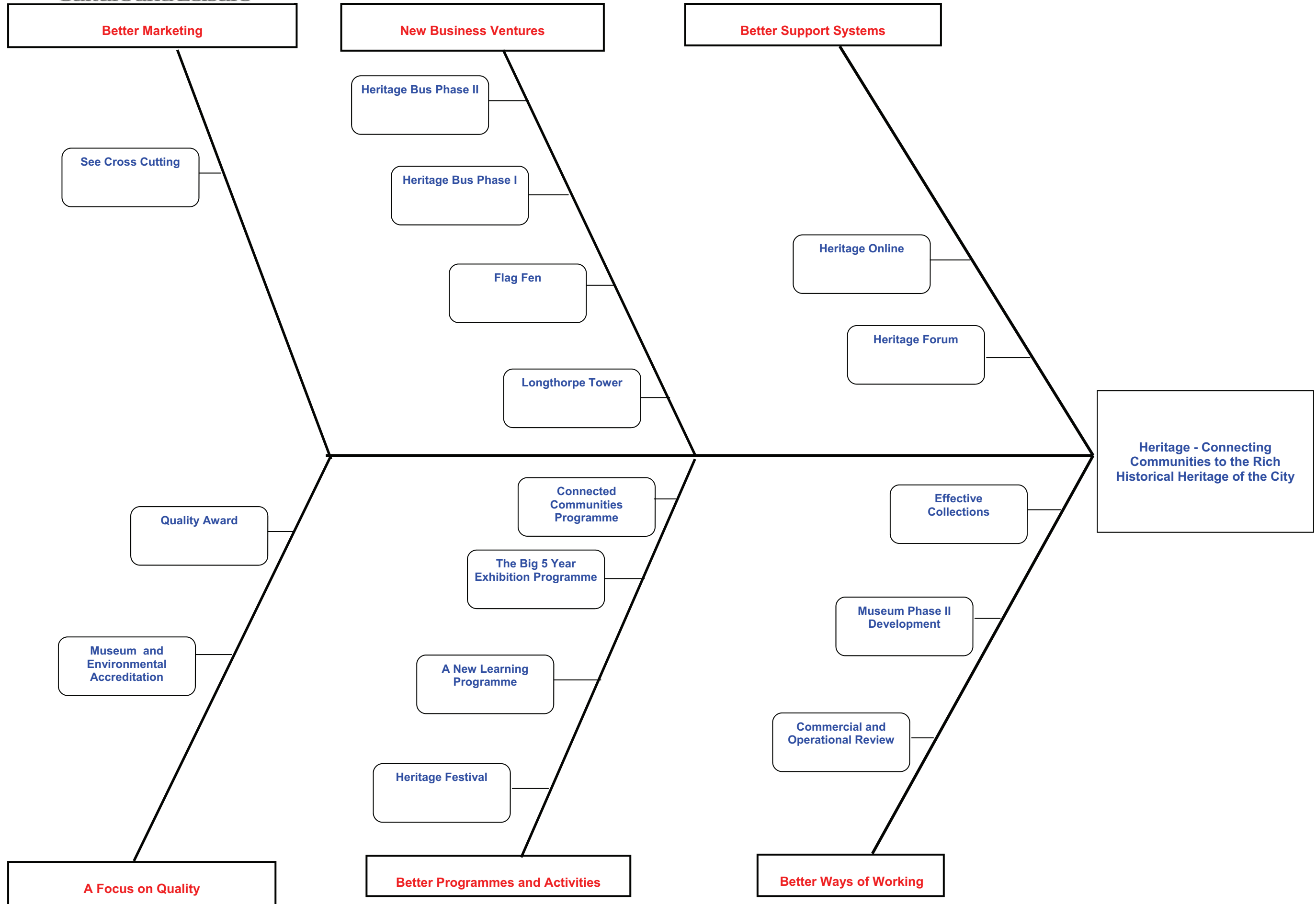


<p><b>Capital Development</b> - to work in partnership with the Council to deliver its capital programme for 2012 -2017, including ongoing works of the RFSC, Athletics Track and leisure centres</p>	
<p><b>Better Marketing</b></p>	
<p><b>Understanding our Audience Profile</b> - Focus on segmenting our existing and potential audiences to feed into an indepth audience development programme across all relevant areas.</p>	
<p><b>Targeted Marketing Communications</b> - improved targeting and efficiency of all marketing and cross-marketing initiatives, through the new management database system.</p>	
<p><b>Website and social networking</b> - develop a fully integrated mobile presence to include mobile website, Vivacity card members' area, and developed booking to include SYOS (select your own seat).</p>	



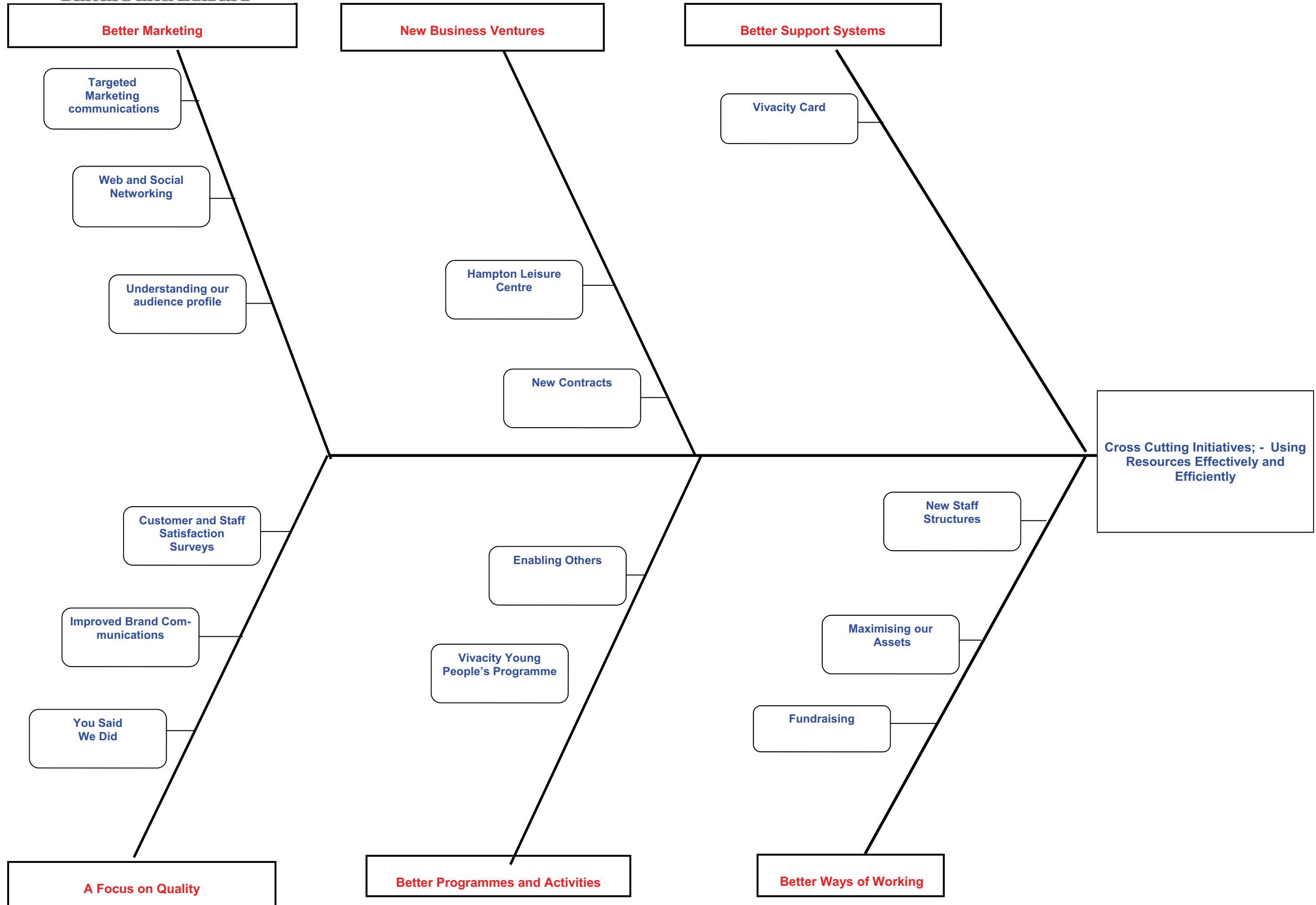
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<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 6</b>
<b>7 MARCH 2012</b>	<b>Public Report</b>

## **Report of the Strategic Manager: Safer and Stronger Peterborough**

**Contact Officer(s) – Gary Goose**

**Contact Details – 863780**

**Head of Service – Adrian Chapman, Head of Neighbourhoods**

### **SAFER PETERBOROUGH PARTNERSHIP PLAN 2011-14**

#### **1. PURPOSE**

- 1.1 This report is to present the 2012 draft revision of the Safer Peterborough Partnership Plan (2011-2014) ahead of its presentation to Cabinet.

#### **2. RECOMMENDATIONS**

- 2.1 Members are asked to approve this Plan and recommend it to Cabinet for approval.

#### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

- 3.1 The Sustainable Community Strategy aims to deliver a bigger and better Peterborough, through improving the quality of life for all. This Partnership Plan covers those aspects that fall within the Strong and Supportive Communities priority.

#### **4. BACKGROUND**

- 4.1 The Crime and Disorder Act 1998 requires that a Community Safety Partnership is formed, bringing together agencies who are responsible for crime and disorder in the local area. It is acknowledged that far more can be achieved to make Peterborough a safer place if agencies work together rather than in isolation. The Crime and Disorder Act specifies that responsible authorities are Peterborough City Council, Cambridgeshire Constabulary, NHS Peterborough, Cambridgeshire Fire Authority, Cambridgeshire Police Authority and Cambridgeshire and Peterborough Probation Trust. These responsible authorities also invite other agencies who are able to contribute to the work to *co-operate* and Cross Keys Homes (representing Registered Social Landlords in the city) is one of these organisations. Other agencies, particularly from the voluntary and community sector are also *invited to participate* in the work of the Partnership. At present these organisations are Peterborough and Fenland MIND, Peterborough Racial Equality Council, HMP Peterborough and the Social Impact Bond. Other voluntary groups are represented on other partnership groups.

The Safer Peterborough Partnership is one of the partnerships that forms the Greater Peterborough Partnership.

- 4.2 Section 17 of the Crime and Disorder Act 1998 places on designated authorities a legal responsibility to consider the community safety implications of their actions.

#### **5. KEY ISSUES**

- 5.1 The Crime and Disorder Act 1998, revised by the Police and Justice Act 2006, requires that the Community Safety Partnership publishes an annual Partnership Plan. This report brings the draft 2012 revision of the plan for 2011-2014.

- 5.2 The priorities within the Partnership Plan are agreed following a Strategic Assessment which considers the performance in the previous twelve months and takes into account the concerns of the public.
- 5.3 The Safer Peterborough Partnership have agreed one single target for the three year plan – to reduce victim based crime by 10% by end of March 2014.

The priorities in this plan reflect the partnerships desire to support our statutory partner agencies in delivering their core functions with the partnership taking a lead role in co-ordinating and delivering schemes that address root causes of crime and disorder within our City.

A summary document will be published to ensure that the public can clearly understand the priorities and improvement targets set.

The priorities set out in the Plan attached are:

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

## **6. IMPLICATIONS**

- 6.1 Focussing on three broad outcome-based programmes will help to ensure that communities become safer and stronger and that crime anti-social behaviour continues to reduce.

## **7. CONSULTATION**

- 7.1 The development of this Plan has been informed through extensive consultation and engagement with officers, partners and members of the public throughout the previous year.

## **8. NEXT STEPS**

- 8.1 The Plan will need to be approved by Cabinet before being presented to Full Council for final approval.

## **9. BACKGROUND DOCUMENTS**

- 9.1 None

## **10. APPENDICES**

- 10.1 Safer Peterborough Partnership Plan 2011-2014  
Draft Safer Peterborough Partnership Strategic Assessment 2012





# **Safer Peterborough Partnership Plan**

**2011/2014**



## **SAFER PETERBOROUGH PARTNERSHIP<sup>1</sup>**

### **COMMUNITY SAFETY PLAN 2011 – 2014**

Reviewed on an annual basis

#### **Our Vision Statement**

**Peterborough Together: reducing crime, building safe and confident communities**

## **1. INTRODUCTION**

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

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

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

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

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

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

## **2. LEGISLATIVE FRAMEWORK**

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

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

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

Responsible authorities are:

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

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

Co-operating authorities within the Peterborough CSP are:

- Cross Keys Homes (representing Registered Social Landlords).

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

Invitees to participate are:

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

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

### **3. LINKS TO OTHER PARTNERSHIPS**

#### **3.1 The Greater Peterborough Partnership: Sustainable Community Strategy**

The Sustainable Community Strategy produced by the Greater Peterborough Partnership<sup>2</sup> sets out the direction for the overall strategic development of Peterborough.

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

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

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

#### **3.2 Other strategies and plans**

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

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

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<sup>2</sup> Available at [www.gpp-peterborough.org.uk](http://www.gpp-peterborough.org.uk)

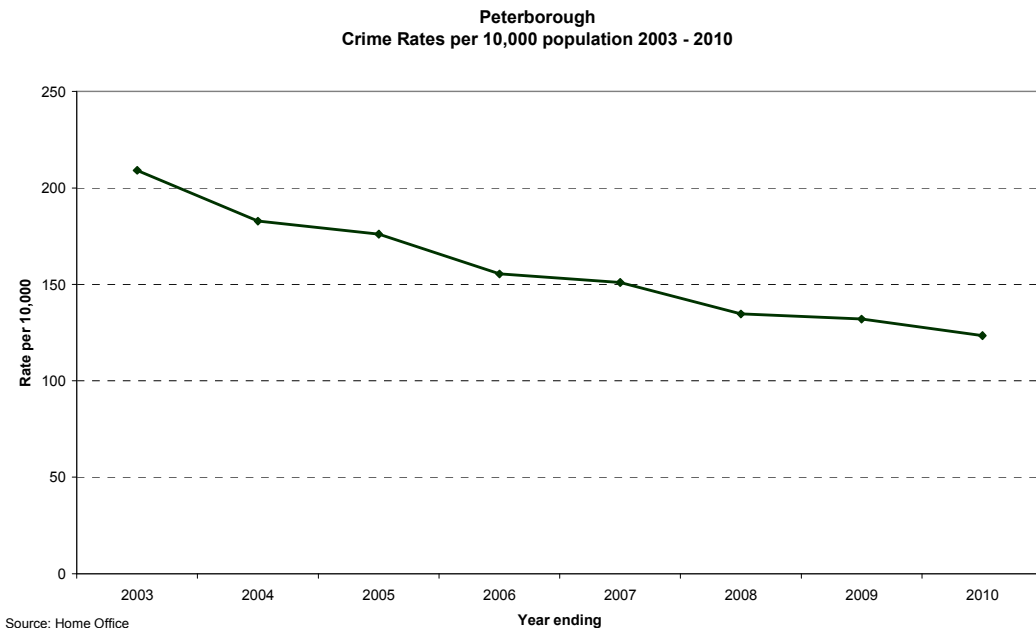
#### **4. CHANGES TO COMMUNITY SAFETY PARTNERSHIP REPORTING ARRANGEMENTS**

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

## **5. MAKING PETERBOROUGH SAFER AND STRONGER: A NEW APPROACH**

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

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



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

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

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

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

- 5.6** The previous approach focussing on particular crime types and issues, in the main tightly focussed around numeric performance has resulted in reduced levels of crime. There is merit in considering a similar approach because of its success however, that way of working is unsustainable given the structural changes necessary across the partnership. However, more importantly, that approach was largely reactive and reactive approaches are unlikely to bring long-term sustainable success.
- 5.7** Priorities for the partnership should be just that; not priorities that are delivered as business as usual by one of our partners, but priorities that are better achieved by working in true partnership.

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

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

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

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

## **6. DELIVERY OF THE THREE PRIORITY AREAS**

### **6.1 Reducing Crime**

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

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

Integrated Offender Management is the overarching framework that encourages:

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

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

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

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

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

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

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

#### **6.1.1 Mental Health**

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



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

### **6.1.2 Safeguarding Vulnerable Adults**

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

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

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

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

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

### **6.2.1 The 'broken window theory'.**

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

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

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

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

### 6.3 Transformation of neighbourhood delivery

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

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

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

#### 6.3.1 Vulnerable Neighbourhoods

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

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

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

## **6.4 Other areas of focus**

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

### **6.4.1 Domestic Abuse and sexual assault**

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

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

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

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

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

### **6.4.2 Road Safety**

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

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

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

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

#### **6.4.3 Community cohesion and population change**

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

Hate crime is addressed in a number of ways co-ordinated by the Hate Crime Co-ordinator. These include the Open Out Scheme which allows third party reporting for victims of hate crime and Tension Monitoring Group<sup>3</sup> which brings together a number of agencies to consider hotspots within the city

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

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

#### **6.4.4 Victims and Witnesses**

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

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

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

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

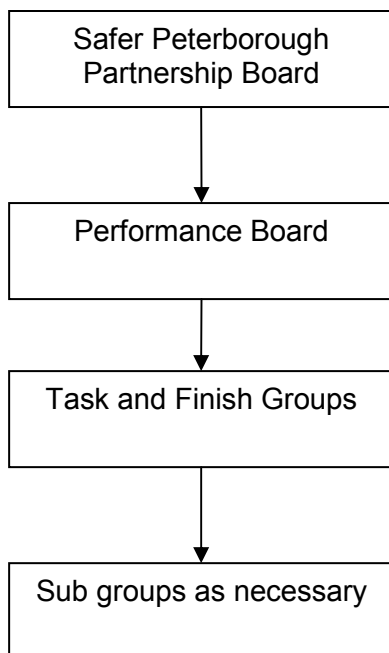
We will continue to work with other organisations offering support to victims and witnesses.

## **7. PERFORMANCE**

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

## **8. STRUCTURE OF SAFER PETERBOROUGH PARTNERSHIP**

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



### **8.2 Partnership Board**

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

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

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

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

### **8.3 Performance Board**

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

#### **8.4 Task and Finish Groups**

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

The purpose of the Task and Finish Groups is to:

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

#### **8.5 Safer Peterborough Partnership Team**

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

- Cutting Crime
- Reducing Anti Social Behaviour

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

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

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



## **8.6 The Safer Peterborough Team Vision and Statement of Intent**

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

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

We will aim to be:

**The best partnership team in the country;**

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

**A team that others want to join because we;**

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

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

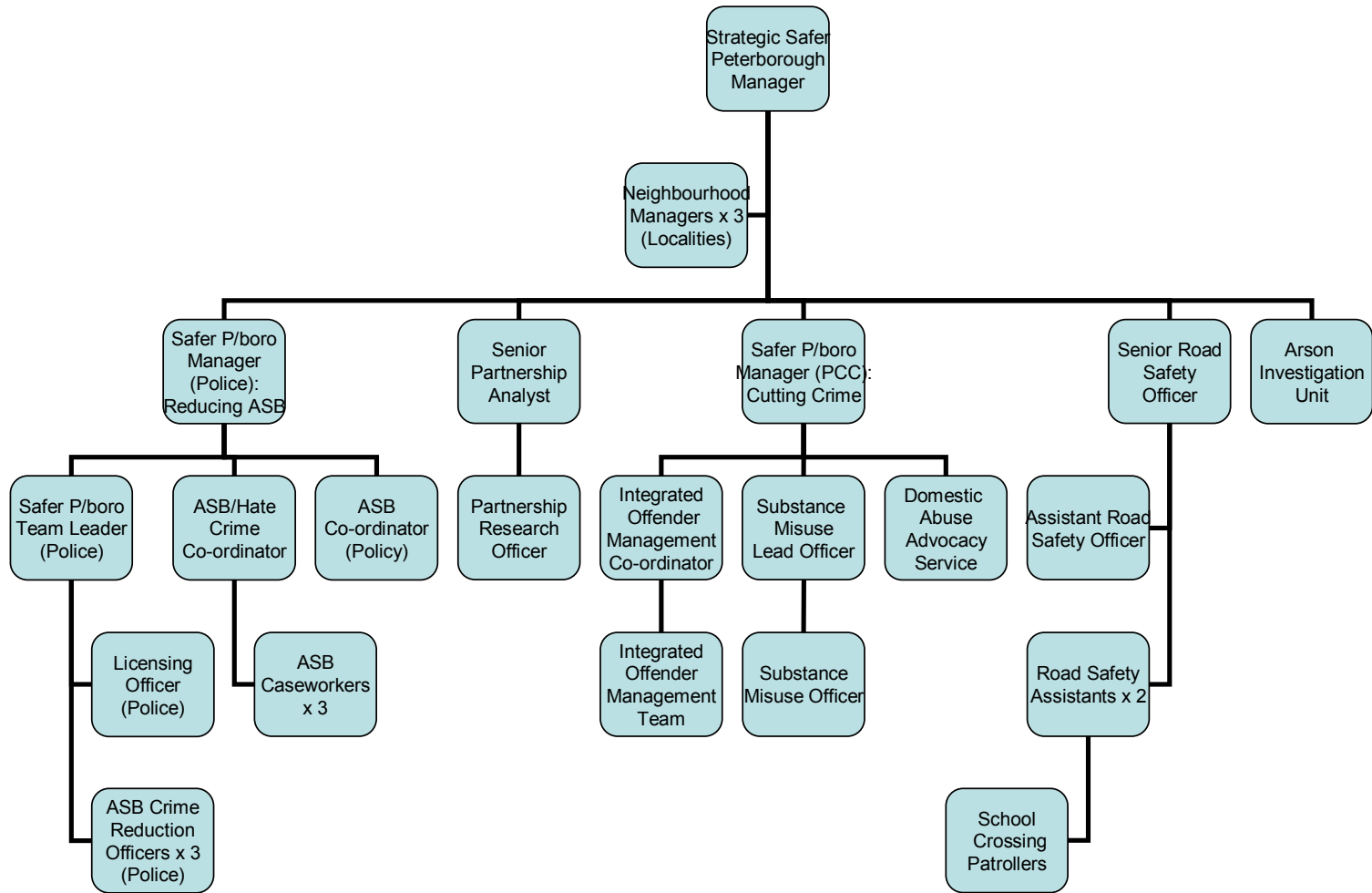
- Are a team
- Hold ourselves to account
- Continually check and improve
- Do what we say we will do
- Seek feedback, act on feedback
- Are responsive to our partners and communities
- Are passionate, enthusiastic and care about what we do

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

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

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

**Structure of the Safer/Stronger Peterborough team**



## **9. FEAR OF CRIME**

- 9.1** We know that people's fear of crime is disproportionate to the chances of them being a victim of crime. For some people, this can be debilitating and affect their quality of life. The fear of crime of local people can be affected by many things, many of which are beyond our control such as national events such as gun and knife crime in London or the reporting of certain issues by the national press.
- 9.2** We will strive to lower the fear of crime of our residents. We believe that we will do this by:
- Setting clear targets to reduce crime and anti social behaviour
  - Achieve the reduction targets that we set
  - Take every opportunity to tell the public about the reductions in crime and anti social behaviour that we have achieved
- 9.3** This last twelve months has seen a major improvement in our communication with the public. Through the appointment of a Communications and Marketing Manager we have clear direction ensuring that we take every opportunity to convey to the public the work that is being done. This year has seen the recognition of our partnership brand grow.

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

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

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

### **10.2 Stakeholder Forums**

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

The purpose of these stakeholder groups is to:

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

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

### **10.3 Special Interest Groups**

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

### **10.4 Voluntary Sector**

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

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

### **10.5 Community Sector**

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

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

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

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

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

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

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

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

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

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

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

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

## **11. CONCLUSION**

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

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# **Safer Peterborough Partnership Strategic Assessment**

## **April 2012**

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## Foreword

On behalf of the Safer Peterborough Partnership, I am pleased to introduce the Strategic Assessment 2012.

This year has seen unprecedented changes and challenges for our country and our City. Significant changes to public, community, voluntary and private sectors, along with the most dramatic austerity measures in living memory, have taken place and will continue into the future.

We need to base our priorities and our decision-making on sound evidence in the face of these challenging times: this Strategic Assessment gives us an updated evidence base to work from. This assessment has been informed by the expert contributions of our partner agencies and by the real life views of our communities.

The Safer Peterborough Partnership is committed to working with the communities of our City to make Peterborough a safer place to live, work and play, with stronger active and inclusive communities and we ask for your continued support, trust and confidence in what we do together to serve the public.



***Claire Higgins, Chair of the Safer Peterborough Partnership***

## Notes

This document was commissioned by the Safer Peterborough Partnership and was written by the Safer Peterborough Partnership Analytical Team.

We would like to acknowledge the significant support and advice received from Brin Hodgkiss and Emily Doran from Cambridgeshire Constabulary and also Helen Todd from Peterborough City Council.

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Executive Summary  
Aims and Objectives  
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## Introduction

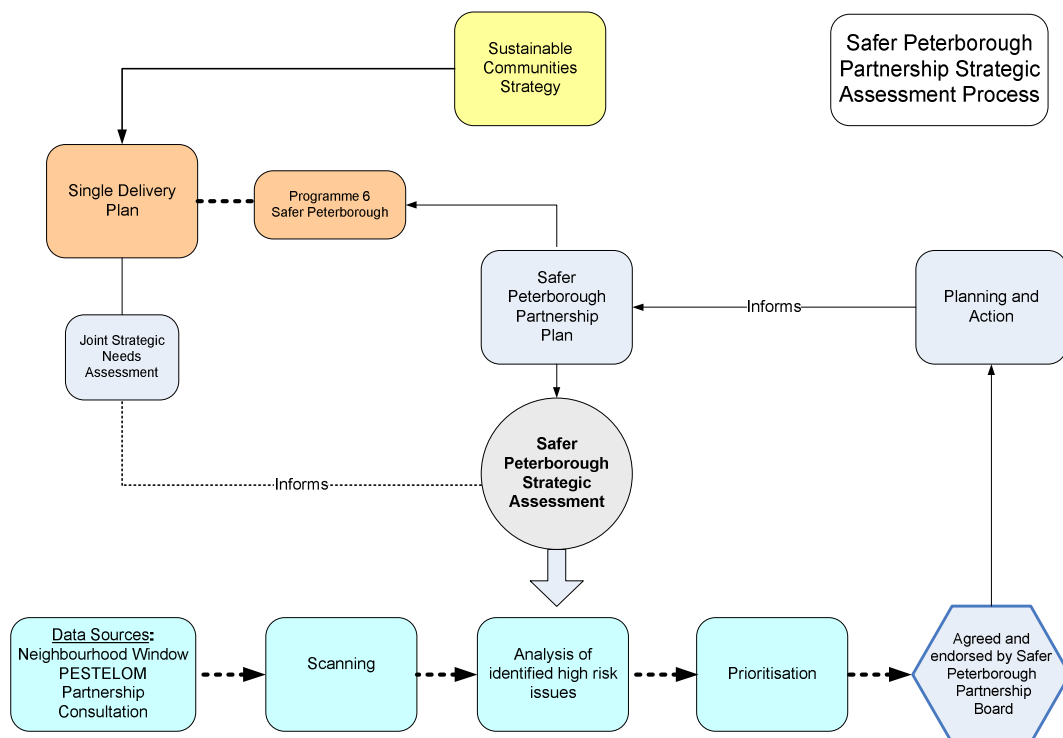
In 2009, the Audit Commission in its 'One Place' assessment of Peterborough gave the City a 'red flag' expressing significant concern over crime levels particularly in relation to the performance of our peers. They found action needed to be urgently taken to address this. Since then, there has been a significant amount of work done by the Partnership to ensure crime levels are reduced and that these reductions are sustained, in addition our performance when compared to our peers is improving. However, we cannot rest on our laurels, and our previous performance makes it clear that early intervention and tackling the underlying causes of crime can make a significant long term difference to our City's problems.

The Safer Peterborough Partnership Plan 2011-2014, outlines the intention of the Partnership to deal with the root causes and not just the symptoms of crime in the City. This links entirely with the City's Sustainable Community Strategy and its Preventative Agenda. The City has adopted a Single Delivery Plan to drive work forward across a raft of agendas; its guiding principles include addressing root causes not symptoms and ensuring outcomes come before organisations.

This Strategic Assessment and its proposed priorities are about what the Partnership can do best together. It is not about replacing our statutory agencies in their core work; rather the partnership will enable and support our partner agencies in their delivery by co-ordinating activity to reduce crime but it will lead in areas where the preventative agenda is best served by working together.

In order to fully understand the causes of crime the Strategic Assessment is commissioned by the Safer Peterborough Partnership on an annual basis, to undertake a comprehensive assessment of those issues relating to crime and disorder likely to impact on the City over the coming 12 months.

The diagram below shows how the Safer Peterborough Strategic Assessment fits into the overall strategic plan for the City.



## Executive Summary

### Aims and Objectives

The annual strategic assessment is designed to enable the Safer Peterborough Partnership (SPP) to be more responsive to communities by developing a better understanding of local crime and disorder issues. This enables the SPP to prioritise appropriately and allocate resources in the most effective way ensuring that the Partnership embraces a more intelligence led and responsive approach to business planning.

The strategic assessment is simply a tool to help identify the priorities for further action. With finite partnership resources, it is recognised that some local problems need to be given more attention than others. As such, the purpose of the strategic assessment is to provide the Partnership with sufficient intelligence about crime and disorder issues in order to prioritise the areas of focus.

### Methodology

The Strategic Assessment uses a risk based approach to identify priorities; it has utilised Cambridgeshire Constabulary's risk matrix. The matrix identifies those issues causing most harm to the people of Peterborough, and assesses whether those harms are being adequately managed.

The threats analysed in this document were selected from over 30 themes identified by a scanning exercise undertaken by Cambridgeshire Constabulary which assesses crime and disorder themes by impact and probability<sup>1</sup>.

It is acknowledged that the Police's risk assessment matrix, whilst a robust model, focuses on police harm, threat and risk. In order to add more of a partnership focus, further information was used to assess risk which included information from our communities about their perceptions as well as what our partner organisations have identified as key threats.

The final weighted score was then used to identify priority threats that are subjected to strategic analysis. Any threat recording over a specified score was automatically selected for further analysis; this information provides a forum for discussion regarding the key strategic threats and recommendations for the coming twelve months.

Many linked plans and strategies also contribute to specific areas, or are aligned with Safer Peterborough's work, these include:

The Sustainable Communities Strategy  
Single Delivery Plan  
Safer Peterborough Adult Drugs Needs Assessment  
Peterborough Alcohol Needs Assessment  
Joint Strategic Needs Assessment

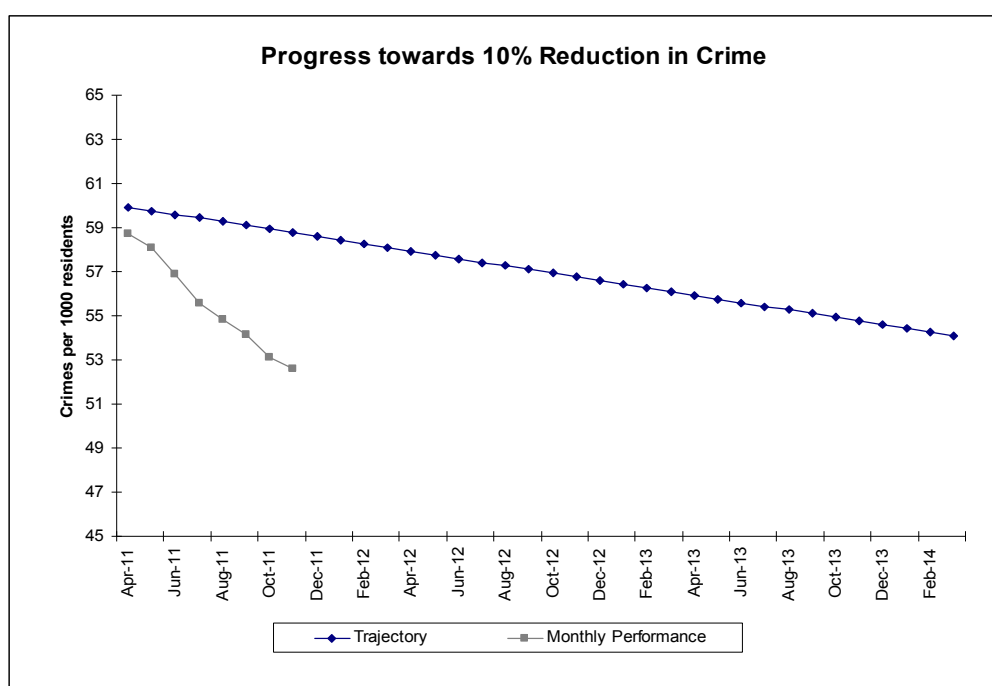
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<sup>1</sup> More information on methodology can be found in the Cambridgeshire Constabulary Strategic Assessment 2011

## Performance Overview

There have been significant and sustained reductions in crime in Peterborough; over the reporting period crimes have reduced by 14.2%, this is in the context of a reduction in crime that began to manifest itself in 2008.

The withdrawal of the National Indicator monitoring system at the end of March 2011 gave Community Safety Partnerships the autonomy to monitor performance in whichever way they saw fit. The Safer Peterborough Partnership set a single target in April 2011 to **reduce victim based** crime by 10%, over a three year period<sup>2</sup>. The current progress of this reduction is shown in the chart below; it is anticipated that this reduction will continue, however it is likely to plateau over time.



Over the reporting period, there has been a significant reduction in victim based crime with 4,249 fewer victims of crime compared to 2008-2009 and 2,097 fewer victims of crime compared to 2009-2010.

Gun related offences (79% reduction, n=33) and as business robbery (67% reduction, n=22) have recorded the greatest sustained reductions. In comparison, primary arson<sup>3</sup> (42% increase, n=57) and commercial burglary (5.3% increase, n=47) have shown increasing levels of crime.

Whilst the reductions in crime are noteworthy, there remain a number of challenges. Not least is putting Peterborough's crime levels in context when compared to our peers and on a national level.

The police performance website iQuanta allows us to compare crime rates and other indicators with similar Community Safety Partnerships (CSPs) in England and Wales that are deemed to

<sup>2</sup> This reduction is calculated by monthly analysis of a twelve month rolling figure per thousand residents of the City

<sup>3</sup> Fire Service recorded primary fires, not Police recorded arsons

have similar characteristics to Peterborough<sup>4</sup>. Each CSP has a unique group of up to 15 other partnerships to which it is 'most similar'.

Over the last twelve months:

- In Peterborough's peer group of 15 CSPs, the average year on year reduction in victim based crime was 11.2%, nationally it was 7%, however Peterborough achieved a 19.8% reduction.
- Despite this significant reduction, Peterborough remains in 15<sup>th</sup> place out of 15 CSPs. There are a number of CSPs which have reduced crime more significantly, for example, victim based crime in Newport decreased by 22.2%.
- Peterborough has recorded greater reductions than the other CSPs in its peer group, with the exception of commercial burglary and theft from person offences.
- Peterborough ranks 46<sup>th</sup> highest nationally out of all 329 CSPs in England and Wales for crimes per thousand population (i.e. 46<sup>th</sup> worst performing), of the 45 CSPs higher than Peterborough, 20 CSPs are in Metropolitan Police Boroughs. In 2009, when the Audit Commission raised significant concerns about crime levels in Peterborough, Peterborough was the 19<sup>th</sup> worst CSP in the country, therefore significant improvements have been made but there is much more to do.

In its simplest terms, Peterborough has a high crime rate to population ratio, however a true representation of population is not available until the release of Census data in 2012. Whilst the population increase in Peterborough has been well documented, the new census data will give a clear indication of where Peterborough stands in relation to its peers recognising of course that other areas will also have their population adjusted.

A number of studies have been undertaken to really understand Peterborough's crime issues. It is the view of the partnership that the best way to tackle crime is by supporting the police in their enforcement activity whilst developing an overarching preventative strategy where the City moves forward together to tackle the underlying causes of crime.

There are a number of themes falling under the Safer Peterborough Partnership which require development in order to understand how these areas are performing. For example, data on domestic abuse comes from a number of different sources such as the Police, Women's Aid, Independent Domestic Abuse Advisors, however further work needs to be done to understand how these figures can be collated to create a true representation of domestic abuse in the City. Similarly, performance around the Integrated Offender Management cohort also needs to be developed as does wider reducing reoffending data. ID-IOM, the national caseload management system for IOM, has had its release date delayed which hampers analysis of the data relating to this cohort. These issues will be discussed in more detail below.

#### **Recommendation**

The Safer Peterborough Partnership performance framework should be developed to include all the themes which fall under the remit of the Safer Peterborough Partnership, including Integrated Offender Management and domestic abuse.

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<sup>4</sup> Most Similar Groups are decided using a number of socio-demographic and geographic variables which are identified and are strongly linked to increased levels of crime, fear of crime or incidents.



## The Effect of the Recession on Community Safety

The economic forecast for 2012 is challenging; the Eurozone debt crisis and the risk this poses to the UK, as well as the Bank of England's cut in growth predictions and increasing unemployment all have the potential of impacting negatively on crime, nationally and locally.

Generally speaking, acquisitive and violent crime in Peterborough has shown sustained reductions over the last two years, which covers the period when the UK was in recession. However, as previously discussed, there remain challenges in terms of Peterborough's comparison to our peers.

There have been a number of studies completed which discuss the impact of recession on crime. They all present complex arguments, however a number come to the conclusion that, quite simplistically, during periods of economic depression fewer people can acquire goods legitimately and, therefore, more people could resort to illegitimate means to acquire goods. This may range from buying or handling stolen goods, to shoplifting, theft or burglary. Shoplifting has decreased over the analysis period, however this could be a result of retailers reducing the number of security guards they use in store and therefore there are less opportunities to catch shoplifters. Handling offences have also decreased, however this is a difficult category of crime to measure as it relies on Police enforcement activity.

There may also be an impact on other types of crime, such as violent crime. Whilst violent crime in the City Centre may decrease in times of austerity as fewer people can afford to socialise regularly in the night time economy, violent crime in residential areas may increase. This could be as a result of financial strain materialising in domestic abuse facilitated by home-drinking, particularly in disadvantaged areas.

New markets and services may emerge or increase. For example, women outside of the labour market may turn to prostitution in order to provide for their families in the absence of any alternatives. Fly-tipping may also increase; this could be as a result of the removal of the free bulky waste collection by the Council or commercial fly-tipping where companies dump their waste in a bid to decrease their overheads. More people may turn to illegal lending or loan sharks, where money is lent illegally with extremely high interest rates, sometimes with the threat of violence. It will be a recurring theme in this Strategic Analysis that the most deprived areas of our City are likely to be the most susceptible to this type of activity.

### **Recommendation**

It is imperative that in these times of austerity, the Partnership has a solid understanding of the impact this has on crime and the effect this will have on performance. There is little or no data held on prostitution, with the exception of complaints to the Police, this should be improved as currently there is no easy way to determine whether there have been changes in the numbers of women who participate in this type of activity. There is also little or no data held on illegal loan sharking.

The same is true of fly-tipping: whilst records are kept by Enterprise Peterborough, there is no regular monitoring of this, however this will improved with 'quality of life' incident monitoring. This is discussed below.

## The Cost of Crime in Peterborough

The Home Office has produced two key pieces of research into the economic and social cost of crime: the first based on recorded crime in 1999/2000; and a subsequent update for crime against individuals and households (excluding commercial crime such as shoplifting) for 2003/04<sup>5</sup>.

These estimates are composed of three elements:

- costs incurred in anticipation of crime (such as security expenditure);
- as a consequence of crime (such as property stolen and emotional or physical impacts);
- in response to crime (costs to the criminal justice system).

The table below shows the revised costs<sup>6</sup>, with the recorded data for each relevant category:

	Number of Peterborough crimes <sup>7</sup>	Estimated cost	% of Total Crime	% Total Cost
<b>Violence against the Person</b>	2544	£23,233,287	18.4%	47.9%
<b>Most Serious Sexual Offences</b>	204	£7,538,208	1.5%	15.6%
<b>Serious Acquisitive Crime</b>	2326	£7,461,012	16.8%	15.4%
<b>Commercial Burglary</b>	884	£4,073,472	6.4%	8.4%
<b>Theft and Handling</b>	4780	£2,708,620	34.5%	5.6%
<b>Criminal Damage</b>	3045	£3,429,325	22.0%	7.1%
<b>Attempted Vehicle Theft</b>	67	£41,339	0.5%	0.1%

The cost of crime per resident in Peterborough is £283.21 per year.

Analysis was conducted using the Home Office methodology with the actual number of reported crimes for the City, a total of 81.3% of the City's crimes were utilised within this model equating to an estimated burden to society of nearly £48.5 million.

The key findings from the analysis are as follows:

- Violence against the person (18.37% of total crime) accounted for over £23 million, almost 48% of the cost of crime for Peterborough.
- Serious sexual offences (n=204), accounted for 1.5% of the total crime yet cost over £7.5 million, which is over 15.5% of the total cost for the reporting period.
- Theft and handling and criminal damage accounted for over 55% (n=7825) of the total crimes used within the model, with an associated cost of over 12.6% (£6.1 million).

The burden on City wide services is substantial with the police and health services accounting for the vast majority of costs.

<sup>5</sup> This was further informed by the IOM Efficiency toolkit

<sup>6</sup> Not all crimes can be attributed with a cost, this model shows costs for approximately 81% of Peterborough's total crime and therefore is an underestimate

<sup>7</sup> December 2010 - November 2011

## **Risk and Threat Matrix**<sup>8</sup>

The risk and threat matrix, which is based on the matrix developed by Cambridgeshire Constabulary, is detailed in the table below. The full risk and threat matrix is available as a separate document.

The risk matrix identifies those issues causing most harm in Peterborough, and assesses whether those harms are being adequately managed by the agencies forming part of the Safer Peterborough Partnership.

It assesses crime and disorder themes by impact<sup>9</sup> and probability<sup>10</sup>; a combination of statistical measures and the professional judgement of the subject area specialists were used to derive the harm score.

The professional judgement of specialists within the Partnership were employed again to identify organisational gaps in the management of each theme; gaps were assessed on the three criteria of knowledge, capacity and capability, this was based around analysis the Constabulary had undertaken, and built upon through experts within the Partnership. The assessment of organisational gaps was then combined with the harm score to generate a risk score for each theme.

In summary:

Harm = Impact x frequency

Risk = Harm x Partnership gaps<sup>11</sup>

The findings of the risk matrix provide the basis for recommending the Safer Peterborough Partnership priorities, as set out above. The findings of the risk matrix can be found in Appendix **xx**.

### **Recommendation – Priority Setting**

It is recommended that the priority themes for the coming year are as follows:

- Reducing the harm caused by substance misuse
- Domestic abuse
- Violent crime linked to the night-time economy and improving perceptions of safety in Peterborough City Centre
- Making Peterborough's roads safer
- Anti-social behaviour and quality of life issues
- Targeting those offenders who cause most crime
- Targeting the family networks which cause most harm, cost and/or disruption

<sup>8</sup> Developed by Cambridgeshire Constabulary

<sup>9</sup> Using criteria based on the ACPO approved 3PLEM model

<sup>10</sup> Using frequency as a proxy measure

<sup>11</sup> Harm and risk scores denote the level of harm caused by the issue to Peterborough, and how well that harm is managed, relative to other issues. The harm and risk score is not an indication of the 'seriousness' of an event or issue

## Priority Themes: Reducing the Harm caused by Substance Misuse

Reducing the harm caused by substance misuse is identified as a key theme for the Partnership and it is recommended that this theme remains a priority over the coming twelve months. Substance misuse is a theme which cuts across all areas of business for the Safer Peterborough Partnership; features of the drug use problem in Peterborough include deprivation, housing issues, crack use and high levels of injecting. In terms of alcohol use, Peterborough faces an immense challenge with alcohol related disease and crime, which remains worse than the England average, with trends indicating that the health and social impact of alcohol on Peterborough will get increasingly worse.

It is for these reasons that it is recommended that substance misuse remains a priority for the Safer Peterborough Partnership over the coming twelve months.

There have been detailed Needs Assessments<sup>12</sup> completed on drugs and alcohol over the last six months, these documents provide detailed analysis on the issues relating to each subject area and are available upon request. A summary of the issues highlighted in each of these documents is provided below.

### Drugs Use

The data used in the 2011 Safer Peterborough Adult Drugs Needs Assessment relates to the period preceding the new service, Aspire, taking over all drugs services for the City in January 2012. Previously there were three separate services providing drug treatment in Peterborough and the data summarised below relates to this.

#### Overview of the 2010-2011 drug treatment population

- Based on Peterborough's 15-64 age group<sup>13</sup>, it is estimated that nearly 15 people per thousand are users of opiates and/or crack cocaine, this is significantly higher than the regional average of 6.44 and the national average of 8.93.
- The main drug of choice remains heroin, however, an increase of cocaine and alcohol as secondary drugs has been seen, as well as an increase in cocaine as a primary drug.
- The average age is 35 years old, this represents an aging treatment population.
- The average episode length of those successfully discharged was approximately five years.
- There were a total of 24 nationalities in the treatment population. Eastern Europeans are significantly over-represented compared to the reported population living in Peterborough.
- There is an issue identified with clients known to treatment but not in contact within the last year, the new service will work to actively re-engage with these clients.

#### Key Priorities for 2011 -2014

The key priorities identified for the coming year recognise that Peterborough still has some considerable areas of challenge and that it is not possible to achieve everything at once, the priorities have therefore been agreed as those which will have greatest positive impact on our services and drug users, and therefore subsequently on our communities.

- **New Treatment System** - embedding the new service model to ensure a joined up approach across the full range of interventions;
- **Outcomes** – improving the movement of drug users through the treatment system; ensuring that drug users are able to successfully recover from their drug use.

<sup>12</sup> The Safer Peterborough Adult Drugs Needs Assessment, December 2011 and the Peterborough Alcohol Needs Assessment, August 2011

<sup>13</sup> N=113,700 individuals

- **Development of Shared Care** – work with the new service and health colleagues to increase the number of GPs offering shared care in the City, as well as working to increase the number of GPs with a specialist interest in drugs.
- **Individual Recovery**– ensuring that clients have a person centred journey through the system and that we work in partnership with all the key agencies to help address and support all issues which may affect their recovery, not dealing with drug use in isolation.
- **Life after treatment** – working to ensure there is a wide range of interventions to support drug users after they have completed treatment.

## Alcohol

At the local level there are several large gaps in the data with regard to alcohol use, harms and need in Peterborough. Education and health promotion regarding alcohol in Peterborough is limited, as is the provision of alcohol screening and brief interventions by health and non-health sectors, with the notable exception of the Cambridgeshire and Peterborough Probation Service and HMP Peterborough.

Peterborough has an integrated alcohol treatment pathway, but the identification of people in need of brief interventions or specialist alcohol treatment is currently limited to mainly self referral, GPs and the criminal justice system, including the Probation Service. This means the majority of alcohol drinkers, young people and hard to reach groups in Peterborough are unlikely to have their need assessed or demand/access appropriate levels of intervention. The acceptability of alcohol treatment services to different segments of the Peterborough population does not appear to have been assessed.

The availability of licensed premises to sell alcohol in Peterborough is increasing steadily, but it remains unclear what the pattern of alcohol sales and alcohol consumption in Peterborough is and how this impact on alcohol related health and social problems in Peterborough. A Peterborough alcohol control plan combining targeted education, health promotion, treatment and enforcement is required with active engagement of the different public, private and third sector stakeholder groups in Peterborough.

The Peterborough Alcohol Needs Assessment has identified the following seven high impact recommendations:

1. **Peterborough requires an overarching alcohol strategy.** To tackle the increasing burden of disease and social harms that result from alcohol misuse amongst the population, but this requires clear ownership. We propose that the Peterborough Live Healthy Live Green Partnership Board should drive alcohol prevention and the Safer Peterborough Partnership Board should drive alcohol diagnosis and management.
2. **Peterborough needs alcohol education and health promotion campaigns.** To raise awareness of the Chief Medical Officer's recommended daily alcohol limits, the risks from exceeding them and challenge attitudes to alcohol. These should link in with national initiatives, with social marketing employed to develop focussed alcohol awareness training and campaigns for vulnerable and high risk groups, such as children and young people, White British males and East European males.
3. **Alcohol Screening and Brief Interventions should be provided more widely across Peterborough in community and primary care settings.** To reinforce the alcohol awareness campaign and identify people in needs of brief interventions or referral for further assessment or treatment.
4. **Alcohol screening, brief interventions and referral should be targeted at high risk groups.** For example homeless, people with custodial and non-custodial sentences, and people attending Peterborough City Hospital emergency department.
5. **An alcohol treatment health equity audit** should be conducted for Peterborough, to identify barriers to treatment including access and acceptability across the different communities in Peterborough, by ethnicity, nationality and other protected characteristics.

6. **Effective alcohol treatment services need to be commissioned in HMP Peterborough** reflecting the high burden of alcohol misuse amongst its male and female inmate populations. This requires a treatment pathway for short term inmates which link proactively with community alcohol treatment services to facilitate the continuation of care for prisoners on release from custody. Key partners for this include HMP Peterborough, One Service, Drinksense, NHS Peterborough, Safer Peterborough Partnership and Peterborough City Council. This should include development of a system for liaising with relevant agencies for inmates released to areas outside of Cambridgeshire.
7. **There is a need for improved support in the transition** of young adults transferring from young people's treatment to adult treatment services.

## **Domestic Abuse**

Domestic abuse was the issue which scored highest on the risk matrix in terms of causing most harm to the Partnership. There are gaps in capacity and capability, identified in previous analyses<sup>14</sup>, which have not been fully resolved.

Currently there are a number of different agencies providing a response to domestic abuse including the Police, the City Council, Health and others; however there is no coherent strategy that draws together all of the partners on whom domestic abuse impacts to ensure that all are providing as consistent message and that there is no duplication of effort. In addition, the prison is developing responses for both perpetrators and victims within its community, but the Partnership needs to ensure these responses can be continued through the gate and are in line with responses being delivered in the community. It is the intention of the Partnership to develop an over-arching strategy which will interlink this individual work and ensure a consistent and coherent response, however this will not be in place for several months and there will need to be a bedding in period before it will deliver the expected improvements.

It is for the above reasons that it is recommended that domestic abuse remains a priority for the Partnership over the coming twelve months.

### **The Scale of the Problem**

The figures below show the estimated prevalence of domestic and sexual violence in an area the size of Peterborough, based on regional data by the British Crime Survey. Over the last year it is estimated that:

- 4,366 women and girls aged 16-59 have been a victim of domestic abuse<sup>15</sup>
- 1,370 women and girls aged 16-59 have been a victim of a sexual assault<sup>16</sup>
- 6,010 women and girls aged 16-59 have been a victim of stalking<sup>17</sup>.

It is difficult to ascertain what the difference is between this estimated prevalence and the actual numbers of recorded incidents because it is not currently possible to identify the number of unique individuals reporting violence in Peterborough. In addition, these estimated prevalence levels do not take into account violence against men.

Local information on levels of domestic abuse is available from a number of different sources. Currently, the Police record the highest number and most robust data on domestic abuse, however, given that up to a quarter of domestic abuse is not reported to the Police<sup>18</sup>, this data only provides a partial picture.

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<sup>14</sup> Cambridgeshire Constabulary Strategic Assessment 2011

<sup>15</sup> Margin of error +/- 1,054

<sup>16</sup> Margin of error +/- 851

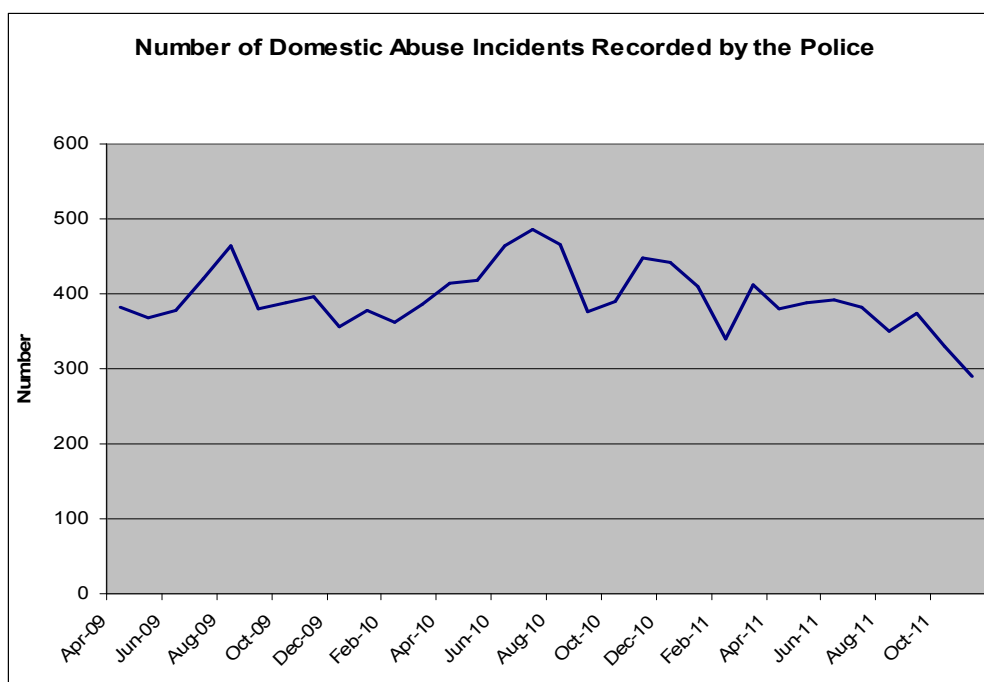
<sup>17</sup> Margin of error +/- 1,163

<sup>18</sup> Domestic Violence National Delivery Plan

## Safer Peterborough Partnership Strategic Assessment 2011

There is work to do to develop the data held by other agencies such as the Independent Domestic Abuse Service, Women's Aid, Children's Services and the Sexual Assault Referral Centre, to ensure that this data is interpreted in a meaningful way. Currently there are issues with double counting and recording practices; an audit of all domestic abuse data is planned by the Safer Peterborough Partnership to ensure that the data provides an accurate illustration of domestic abuse in the City.

When recorded by the Police, domestic incidents and offences are given a domestic marker, which varies dependent on the relationship between the victim and the offender. The graph below shows the trend in domestic incidents and offences reported to the Police between April 2009 and November 2011, which have remained broadly static over the last three years:



The increase in incidents reported to the Police in June 2010 may be attributed to the World Cup 2010. On the day that England lost 4-1 to Germany<sup>19</sup>, the Police recorded the highest number of incidents reported in a day, over the entire three year period. New Year's Day also consistently records high levels of incidents.

Information on levels of domestic abuse is also recorded by the Independent Domestic Violence Advocacy (IDVA)<sup>20</sup> Service and Women's Aid who receive referrals from a number of different sources. Incident levels from the IDVAs and Women's Aid have increased over the last three years, however since there have been major developments to encourage victims of domestic violence to seek help and to develop the quality of the services that they may receive, this is not surprising. Referrals from Children's Social Care and Children's Centres have contributed to the increase in referrals this year.

### Victim<sup>21</sup>

The profile of victims of domestic abuse in Peterborough has largely remained unchanged over the last twelve months: victims are generally female, White British and under the age of 50, however there is a peak in the 20-26 age group. White Other victims continue to be over-

<sup>19</sup> 27<sup>th</sup> June 2010

<sup>20</sup> IDVAs work with the most high risk domestic abuse cases

<sup>21</sup> Analysis based on n=2197 victims of a domestic related crime recorded by Cambridgeshire Constabulary, between December 2009 and November 2011

represented when compared to the population estimates, with victims from Lithuania, Poland, Portugal and Latvia most frequently recorded

Women's Aid and the IDVAs have found increasing numbers of Eastern European women also accessing services, with many finding that they have no recourse to public funds. There remains an issue with domestic abuse seen as acceptable in these communities and therefore the actual prevalence reported is likely to be a significant under-estimate of the true picture.

In the 2010/11 BCS, three-quarters (73%) of all incidents of domestic violence were experienced by repeat victims<sup>22</sup>. The most robust data held on domestic abuse is in relation to those high risk cases that appear before the Multi-Agency Risk Assessment Conferences (MARAC). The numbers of repeat victims at MARAC has shown a decreasing trend over the strategic period, with an average of 27% of victims experiencing another incident of violence.

The number of children who are involved in cases of domestic abuse is difficult to quantify. Children's Social Care record notifications of domestic violence from police data, but these are only recorded as 'contacts' rather than a referrals', there may or may not have been an assessment undertaken. The data to the end of December 2011 shows that there have been 17 children out of 211 who have been the subject of a child protection plan because of physical abuse<sup>23</sup>. Children's Services are due to migrate to a new system, Protocol, in April 2012, there may be an opportunity to better interrogate the detail of cases than is currently offered.

### Offender<sup>24</sup>

The information held on offenders is limited to those offenders who have been charged with an offence. The domestic offences which have resulted in a charge have shown an increasing trend over the last three years, the proportion of offences which resulted in a charge is on average over 30%.

The local offender profile has shown little change over the last year. The average offender is generally male (87% of the offending population) and White British. There is no particular peak age group, with most offenders falling in the 20-40 age group. White Other offenders are generally over-represented compared to population estimates (15% of offender population), with the majority of offenders coming from Lithuania, Poland, Portugal and Latvia. Conversely, Asian Pakistani offenders are under-represented compared to the population profile (4% of offender population). White Other offenders are almost all under 50, however this could be a reflection of the population who have come to live in the City.

Whilst it is nationally recognised that alcohol is a causal factor in domestic violence, combining this with the characteristics displayed by large sections of the New European states' community such as multiple occupancy housing, low wage manual jobs and significant levels of unemployment we can identify an emerging community vulnerable to domestic abuse.

The Specialist Domestic Violence Court now holds two sessions each week as opposed to one, according to Women's Aid, this has increased both the number of offenders being seen and also the number of positive prosecutions. Data from the Crown Prosecution Service is only available from April 2011, however the number of positive prosecutions in the first three quarters of 2011 shows that the successful prosecution rate was over 65%. The data illustrates that, in terms of ethnicity, cases where the victim is from a 'White Other' ethnicity have the highest number of unsuccessful prosecutions at court.

<sup>22</sup> Crime in England and Wales, 2010/11, Home Office

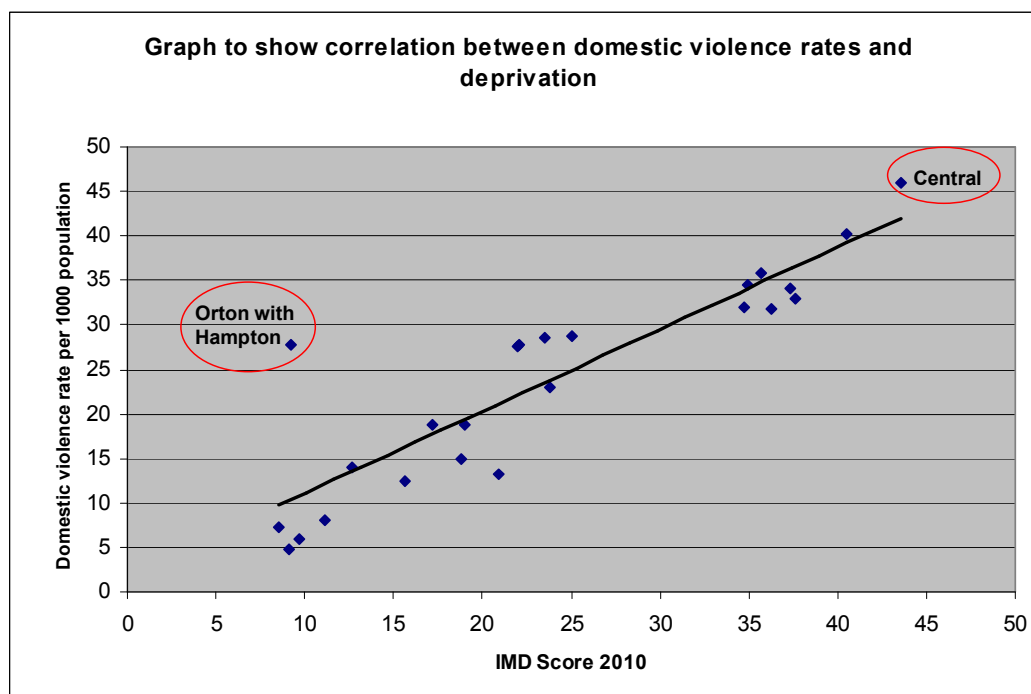
<sup>23</sup> Physical abuse is a proxy for domestic violence

<sup>24</sup> Analysis based on n=923 offenders who were charged with a domestic related crime by Cambridgeshire Constabulary, between December 2009 and November 2011



## Location

The link between deprivation and domestic abuse is clear in Peterborough, as the graph below illustrates. Those areas which score highly on the Index of Multiple Deprivation and those recording high levels of domestic abuse show a clear correlation.



There may be evidence of under-reporting of domestic abuse in those outliers; in Peterborough this may be true of Stanground East, Eye and Thorney and Newborough wards.

Orton with Hampton ward is an interesting outlier; its position on the graph suggests that the numbers of incidents of domestic abuse are much higher than the levels of deprivation. This is more likely to be due to the fact that the IMD score for Hampton is likely to be incorrect now following the significant growth in the area, and the factors used to calculate the IMD have not been re-aligned with the growth of this ward. However, to counter this, Women's Aid and the IDVAs report increased levels of referrals from Hampton.

## Costs of Domestic Abuse

In November 2009, as a response to the national strategy to end violence against women and girls, the Home Office issued a toolkit to estimate the prevalence and costs of domestic abuse in local area, based on British Crime Survey findings. This toolkit, known as the 'ready reckoner', provides the most recent view on costs of domestic abuse.

The costs of domestic abuse are difficult to quantify, particularly considering the under-reporting that is inherent in domestic abuse. The ready reckoner tool enables a range of providers such as health, policing and housing, to estimate the need for local services for domestic violence, sexual violence and stalking in their area. It highlights the estimated prevalence and cost to services of domestic and sexual violence.

The figures below show the estimated cost of domestic and sexual violence in an area the size of Peterborough<sup>25</sup>. The bulk of this cost is met by the victims themselves, principally through the

<sup>25</sup> The figures do not include additional costs from stalking, female genital mutilation, 'honour'-based violence, and forced marriage.

## Safer Peterborough Partnership Strategic Assessment 2011

emotional and physical costs of the abuse. The total cost to agencies amounts to £32,703,994 and is disaggregated into the costs for individual agencies below.

	<b>Total costs<sup>26</sup> (not including human and emotional costs)</b>	<b>Physical and mental health care costs</b>	<b>Criminal justice costs</b>	<b>Social services costs</b>	<b>Other costs (incl. housing, civil legal &amp; employment costs)</b>	<b>Human and emotional costs</b>
<b>Domestic and Sexual Violence</b>	£32,703,994	£7,047,247	£4,438,819	£835,916	£20,382,013	£104,417,207

Based on the cost and prevalence data illustrated here, it is possible to identify how much each incident of domestic abuse and sexual violence costs. The Home Office estimated that there were a total of 5,736 women and girls who were subjected to domestic abuse and sexual violence in an area the size of Peterborough, based on the estimation of costs, this equates to a £4,366 per incident, in agency costs; where costs to the victim are included, this estimate increases to £23,900 per incident.

To put these cost estimates into context, the costs of total crime to Peterborough that are outlined in the section above, are estimated to be just over £48m. Domestic abuse is not included as a category in this estimation because it is not technically a crime type, however it will include the costs of, for example, a violent crime, whether it is domestic in nature or not. This shows that the costs of domestic abuse alone are almost as high as the cost of total crime.

This information goes further to reinforce the importance of prevention work around domestic abuse. The costs of an Independent Domestic Violence Advocate supporting a client at high-risk costs on average £500<sup>27</sup>, this maybe a prudent investment in terms of preventive intervention. In addition, it is estimated that for every £1 spent on MARACs, at least £6 of public money can be saved annually on direct costs to agencies<sup>28</sup>.

### **Recommendations**

- Broader piece of work with all the relevant stakeholders to develop a clear strategy encompassing prevention, support for victims and interventions with perpetrators.
- The Euro 2012 football championships and Olympics both take place this year, given the previous trends linking an increase in domestic abuse to major sporting events, preventive measures should be put in place.
- Work needs to be done to provide further clarity on existing resources and future targeting of those resources.
- Further work to support victims going through the court process to ensure that attrition rates are reduced; the new domestic abuse strategy will address this.

<sup>26</sup> The costs for local areas are derived from the national estimates of cost published by Järvinen et al (2008), and given by the proportion of the national population resident in your area. The HM Treasury GDP deflator multiplier of 1.136 has been used to bring the costs up to 2008/09 levels. More details on the services included in each category can be found in Walby (2004).

<sup>27</sup> This figure is based on the assumption that an IDVA receives 100 high risk referrals annually and that 60-70 remain engaged. An average salary of £25,000 and on-costs of 30% was used.

<sup>28</sup> CAADA, 2010

## Violent Crime linked to the Night-Time Economy

Violent behaviour in and around pubs and clubs on weekend nights presents a significant public health, criminal justice and urban management problem.

There has been a reduction in violent crime across Peterborough over the last twelve months; year on year crime has reduced by 12.3%, this equates to 1,510 fewer victims of violence in Peterborough over the last year.

Whilst there have been reductions in violent crime in Peterborough's City Centre, the reduction has not been in the same volume as violent crime in other areas of the City. In Central ward, where the majority of licensed premises are located, violent crime has reduced by 7%, compared to an average of 16% for the rest of the City. A more significant reduction in crime may have been anticipated given that, following the recession, there are likely to have been fewer people who can afford to socialise in the night time economy.

This is set against a landscape of the perceptions of the City at a local, regional and national level, which is still not as positive as it needs to be. This is coupled with the issues that remain in the City Centre relating to its appearance and the need for continued regeneration. There has been significant work over the last few years to improve the public realm in the City Centre and to encourage a different clientele to socialise there, however there remain negative connotations about the safety of the night time economy in Peterborough.

It may be anticipated that the City Centre level of violence will increase to pre-recession levels in line with a strengthening economy. For these reasons, together with the need to promote and market the City as primary destination for visitors and investors, it is recommended that violent crime linked to the night time economy is prioritised by the Safer Peterborough Partnership.

### The Scale of the Problem<sup>29</sup>

The number of violent crimes linked to the night time economy is on average around 45 offences per month; however the number of offences reported to the Police is likely to be a significant under-estimate of the true picture. There is no consistent approach to the recording of offences that are linked to the night time economy or licensed premises.

Analysis of Accident and Emergency data<sup>30</sup> of those who present with assault type injuries showed that of the 567 patients questioned, 26% of them indicated that they had not reported the incident to the Police. Peak time and location analysis of the A&E questionnaire responses indicate that a large proportion of those attending A&E had received their injuries in or around the night-time economy. Data from A&E only provides part of the story, good quality ambulance data is currently not being shared by the East of England Ambulance Service. This is vital to ensure that we have a complete understanding of violent crime in Peterborough.

Analysis on violence linked to the night time economy has shown very little change. The peak time for violent offending is weekend nights and the peak location is in and around pubs and clubs in the City Centre. There is some indication of a spread in offending where new licensed premises have opened up, both to the north and south of the City Centre. Violence outside venues may be associated with large numbers of intoxicated people congregating in a small area and competing for limited food and transport facilities<sup>31</sup>, this is true of offences occurring in Northminster and on Broadway.

<sup>29</sup> Offences linked to the night time economy were extracted by looking at offences occurring in Central ward which took place between 2100 to 0400 hrs and resulted in injury.

<sup>30</sup> Analysis of Accident and Emergency Assault Data, August 2011, Safer Peterborough Partnership

<sup>31</sup> Marsh and Fox- Kibby, 1992

Offender analysis<sup>32</sup> has also shown little change compared to previous years. Offenders are generally male, between the ages of 18 to 25 and under the influence of alcohol. The exact number of offenders who have been drinking before their offence is unclear as the recording of these offences is not always accurate. As previously reported, an increasing number of offenders are classed as 'White Other' ethnicity, with offenders generally of Latvian, Lithuanian or Polish nationality. These offenders now make up over 20% of total offenders committing violence in the night time economy.

The victim profile shows similarities to the offender profile, victims are generally from Peterborough, aged 19-24 years of age and there are increasing numbers of victims from European states such as Lithuania, Latvia and Portugal. One point of note is that whilst the majority of victims are male, female victims make up a high proportion, accounting for almost a third of all victims. Given that very few of these offences have a 'domestic violence' marker, this is a concerning trend.

The use of recreational drugs such as cocaine linked to the night time economy, has previously been reported as an issue in Peterborough<sup>33</sup> when tests for the drug were undertaken at toilets in licensed premises. Peterborough was one of the pilot areas for Violence against the Person and Public Order Inspector's Authority initiative which was set up to examine potential links between specified Class A drugs (heroin and cocaine) and violent offending. The study found that the average number of positive tests for the pilot was 29%, the positive test rate for Peterborough was only 17%.

### Recommendations

- A review of A&E data sharing protocol with Peterborough City Hospital should be undertaken to include the recommendations made in the Analysis of A&E Data document, August 2011.
- Data from the Ambulance Service needs to be shared with the Partnership to ensure a more complete understanding of violent crime.
- To enable a proper understanding of the amount of violent crime linked to the night time economy, the use of the Police marker by the Constabulary to indicate violence in a licensed premise should be improved.

<sup>32</sup> Based on Police data, A&E data was not sufficiently detailed to allow analysis

<sup>33</sup> Safer Peterborough Partnership Strategic Assessment, 2009-10

## Improving Safety on Peterborough's Roads

It is recommended that Road Safety continues as a priority for a number of reasons. Firstly because it is a real concern for the people of Peterborough, this is demonstrated by the number of times that tackling speeding issues or illegal or inconsiderate parking is raised as a priority at Neighbourhood Panels. It is also an issue which provokes real public reaction, for example in relation to the public consultation around school crossing patrollers.

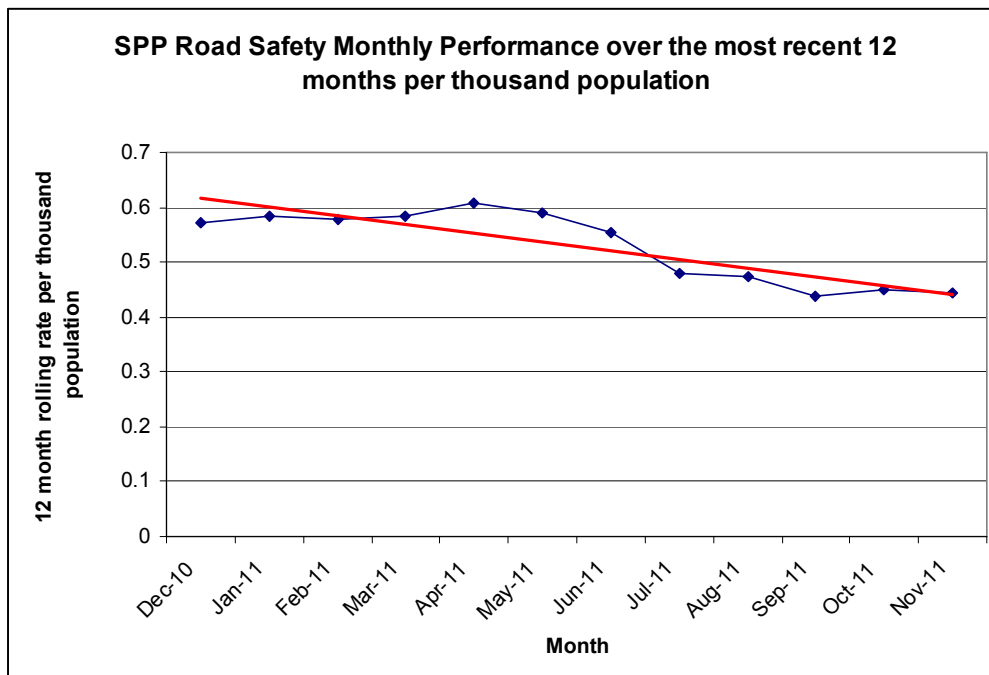
In addition, the cost of accidents to the public purse and to individuals is high in comparison to the other issues which fall under the remit of the Safer Peterborough Partnership. It is for these reasons that it is recommended that improving safety on Peterborough's roads is prioritised for the coming twelve months.

### The Scale of the Problem

*Note: the time period used here differs from the rest of this document, road safety data goes through a verification process, as such there is a time lag on data availability. For the purposes of this section, the review period is September 2010 to August 2011.*

Road Safety Performance is measured by reductions in Killed or Seriously Injured (KSI) accidents. A national guideline for this reduction is a target of 33% over a ten year period. The Safer Peterborough Partnership, although primarily focussing on a reduction in victim based crime, has a reduction target of 10% over a three year period; KSI accidents are incorporated into the Safer Peterborough Partnerships monthly monitoring. This is the figure that is used for monthly performance monitoring; the KSI target is currently showing a 25% reduction from the baseline (2010/11 financial year).

The chart below shows the most recently available data and the reduction using this methodology. This shows that there has been a reduction over this period with 23 fewer people being killed or seriously injured.



### Casualty Analysis

Casualties can be broken down into three categories, Fatal, Serious and Slight. The table below shows the breakdown of these over a five year period.

	2006-7	2007-8	2008-9	2009-10	2010-11
<b>Slight</b>	954	867	920	906	876
<b>Serious</b>	92	82	94	92	74
<b>Fatal</b>	15	14	8	6	6
<b>Total</b>	1061	963	1022	1004	956

The total number of casualties in Peterborough in 2010/11, as highlighted in the table above, was 956, which is a 4.8% total reduction. Serious and fatal casualties have also seen a reduction, the total number has reduced by over 25% from 2006/07 when compared to 2010/11.

### KSI by User Type<sup>34</sup>

The table below shows the casualty breakdown for the time period September 2010 – August 2011.

<b>Fatal</b>	Driver	3
	Motorcyclist	3
<b>Serious</b>	Driver	22
	Pedestrian	18
	Motorcyclist	15
	Cyclist	11
	Passenger	8

Casualty numbers on the whole has seen a reduction, though there has been an increase in casualties for the 25-34 age categories. There has been no change in the KSI numbers involving children over the last two years.

Overall there has not been any significant change in the number of child casualties over the reporting period, for either slight or serious casualties.

### Where are the accident cluster spots?

Accident hotspots are also known as ‘accident cluster sites’<sup>35</sup>, the table below shows the top 20 cluster sites in Peterborough in 2011. The cost of each cluster site is also included, this shows that some cluster sites, despite recording fewer accidents, cost more because of the severity of the injuries recorded there:

Location	Fatal	Serious	Slight	Score 2010	Score 2011	Cost (£) <sup>36</sup>
Paston Parkway junction Eye Road, Eye	0	2	10	37	27	£1,105,760
Boongate/Frank Perkins Parkway - Roundabout 5	0	0	10	35	35	£804,920
Crescent Bridge Roundabout 36	0	0	8	25	26	£612,420
Lincoln Road Nr Stone Lane	0	2	13	23	22	£1,125,010
Bretton Way/Soke Parkway - Roundabout 17	0	0	9	22	18	£423,500
Lincoln Road nr Limetree Avenue	0	0	8	20	22	£766,420
Lincoln Road junction 47 - Roundabout	0	0	3	20	23	£647,340

<sup>34</sup> The following information was collated from STATS 19 data; Police recorded ‘injury only’ accident data for all casualty incidents. Date ranges are from September 2010 – August 2011.

<sup>35</sup> A cluster site is defined as a junction or 100 metre length of road (in a 3-year period) with: 6 or more injury accidents; 3 or more fatal or serious accidents; or 5 or more injury accidents providing that one of them is fatal or serious.

<sup>36</sup> 2005 Valuation of the Benefits of Prevention of Road Accidents and Casualties, cost is over a three year period, 2008 - 2010

## Safer Peterborough Partnership Strategic Assessment 2011

18						
David's Lane with Staniland Way	0	0	5	18	15	£477,670
Bourges Boulevard / Taverners Road - Roundabout 41	0	0	7	18	18	£346,500
St Johns Street Nr City Road	0	1	2	16	17	£759,260
Nene Parkway / Fletton Parkway - Roundabout 3	0	0	5	16	19	£439,170
St Pauls Road, Welland Road jn	0	0	3	16	15	£570,340
Lincoln Road Triangle	0	0	3	15	17	£419,920
Eastfield Road jn Boongate - Roundabout 39	0	0	4	15	17	£288,750
London Road (Fletton Avenue to Oundle Road)	0	0	4	14	17	£855,510
Bourges Boulevard/ Bright Street - Roundabout 40	0	1	3	14	11	£400,670
Lincoln Road junction Werrington Parkway	0	0	3	14	16	£531,840
Eagle Way junction	0	0	4	14	12	£269,500
Bishops Road near Vineyard Road	0	0	7	13	14	£477,670
Broadway junction Crawthorne Road	0	0	3	13	13	£381,420

Lincoln Road appears repeatedly in this table with accidents there amounting to a cost of almost £3.5m in one year. Safety works have been completed at a number of the above sites, including Lincoln Road so it is anticipated that in future years these will drop out of the cluster site list.

Monthly analysis over the most recent three year period for all casualties highlights, as expected, a noticeable increase which generally starts in October and resumes to more consistent levels at the beginning of the year. This aligns with daylight saving and more sustained periods of less light.

Analysis was conducted on 'who' or 'what' was at fault for all casualties (fatal, serious and slight) for the 2010-2011 year. Some of the key findings were that in 60% of cases male drivers were deemed 'at fault' and almost a quarter of those drivers 'at fault' were aged between 17-24 years of age.

### Driving and Alcohol

The following table shows the breakdown over the last three year period of breath test results in Peterborough, the highest number of positive tests was recorded in 2010-11; however this may be due to increased Police enforcement activity rather than an increase in drivers who took to the wheel and were over the legal limit.

Breath Test Result	2008-09	2009-10	2010-11
Positive	24	14	31
Negative	540	439	416
Other	336	369	265

### Which communities are most susceptible to road casualties?

Analysis was conducted around the Mosaic profile of those people who have been road traffic collision casualties in Peterborough. Mosaic is a classification system which provides a comprehensive analysis of citizens at postcode and household level to provide insight into the socio-demographics, lifestyles, culture and behaviour of communities.

This analysis highlighted those Peterborough residents in the following Mosaic groups are involved in the highest number of collisions.

- I - ( Lower income workers in urban terraces in often diverse areas)
- H - ( Couples and young singles in small modern starter homes)

- O – ( Families in low-rise social housing with high levels of benefit need)

The number of casualties falling into Group K (Residents with sufficient incomes in right to buy social housing) is also higher than expected as demonstrated in the chart below.

Within these groups, the following 'types' were flagged as being significantly over represented.

- I42 - South Asian communities experiencing social deprivation
- I43 - Older town centre terraces with transient single populations
- I44 – Low income families occupying poor quality older terraces
- H37 – Young owners and rented developments of mixed tenure

Despite general improvements in safety and reductions in the numbers of those killed or seriously injured on Peterborough's roads, casualties remain more likely in deprived areas.

### Recommendations

- Ongoing review of casualty data to ensure resources are being directed where they will have maximum impact in reducing road traffic casualties
- Use the strategic assessment findings when developing 2012/13 Road Safety Action Plan
- Work in partnership with various agencies to maximise impact in reducing road traffic casualties who have a joint interest in reducing casualties on Peterborough roads.
- Use road safety analysis and evaluation tools when directing and developing road safety activities. For example, further use of MAST to identify those communities where prevention work can take place.

## Anti-Social Behaviour and Quality of Life

Anti-social behaviour (ASB) describes a range of everyday nuisance, disorder and crime issues, from graffiti and noisy neighbours to harassment and street drug dealing. It is sometimes dismissed as trivial, but ASB has a huge impact on victims' quality of life, and it is the people of Peterborough's number one concern when it comes to local crime issues<sup>37</sup>.

Analysis of the Neighbourhood Panel Priorities over the last year, which provide an opportunity for residents to come together with the Police, Council and other organisations to discuss community safety issues, reveals that over half of the priorities were related to ASB.

In addition, the public were further consulted in two questionnaires<sup>38</sup>, a wide range of people, representative of the community in Peterborough were asked about their experiences of crime and ASB<sup>39</sup>. ASB was a key theme identified in both consultations with over a third of people saying that ASB was a fairly or very bad problem in the area where they live.

There are a number of changes which may also negatively impact on the Partnership's capacity to deal with ASB incidents. Changes to local policing and the loss of some community safety posts means that new ways to deliver support for victims and preventative work will need to be considered.

It is for these reasons, combined with the quantity of issues reported, that ASB must be considered a priority for the Safer Peterborough Partnership.

<sup>37</sup> Analysis of Face the People June 2011 and Your Peterborough April 2011 questionnaire results, September 2011

<sup>38</sup> Ibid

<sup>39</sup> N=651



**The Scale of the Problem**

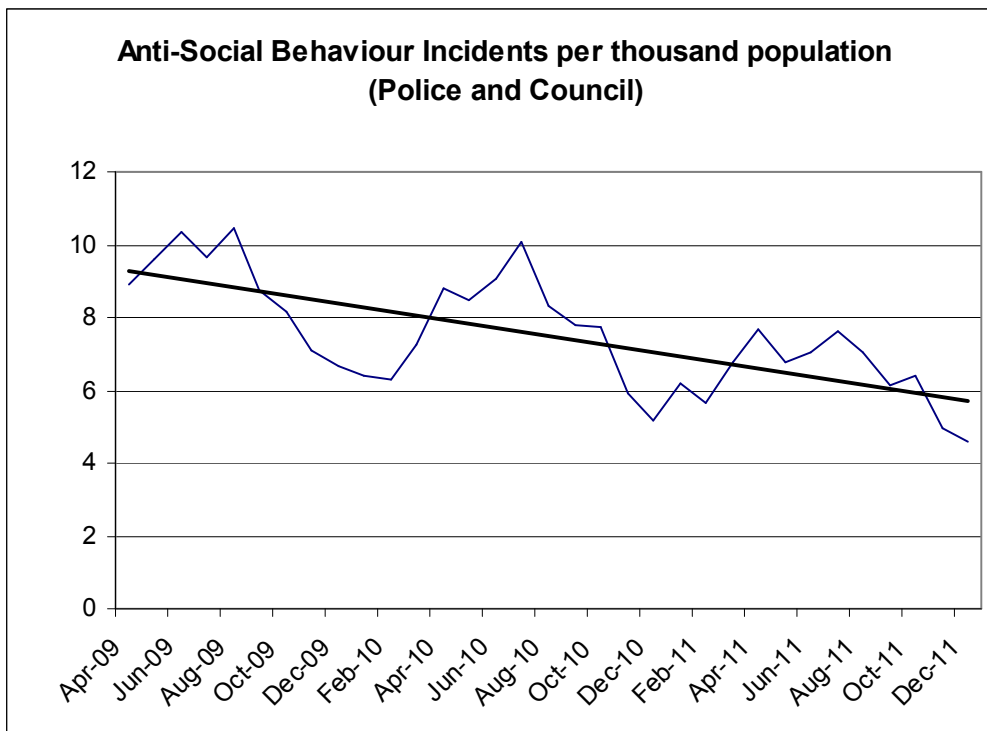
The definition of ASB is different to different people, however the Safer Peterborough Partnership have been working to understand what ASB means to the people of Peterborough. This work has resulted in recognition that ASB is too narrow a term to properly convey the plethora of issues that our citizens are most concerned about. As such, it has been agreed by the Partnership to move towards the term 'Quality of Life' incidents rather than ASB, as it is felt this better covers the issues.

Quality of Life is a term which can be used in a wide range of contexts to evaluate the general wellbeing of individuals, communities and societies. It will include ASB, graffiti, fly-tipping, fly-posting, needle finds, damage to play equipment in parks and others. Work is currently being done by the Safer Peterborough Partnership in conjunction with the Neighbourhood Window, to improve the quality and quantity of data that is held on quality of life incidents. This will result in the most comprehensive directory of data from a range of agencies that we have ever held in Peterborough and will go much further than ever before to capture exactly where the issues are and investigate these appropriately.

One of the key elements that have an effect on quality of life in Peterborough is ASB which will form the predominant basis of analysis, whilst more in depth data is being collected on the broader category of quality of life incidents.

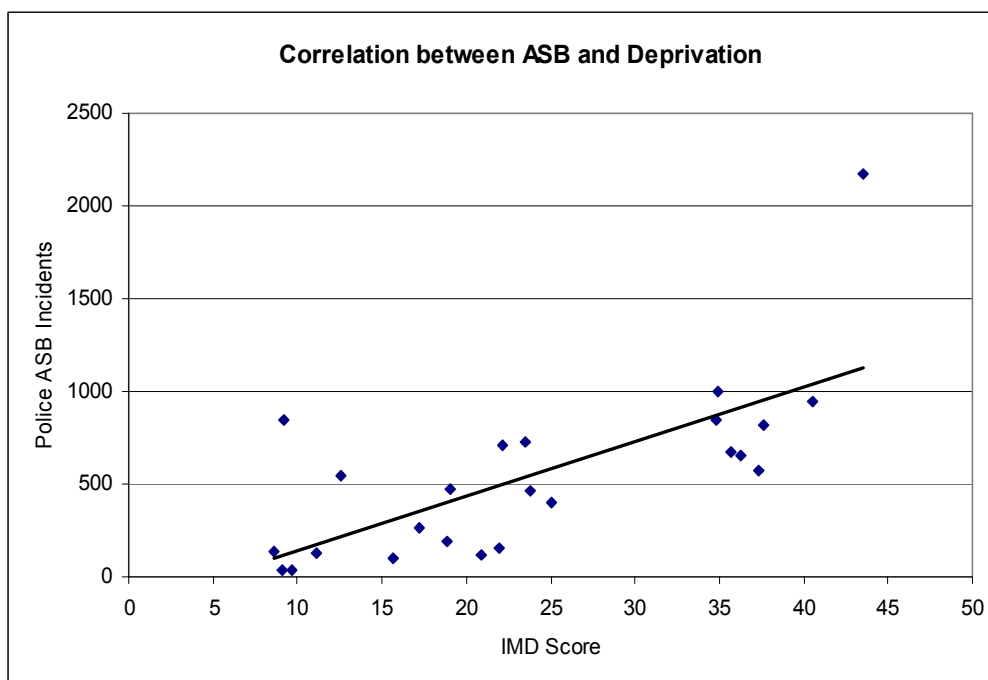
Data on ASB data is kept by a number of different organisations including the Police, the Council, Registered Social Landlords as well as others. There are significant differences in the quality of data held by these organisations, the Police data is by far the most robust and is currently the only data that allows for in-depth analysis.

The overall trend in ASB incidents recorded by the Police shows a general reduction of 17% over the last 12 months, as the graph below illustrates:



## Location

There is a clear link between deprivation and ASB in Peterborough with wards which appear highly on the Index of Multiple Deprivation 2010 also recording high levels of ASB. There are also correlations in the hotspots for ASB, criminal damage and incidents which the Police have marked as 'alcohol related'. The graph below shows the correlation between wards and their score on the Index of Multiple Deprivation, in almost all cases, the higher the IMD score, the higher the prevalence of ASB.



There are areas of the City that have recorded significant reductions in ASB incidents over the last 12 months; this may be due to targeted interventions in those areas resulting in a reduction in complaints. In contrast, there are other areas which have shown more concerning increases this could be due to a number of factors including increased population, low initial numbers for the previous year as well as heightened vigilance and improved reporting from local residents.

Over the reporting period, almost all wards have shown a decrease in reports of ASB over the reporting period. Stanground Central, Park and Werrington North have seen the most significant reductions in ASB; Walton has seen the most significant increase. The increase in reports in Walton requires further work to identify the reasons behind the increase, however it is hypothesised that increases in housing stock in the area may be a reason behind the increase. In addition there have been issues relating to some pupils who attend the Voyager School and community tensions which may also be to blame.

'Nuisance behaviour', which includes rowdy behaviour, street drinking or misuse of vehicles, is by far the most complained about type of ASB in Peterborough. These types of issues are most prevalent in the area around Millfield and New England, the City Centre and Eastgate and Eastfield. Personal ASB which concerns incidents such as harassment most frequently occur away from the City Centre in residential areas. Environmental ASB, such as graffiti and fly-tipping most frequently occurs in Hampton, Millfield and New England.

## Perpetrators of ASB

There are a number of powers which can be used to tackle the perpetrators of ASB. In Peterborough these range from Guardian Awareness Programme (GAP) letters to target low level ASB offending to Acceptable Behaviour Contracts (ABCs) and Anti-Social Behaviour

Orders (ASBOs) and CrASBOs<sup>40</sup> to tackle more serious ASB offending. Over the last 12 months, there have been over 80 interventions to tackle the more serious ASB perpetrators; these interventions have included 30 ABCs, 19 warning letters and 4 ASBOs.

There needs to be further work to ensure that the process around tackling ASB perpetrators is robust. This should include setting review dates when perpetrators have come to the end of their intervention, ensuring accurate records are kept around what interventions are put in place and to improve the data sharing between partners.

### **Recommendations**

This analysis has shown that there are clear correlations between ASB, criminal damage, alcohol related issues and deprivation; in addition by looking more holistically at quality of life incidents, as opposed to looking at these issues in isolation, provides the opportunity to make real savings in terms of the time taken by different teams to address problems which may have been identified to more than one agency.

- The data on ASB needs to be improved and development of this should be a priority.
- Consideration should be given to setting up a Quality of Life working group which works to improve the quality of data held by agencies and would also provide opportunities for joint working in an area, the emphasis being on tackling issues together rather than independently.
- A key factor in the success of this group will be properly utilising the Neighbourhood Window to identify where these economies of scale may lie.
- Improve the process for managing ASB perpetrators.
- Analysis should be completed to identify the reasons behind the increase in ASB in Walton.

## **Targeting those offenders who cause most crime**

### **Integrated Offender Management**

Targeting those offenders who cause most crime was not prioritised through the risk assessment model, but rather was identified as cross-cutting theme which is critical to a number of the other priority areas. In addition, one of the statutory duties of Community Safety Partnerships under Section 17 of the Crime and Disorder Act 1998 is to reduce re-offending. The vehicle by which our most prolific offenders are prioritised in Peterborough is through Integrated Offender Management (IOM), which currently addresses a group of approximately 85 offenders.

The IOM approach aims to co-ordinate all relevant agencies to deliver interventions for offenders identified as warranting intensive engagement, whatever their statutory status. At the core of IOM is the delivery of a managed set of interventions, sequenced and tailored to respond to the risks and needs of the individual. These interventions have the key aim of disrupting the offender's criminal activity and thereby reducing their re-offending.

### **Analysis of the cohort - waiting for Tracy's PNC analysis to be completed on Monday**

Alcohol and drug misuse, and deficits in education, training and employment, thinking skills, accommodation and a negative lifestyle play a key role in influencing re-offending in Peterborough.

As part of the developments to the National Statistics series on re-offending, the Home Office and Ministry of Justice have been working together to develop a more aligned and consistent basis for measuring re-offending. Under the previous arrangements, there were numerous

<sup>40</sup> Criminally sought Anti-Social Behaviour Orders

different ways to measure re-offending amongst different cohorts of offenders at the national and local level. This created difficulties in presenting a coherent picture of re-offending at the local or national level. A new national measure of adult re-offending has been designed and is currently under development; this measure will include a broader cohort of offenders than any of the previous measures and will provide an overview of re-offending of all those individuals that are causing harm in a local area.

### **Short Sentence Prisoners**

In 2009, it was identified that there were a group of short-sentence prisoners who were receiving little or no statutory support from services on release from prison. Their reoffending rates were particularly high, with over 60% reoffending within one year of release. The One Service launched their project in Peterborough in September 2010; the programme is available to all short-sentence male prisoners leaving HMP Peterborough; but it is not compulsory. Results are measured on all prisoners released, not just those who engage with the programme.

The One Service continues to attract a good level of early engagement from prisoners; 620 prisoners have been released onto the cohort between September 2010 and December 2011 and 76% of clients entering HMP Peterborough during that time had a successful initial assessment.

The demographic profile of One Service shows that around half of clients are British, in terms of the non-British part of the cohort, Lithuanian and Polish clients commit more driving, drunkenness or theft offences than other offence type. In terms of the need of these clients, the headline data suggests that over 70% of clients report areas of concern around addiction, accommodation, family support need and/or finance, benefit or debt need.

The One Service continue to analyse the data relating to their clients in order that any gaps in service provision can be met, a result of this has been the expansion of mental health intervention and plans to deliver an ESOL course.

### **Recommendations**

- The IOM Scheme should continue to be developed ensuring that all those partners who have a role to play in reducing reoffending can and do contribute through both resources and an understanding of their impact on offending behaviour.
- Continued work locally with the One Service to understand how this impacts specifically on Peterborough and to take lessons learned from this for a wider local offender population
- Implement the performance monitoring tool which has been developed, so that there is clarity on which interventions make a difference and where any gaps in offenders' needs may lie.

### **Targeting the family networks that cause most harm**

Targeting the family networks which cause most harm was not a priority which was identified through the risk matrix, but rather this is an issue which presents itself across a whole range of different issues. These families are placing a huge strain in terms of the demands they place on a number of services and the financial implications of this are significant.

There have been a number of different projects in Peterborough over the last few years which have been set up to work with the City's most high demand, high need families; these interventions including the Family Intervention Project and initiatives such as Multi-Systemic Therapy, amongst others have all had differing levels of success, however there were few projects which had the opportunity or the resource to provide one point of contact to work with the whole family for a sustained amount of time.

In 2011, the Family Recovery Project (FRP) was launched, the project was based on the successful Westminster project of the same name. FRP was launched in Peterborough in September 2011 with the mandate to identify those families at highest risk of losing their liberty, losing their home or losing their children. The pilot for the project began at Nene Park Academy and is now slowly extending across the City. At the time of writing, the project is engaged with 17 families, all have complex needs and issues.

One of the key strengths of the project is, with the families' consent, information on the families has been collected from over 35 different organisations. This information informs the family profile and is the first time that such a breadth of information has been collated in one location which means that a complete assessment of the families' circumstances can be undertaken.

Analysis of the needs of the families currently involved with the project reveals that there have previously been a number of agencies and professionals that have had contact with the families at different times. There are also a number of key reoccurring themes across the majority of the families, these include: parent(s) out of work, low educational attainment, smoking, low level mental health issues, rent arrears, inadequate housing and links to criminality.

The Family Savings Calculator is a tool developed by the Department for Education to help local authorities who are managing intensive support services for families with multiple problems, to quantify the cost benefits saved by services and agencies from a family at risk undergoing and completing an intensive intervention. The results suggest annual savings of tens of thousands of pounds for authorities and society at large, based on a national pilot, the average total cost avoidance or estimated annual saving resulting from a family successfully completing an intensive intervention ranged between £62,000 and £75,000, depending on the cost of the intervention. Of this amount, around £20,000 saving was attributed to the local authority itself. Preliminary financial analysis of one families engaged in the project in Peterborough shows indicative cost savings of £44,300. Given how these costs can accumulate, the potential for long-term savings for both authorities and wider society are considerable.

The Government's 'Troubled Families' agenda is key to this project. The desired outcomes of this project will be to:

- get children back into school
- reduce their criminal and anti-social behaviour
- parents on the road back to work; and
- reduce the costs to the taxpayer and local authorities.

Initial scoping work by the Department of Communities and Local Government identified that, based on a number of synthetic estimates, there are 450 'troubled families' living in Peterborough. Work is currently being undertaken to identify who these families are in Peterborough, work will then be done, in conjunction with the FRP, to provide support to these families.

### **Recommendations**

- This is an extremely important area of business and many of the families will have had an impact on one or more of agencies which form part of the Safer Peterborough Partnership, as such it is recommended that this priority is adopted by the Partnership. To be successful it is critical that partners invest time and resources in this project, the potential to change the lives of these family members is significant, as is the potential return on any investment made.
- It is within scope of the Family Recovery Project to continue to investigate and develop robust financial modelling that informs the best use of funds with the City both within and outside the project.

## Appendix

### Safer Peterborough Partnership Risk Matrix

Theme	Total Harm score	Total Partnership Gaps score <sup>41</sup>	Total Risk
<b>Serious Acquisitive Crime</b>			
Dwelling burglary	16	2	<b>32</b>
Distraction burglary	10	2	<b>20</b>
Commercial burglary	18	1	<b>18</b>
Personal robbery	10	2	<b>20</b>
Commercial robbery	9	1	<b>9</b>
Vehicle crime	12	1	<b>12</b>
<b>Violent Crime</b>			
Most serious violence	11	3	<b>33</b>
Assaults less serious	16	3	<b>48</b>
<b>Sexual Crime</b>			
Other sexual offences	8	2	<b>16</b>
<b>Criminal Damage</b>			
Criminal damage (excl. arson)	14	1	<b>14</b>
Arson	10	2	<b>20</b>
<b>Theft</b>			
Metal theft	22	1	<b>22</b>
Fuel theft	8	1	<b>8</b>
Shoplifting	8	1	<b>8</b>
Theft of pedal cycles	12	0	<b>0</b>
<b>Anti-social Behaviour</b>			
ASB (excl. hate incidents)	21	3	<b>63</b>
<b>Vulnerable People</b>			
Domestic Abuse	39	4	<b>156</b>
Racially aggravated offences, inc hate incidents	11	2	<b>22</b>
Drugs misuse	28	2	<b>56</b>
Rogue trading	12	2	<b>24</b>
<b>Weapons</b>			
Bladed weapons	7	0	<b>0</b>
<b>KSI accidents</b>			
KSI accidents	10	3	<b>30</b>

<sup>41</sup> Partnership gaps acts a multiplier, harm score x partnership gaps score = total risk score

<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 7</b>
<b>7 MARCH 2012</b>	<b>Public Report</b>

## Report of the Executive Director of Operations

Contact Officer(s) – Adrian Chapman, Jawaid Khan

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### COMMUNITY COHESION STRATEGY AND DELIVERY

#### 1. PURPOSE

- 1.1 The Committee is asked to scrutinise the impact of the implementation of the Community Cohesion Strategy and make any recommendations.

#### 2. RECOMMENDATIONS

- 2.1 That the Committee notes the progress on delivery of the Cohesion Strategy, and provides a steer for future delivery.

#### 3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY

- 3.1 Community cohesion features as programme five of the Single Delivery Plan – Empowering People and Creating Cohesive Communities. Within the community cohesion action plan (attached), there are three underlying themes, namely; tackling hate crime, empowering the community to deliver services and reducing community tensions. These themes link strongly to the priorities identified throughout the Single Delivery Plan.

E.g.

- Improving educational attainment and parental engagement through an innovation programme of ESOL delivery (linkage with Priority 1: creating jobs through growth and improved skills and education);
- Targeted work to reduce hate crime (linkage with priority 6: reducing crime);
- Supporting the work of the Disability Forum to give disabled people a voice in the city (linkage with Priority 3: safeguarding adults and children);
- Providing opportunities for community to discuss community hot topics in an open and safe environment (linkage with Priority 5: empowering people and creating cohesive communities)
- Providing one to one support and group sessions for deprived community members (Linkage with Priority 2: supporting the most vulnerable families and tackling the causes of poverty)

Community cohesion directly delivers against (what used to be) National Indicator 1 – People from different backgrounds getting on well together.

#### 4. BACKGROUND

- 4.1 Community cohesion is a term that is easily misunderstood. Many confuse community cohesion as another word for diversity or equality. Whilst cohesion does encompass these principles, it is a much broader term that describes how the impact of a range of social issues can affect both individuals and the wider community. Cohesive communities are ones that have a shared sense of togetherness and enjoy positive relationships between people from different backgrounds. Put simply, it is about people getting on well together irrespective of differences in age, gender, background, culture of belief.

Peterborough is a largely tolerant and peaceful city, which enjoys positive community relationships. However, tensions can rise quickly in any community and if left unchecked, can result in crime, or as we saw in the national disorders last summer, large scale public disorder.

Through the Greater Peterborough Partnership, a Community Cohesion Board (made up from representatives from the public sector and voluntary/community organisations) works to manage and reduce community tensions. The Board is supported by a Police led Tension Monitoring Group, which closely monitors issues that may affect community relations.

## 5. KEY ISSUES

5.1 The 2011/12 action plan has identified three broad themes (outlined in paragraph 3) where targeted actions are required in order to improve community cohesion.

Fifteen projects have been identified and are delivering through a variety of community and statutory partners. Delivery is scrutinised by Projects Review Group which includes representation from the Cabinet, Voluntary and Community Sector and Peterborough City Council. Outcome of the Project Review Group scrutiny is reported to Cohesion Board meetings. All projects are on track and no projects are rated as red risk.

Key projects from the action plan are as follows:

- **Building better mutual understanding between communities through ESOL and family learning** – this is the flagship project from this year’s delivery plan. Parental involvement is critical to the success of a child’s educational attainment. The programme aims to improve parents’ English skills, leading to a greater involvement and support with their child’s education. The programme will also promote community cohesion and help provide learners with the skills they need to improve their employability prospects.
- **Strengthening voices of disabled community and their interface with all partners** – through partnership working with DIAL Peterborough, the Disability Forum provides disabled people a voice via monthly workshops to engage with service providers on key issues. The work of the Forum brings disabled people from all backgrounds together and improves quality of life for all particularly through music and sport. The gym (co-funded between the Forum and YMCA) is very popular and recently two members have gained Level 2 Sports Instructor qualifications.
- **Improving mutual understanding among community groups and enhance pride in Peterborough through cultural activities** – a number of community groups have been supported to develop celebratory events that can bring different communities together. Funded activities included:
  - a “Question Time” event for young people to debate current issues of concern
  - providing taster cricket sessions using professional coaches
  - capturing residents experiences of living in Peterborough through a radio production
  - a community painting of a mural along a 25m stretch of fence in Victoria Park
  - hosting a Big Lunch event with homeless people trained and supervised to provide the food.

## 6. IMPLICATIONS

6.1 The wider economic climate in the country, can be a driver for decreased social mobility; one of the key components of a cohesive society. Immigration is seen by some as a barrier to employment opportunities, which can further lead to increased tensions between communities.

With rising unemployment especially amongst young people and incidents such as the national disorder which took place in August 2011, coupled with the growth of right wing extreme groups, the challenges to national and local cohesion are significant. A tolerant and cohesive society is essential to the growth and prosperity of the city and UK.



In the last few years, Community Cohesion has been coordinated by a discrete team within the City Council. This has provided the necessary focus and attention that community issues required at that time. However, given the current financial constraints within the Authority, the time is now right to look at alternative methods of delivery.

As highlighted above, community cohesion touches upon almost all areas of PCC business. It is right therefore, that cohesion issues are more effectively embedded into mainstream delivery in a similar way to equality issues.

We will continue to work with a wide range of partners to reduce community tensions on an issue based approach.

## **7. CONSULTATION**

- 7.1 Consultation about the Next Steps will be held with the Community Cohesion Board and other partners April/May. The Objectives of the consultation will include reviewing progress, preparing future action plan as well as commissioning delivery.

## **8. NEXT STEPS**

- 8.1 We are currently in the early stages of planning future cohesion priorities. Key areas identified for 2012/13 are:
- developing a detailed understanding of issues within the Lesbian, Gay, Bisexual and Transgender community.
  - Promoting a greater engagement between schools, students and parents with a view to improve educational attainment and enhance mutual understandings.
  - Providing opportunities for communities to come together and celebrate national events in 2012 (including the Diamond Jubilee and London Olympic and Paralympic games).

We would welcome the Committee's view on the above and a steer for future areas of engagement within the community cohesion agenda.

## **9. BACKGROUND DOCUMENTS**

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

- 9.1 Community Cohesion Strategy 2012  
Community Cohesion Action Plan 2011-12

## **10. APPENDICES**

- 10.1 Community Cohesion Strategy 2012  
Community Cohesion Action Plan 2011-12

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# One Peterborough One Community

## Community Cohesion Strategy



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## Appendices

- i) Community Cohesion Board membership
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# Introduction

Community cohesion is very easy to take for granted. When we have it, we almost don't notice it. However, when cohesion is missing, its absence can create a range of social problems from the minor to civil disorder.

Community cohesion is both very simple and incredibly complex. It exists everywhere; in our schools, offices, shops and neighbourhoods. Put simply, it is about ensuring different groups of people get on well together. It is not just another word for diversity or equality.

It is recognising that we may not all be the same, but we treat each other with equality and with mutual respect. Often, community cohesion is described as the gel that sticks us together. It makes our society function with a strong sense of belonging and community spirit. A cohesive society is one where strong and positive relationships exist and where people's differences are celebrated and valued.

Peterborough has a proud history of being a peaceful, vibrant and tolerant city. To ensure that our city remains peaceful, the Greater Peterborough Partnership has developed a community cohesion strategy to promote greater harmony and reduce tensions between communities.

Our vision is to create a truly sustainable Peterborough that is a healthy, safe and exciting place to live, work and visit.

**Cllr Irene Walsh**

Cabinet Member for Cohesion

**Paul Phillipson**

Chair of Community Cohesion Board



# What is community cohesion?

Put simply, community cohesion brings groups of people from different faiths, race, cultures, ages and backgrounds together and helps us all get on. Community cohesion allows us to celebrate the best of other cultures, share common values and respect our differences.

Put simply, community cohesion is the social glue that binds communities together.

The Government has defined cohesion as:

- A shared future vision and a sense of belonging
- A focus on what new and existing communities have in common, alongside a recognition of the value of community
- Strong and positive relationships between people from different backgrounds

## What do we mean by 'community'?

Within this strategy, we have defined community as:

- People living or working within a defined geographical area, for example; a council ward, neighbourhood or housing estate
- People who share a particular identity, for example; people of a similar age, who have a disability, practice the same faith or students

Within Peterborough community cohesion means:

- Giving everybody similar life opportunities
- Better understanding of our individual rights and responsibilities
- Trusting one another and local institutions acting fairly
- Sharing a vision and a sense of belonging
- Recognising and valuing diversity
- Creating strong and positive relationships within the whole community





## Our Values

We believe that Peterborough's cultural diversity is one of its greatest strengths and the city's future depends upon people from different backgrounds getting on well with each other.

Peterborough should be a place where:

- People from different backgrounds get on well with each other – in the community, at work and at school
- Age, gender, race, religion or beliefs, disability, sexual orientation and cultural differences must be respected and valued
- People are proud of their city, and its surrounding, and can have a say in its future
- The contribution of young people to the life of Peterborough must be recognised and facilitated
- Peterborough's image, to its own people and to the outside world is of a vibrant and cohesive community

Our aim is that these values should be reflected in the policies and delivery of the public services and community and voluntary groups within the city.

## Our Strategy

Our overarching aim is to make Peterborough a more cohesive city by enabling everyone, regardless of background, belief or circumstances to be respected and feel part of the community.

We have identified four key priorities where we believe we can have the most impact on improving cohesion:

- Tackling hate crime (where an offender targets a victim because of his or her ethnicity, religion, sexual orientation, age, disability etc) and reduce tensions in the city
- Engaging young people - especially those who are not in education, employment or training
- Improving access and take up of services in deprived neighbourhoods and families
- Promoting a better understanding and harmony between Travellers, Gypsies and the wider community





## Success story one

### Faith Statement and 'One Voice One Community' event

On 5 December 2010 faith groups came together and signed a faith statement which publicly pledged their commitment to stand together against anyone who seeks to divide or sow seeds of distrust.

This ceremony was held at the Peterborough Cathedral and supported by leaders from all faiths including different denominations. After the faith statement was signed, it was taken by a procession to the Town Hall where the Mayor started a signature book in support.

On 5 December 2010 faith groups came together and signed a faith statement which publicly pledged their commitment to stand together against anyone who seeks to divide or sow seeds of distrust.

On 12 December 2010, the Faith and Cohesion Network organised 'One Voice and One Community' outside the Cathedral. It was attended by over 700 people from all walks of life. The event was marked by a peace vigil with message of peace and tolerance.

The faith statement was taken back to the Cathedral where it remains to be displayed for all visitors.



# One Peterborough, One Community

- a brief history of community cohesion in Peterborough

## **'One Peterborough, One Community'**

is not something that is as new to Peterborough as one may think. It has in fact been developing within Peterborough from our beginnings over two thousand years ago, when the migrating Austrian Celts settled here originally in about 45 BC. The area soon became a settlement known as Medeshamstede, which roughly translates into 'A Home in the Meadow'.

In the seventh century, Peterborough became the site for a new monastic Order of Christian Benedictine Monks who were renowned for embracing and welcoming weary and lost travellers. They provided food and shelter for the poor and those who were in distress, or unable to care for themselves.

Today, Peterborough has a rich cultural diversity that gives it a unique cosmopolitan feeling. There could be no better expression of how this city is a beacon to the world and has stood the test of time. Our city can rightfully take its place as one of the most forward looking cities in Europe. It has never been afraid of change or adapting to a modern way of life and has a cohesive strength like no other city in Britain. Through the historical and cultural diversity, we can truly be proud to call our city **"One Peterborough, One Community"**.

### **Brian Gascoyne**

*Community Cohesion Board member  
and Chair of Millfield and New England  
Regeneration Partnership (MANERP)*

*'One Peterborough, One Community' is not something that is as new to Peterborough as one may think'.*

# How can we improve community cohesion??

The cohesion strategy is overseen by the Community Cohesion Board – part of the Greater Peterborough Partnership (GPP). The GPP is Peterborough's Local Strategic Partnership; the body that unites the public, private, faith, community and voluntary sectors together to work collectively together.

Through our partnership working we will:

- Positively engage and understand our communities
- Monitor, manage and reduce community tensions including extremism
- Identify issues which may affect community relations and proactively develop multi agency responses to address them
- Recognising the contribution that communities play in achieving a sense of belonging



## Success story two

### Engaging young people

Successfully engaging young people is a priority for the community cohesion Board. Young people have made a significant contribution to keeping our city cohesive. Some of the ways in which we have positively worked with young people are:

- Unity Saturday Club - the Unity Saturday Club was set up for 12 to 18 year olds and ran at a local nightclub during the day. The project was set up in response to young people not having enough to do during the winter. Young people were able to listen to music, play computer games or try MC-ing. The project was considered a great success with young people and led to a considerable reduction in anti social behaviour.
- Public engagement events – a number of public meetings have been held to discuss community issues of concern. These have ranged from British Foreign Policy (held in conjunction with the Foreign and Commonwealth Office) to the protest march by the English Defence League. These meetings have proved a successful way to debate controversial topics and allow young people to have a voice.
- Youth MP – Kamal Hyman is the elected youth MP for Peterborough and is able to represent the views and experiences of young people in a range of different partnerships, including the Community Cohesion Board. Kamal is organising an event to celebrate Black History Month and will shortly be delivering a series of school talks on youth employment.

# Single Delivery Plan

The GPP has developed a Single Delivery Plan which pulls together the cross cutting strategic priorities for the city as a whole. The long term agenda is to create a bigger and better Peterborough by:

There are seven programmes of the Single Delivery Plan which are:



The GPP Executive will oversee delivery of the Single Delivery Plan as outlined in the structure plan contained within appendix 2.

# How do we know if we're making a difference?

A vibrant and diverse Peterborough which enjoys strong community relations has a positive impact on everyone who lives, works and visits the city. Community cohesion is part of our everyday lives and often goes unnoticed. However, there are many positive examples of community cohesion within the city. These include:

- Perkins Great Eastern Run
- International Children's festival
- Race for Life
- Big Lunch in neighbourhoods
- Pride in Peterborough event in college/schools
- Dozens of fayres, fetes and festivals
- Schools conference on celebrating diversity and challenging homophobia
- Leadership seminars led by the Faith and Cohesion network
- Community forums (for example the Disability forum which seeks to engage and influence public services on a whole range of local and national policies)
- Intergeneration conference
- International Childrens Festival





### Success story 3

## St George's Hydrotherapy Pool

Improving cohesion within the city can come about in many different ways. The re-opening of the hydrotherapy pool is an excellent example of how a problem can empower an individual and provide an essential facility for many of the city's residents enabling them to lead fuller lives.

When local resident Karen Oldale discovered that the hydrotherapy pool at the old Peterborough hospital was to close, she took matters into her own hands to ensure that this vital facility would not be lost.

Hydrotherapy is a form of physiotherapy treatment conducted in a small heated swimming pool where people undertake specially designed exercise to regain or enhance their well-being. Around 35,000 residents have long-term health conditions could benefit from this facility.

Karen brought the issue to the attention of the NHS who worked with partners to develop a replacement facility.

A year later, Karen was celebrating as Peterborough's first community hydrotherapy pool opened.

Our last survey showed that 67.8 per cent (national average 75.8 per cent) of people thought that Peterborough was a place where people from different backgrounds got on well together.

Karen, who now regularly uses the pool said "St George's Community Hydrotherapy Pool is beyond my expectations, it really is a superb facility.

Community cohesion is a difficult area to accurately measure. Public perceptions are the most important factor in measuring levels of community cohesion. Our last survey showed that 67.8 per cent (national average 75.8 per cent) of people thought that Peterborough was a place where people from different backgrounds got on well together.

The use of modern technology such as the city council's Neighbourhood Window system can draw together information from a range of sources. By regularly monitoring information, the Community Cohesion Board can review performance, identify trends and hot spots and commission activity from partners to address issues.



## Our future

Peterborough is recognised as a major growth hotspot for the region and nationally. We have undertaken a number of major projects which have included; the redevelopment of Cathedral Square, a financial school as part of the University campus and the City West project to transform the station gateway potentially creating 8,000 jobs and 1,000 new homes. Other projects include the £35million redevelopment of Edith Cavell Hospital, the regeneration of the South Bank and the ongoing work to position Peterborough as the UK's Environmental capital.

Community cohesion plays a vital role for all those who live and work in the city. Often we focus on the issues and problems within our city and whilst it is right that we do so, we mustn't overlook the great number of successes we have

had and will continue to have. There are untold every day activities that bring our communities together and help breakdown barriers. In shops and libraries, offices and public spaces, communities interact and make Peterborough a peaceful and successful city.

Each one of us can play a role in making our city more cohesive. From helping out a neighbour, to organising a citywide festival there are opportunities for everyone to make a difference.

The future prospects for our city are bright and having a strong and cohesive society continues to make a positive difference to people's daily lives. A cohesive community will help our city grow into a vibrant place where people want to live, work and visit.

**For further information on this document please contact Peterborough City Council Neighbourhood Services Community Cohesion team:**

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# Community Cohesion Board



# Partnership structure





# Our Key Achievements

The Cohesion Board, through its partners have developed and delivered a number of successful projects and interventions. A selection of these is set out below:

## Engaging and understanding our community

1. The Faith Community Network has been established to work on common social issues across a range of different faiths and communities.
2. We have worked in partnership with MANERP (Millfield and New England Regeneration Partnership) to respond to challenges around growing communities especially in housing and education.
3. Facilitated the development of numerous community and resident groups to have a voice within the community and engage with public services.
4. We have held a number of public Free Discussion forums to debate sensitive and complex agendas. Topics so far covered include British foreign policy, Islamophobia and Stop and Search.

## Monitor, manage and reduce community tensions

1. Partnership working to identify and address hate crime issues in the city. Key issues have been the identification of hot spot areas, raising awareness of hate crimes and ways in which crimes can be reported.
2. Work in a multi agency partnership through Tension Monitoring Group to strategically review inter community tensions, identify and implement solutions.
3. Engaged vulnerable young people through youth workers and diversionary activities in partnership with voluntary and community sector and PCC 8-19 service.
4. Workshops for front line community workers are taking place to address myths and misconceptions regarding different communities.

## Identify issues which may effect community relations

1. The lack of English language can lead to a range of social problems for individuals. We have worked in partnership to increase the

availability and access to ESOL provision within the city.

2. The 2011/12 community cohesion action plan developed for the first time cross cutting priorities that deliver against a number of the priorities outlined in the single delivery plan. A Project Review Group has been established to monitor progress and review delivery.
3. In 2011 a schools conference was held to look at the role schools have in relation to cohesion and equality. 80 staff from schools across Peterborough attended.
4. Working with voluntary sector partners to look at ways which educational attainment and literacy support can be improved in deprived neighbourhoods.

## Recognise the contribution that communities play in achieving a sense of belonging

1. Taxi drivers perform a vital public service for the city. A number of workshops have been held to look at issues, which most concern drivers. In addition, the Cohesion Board is keen to recognise the service taxi drivers bring, and from 2012 will be running a taxi driver of the award.
2. Many community associations are keen to host events that can bring people from different backgrounds together. The community cohesion grant provides small grants to these groups for just this purpose. In 2011/12 we estimate over 500 people will have benefited from this grant.
3. City Centre celebrations bring people together in a positive environment. We have worked with a number of partners to develop activities, which engage people from a range of different communities. Some examples include, Black History month, Inter Faith week, Big Lunch, One Voice, One Community event.
4. The disabled community can often struggle to have a voice within the city. The Cohesion Board has supported the Disability Forum to provide a platform for disabled to regularly meet and have meaningful dialogue in relation to policies from across the public sector.



**Single Delivery Plan 2011-2012 Cohesion Board Action Plan - Priority Programme 5 – Empowering People and Creating Cohesive Communities**

**Project Name: Tackling the Causes of Hate Crime and Community Tension**

**Action under this project is divided into three themes:**

**Tackling underlying causes of hate crime, Empowering community and Reducing community tensions**

**Theme: Tackling underlying causes of hate crime**

Actions and linkage with other Programme Priorities under Single Delivery Plan	Outline of activities	Lead	Budget	Performance Measurement and priority	Projects Review Group comments
<p>Strengthen parenting skills and linkages with family recovery plan</p> <p>Linkage with Priority 2: Supporting the most vulnerable families and tackling the causes of poverty.</p>	<ul style="list-style-type: none"> <li>○ Supporting Family Recovery Project and working closely in hot spot areas on family interventions.</li> <li>○ 30 families to be supported over a 12 month period commencing Sept 2011.</li> <li>○ Parental workshops on a series of topics such as internet safety, drugs and alcohol misuse, health and wellbeing etc to be delivered in partnership with local colleges/schools.</li> <li>○ Train the Trainers (parent role models to be identified and trained to continue the community based work and develop sustainability in respective neighbourhoods)</li> </ul> <p style="color: red;">Cohesion funding no longer contributing to Family Recovery Project. Budget reprofiled to ESOL delivery.</p>	<p>Family Recovery Project Team and Cohesion Team (Steven Pettican &amp; Ian Phillips)</p>	<p>£0K</p>	<ul style="list-style-type: none"> <li>○ Reduction in costs shouldered by partners.</li> <li>○ Improved sense of belonging in neighbourhoods measured through localised surveys.</li> <li>○ Number of attendees at courses. Evaluation of course by participants. Increase in attainment levels.</li> <li>○ Increased percentage of parents engaging with schools and local authorities.</li> </ul>	<p>Tension in the area to be included as a factor in selection of families in need of help (where relevant).</p> <p>Community representation from Cohesion Board at Family Recovery Project Steering Board is considered necessary.</p> <p>CYPS needs to demonstrate clearly what CB will get in return for this funding.</p>
<p>2. Building better mutual understanding between communities through ESOL and family learning</p>	<ul style="list-style-type: none"> <li>○ Set up partnership between various ESOL providers and community providers to develop community based ESOL provision.</li> <li>○ Work with ESOL providers to facilitate accreditation for more ESOL tutors who are available to work in community setting.</li> <li>○ Develop ESOL Gateway and Single</li> </ul>	<p>ESOL Delivery Group</p> <p>(Jawaid Khan)</p>	<p>£23K</p>	<ul style="list-style-type: none"> <li>○ No. of community based ESOL courses held in the community.</li> <li>○ No. of residents gaining ESOL qualifications</li> <li>○ No. of residents moving on to accredited based qualifications.</li> <li>○ Increase in number of accredited</li> </ul>	<p>For any joint venture with Colleges, it has to be on principle of match funding .</p> <p>Where practicable</p>

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Linkage with Priority 1: Creating jobs through growth and improved skills and education	Assessment			ESOL tutors and increased usage of community venues for ESOL teaching.	contribution from participants should be pursued. The objectives are to improve community sector provision of ESOL as well as improve employability
3. Improving educational attainment and literacy support in deprived neighbourhoods  Linkage with Priority 1: Creating jobs through growth and improved skills and education.	<ul style="list-style-type: none"> <li>○ Follow up workshops on River of Hope. Three seminars with a focus on issues/needs or lessons learnt from 3 specific community groups</li> <li>○ Literacy and Numeracy sessions in neighbourhoods in partnership with the City College and Social Impact Bond.</li> </ul>	PREC Educational Working Group and Local Education Authority  (Maheub Ladha, Alison Davies and Susie Hall)	£1K	<ul style="list-style-type: none"> <li>○ No. of courses held.</li> <li>○ Participation levels</li> <li>○ Evaluation feedback</li> <li>○ Increase in attendance level by pupils.</li> </ul>	Local Education Authority role in the project to be strengthened.  2 workshops to be held to check if good practices can be transferred  Improvements in relevant key stage data by LEA/schools
4. Improving mutual understanding among community groups and enhance pride in Peterborough through cultural activities  Priority 5: Empowering people and creating cohesive communities.	<ul style="list-style-type: none"> <li>○ Provide cohesion grant to community groups to deliver community cohesion activities which bring different communities together.</li> <li>○ Offer practical support to various community groups and residents associations to organise cohesion events.</li> <li>○ Publicise community group events to wider community partners.</li> <li>○ City wide activities to bring people together e.g. Refugee Week, Heritage activities including Black History Month, Inter-faith week, Big Lunch etc</li> </ul>	Ian Phillips	£5.5K (£500 limit per community group)  £4K	Evaluation of activities No. of groups supported/events held on what was well received and what didn't work so future events can be planned better.	Review of evaluations of each allocation and sharing of good practices to be publicised..  Sporting events such as Olympic related to be encouraged.

<p>5. Cultural awareness and myth busting) workshops for frontline staff and community groups</p> <p>Linkage with Priority 7: Using resources more efficiently, effectively and innovatively.</p>	<ul style="list-style-type: none"> <li>○ Develop a half day workshop for front line staff on better understanding of Roma issues.</li> </ul>	<p>Jawaid Khan</p>	<p>£1K</p>	<p>Session booked for 1<sup>st</sup> March in City College. Evaluation to take place and report submitted to Cohesion Board of key learning points.</p>	<p>The courses are to be aimed at service providers and community groups.</p> <p>These sessions can be done in partnership with other service providers with funding support. where practicable.</p>
<p>6. Targeted work to reduce or prevent hate crime in hot spot areas.</p> <p>Linkage with Priority 6: Reducing crime</p>	<ul style="list-style-type: none"> <li>○ Delivered through Peterborough Race Equality Council</li> <li>○ Identify hot spots</li> <li>○ Partnership with Registered Social Landlords and Residents' Groups</li> <li>○ Check number of cases reported by all reporting centres including police and others.</li> <li>○ Monitor hate crime/incidents at schools.</li> <li>○ Promote and evaluate Open Out Peterborough Scheme (OOPS).</li> </ul>	<p>Hate Crime Task and Finish Group</p>	<p>£3K</p>	<p>Ascertain outcomes including repeat victims. No. of cases taken to CPS for action, cases prosecuted, sentences given by courts.</p> <p>Incidents reported by schools and effectiveness of actions taken.</p> <p>Period of time taken from report to sign off by Case Review Group.</p>	<p>Original proposal supported.</p>

**Theme: Empowering community (in partnership with Project: Building Voluntary and Community Sector capacity to deliver Services.**

Actions and linkage with other Programme Priorities under Single Delivery Plan	Outline of activities	Lead	Budget	Performance Measurement and priority	Projects Review Group comments
<p>7. Strengthening faith network role to bring different communities together in addressing cohesion needs</p> <p>Priority 5: Empowering people and creating cohesive communities</p> <p>Linkage with Priority 2 Supporting the most vulnerable families and tackling causes of poverty</p> <p>Linkage with Priority 3: Safeguarding adults and children</p> <p>Linkage with Priority 4: Helping people and organisations live more healthy and sustainable lives and reducing energy consumption.</p>	<p><u>Partnership with East of England Faith Council</u></p> <ul style="list-style-type: none"> <li>○ Provide support, mentoring, information and networking to local inter faith groups</li> <li>○ Act as a regional information hub and policy consultee</li> <li>○ Assist faith groups and local authorities and other service providers in relation to specific themes such as planning new developments.</li> <li>○ Develop a half day regional conference exploring the links between faith and emergency planning</li> </ul> <p><u>Partnership with Faith and Communities Network</u></p> <ul style="list-style-type: none"> <li>○ Provide secretarial support for Faith and Cohesion Network and linkage with Cohesion partners in the city.</li> <li>○ Hold 3-4 seminar/workshops in Peterborough for local and regional faith communities and community partners such as Multiculturalism and National Identity seminar held in May.</li> <li>○ Other topics including faith community and re-integration of ex-offenders, faith community and environment, etc. Coordinate Inter-Faith Week related</li> </ul>	<p>East of England Faith Council</p>          <p>Faith and Cohesion Network</p>	<p>£ 5K</p>          <p>£4K</p>	<p>Closer linkage of faith community with regional and national partners.</p> <p>Improved skills through exposure to expertise advise and support.</p> <p>Evaluation of conference with key learning points to Cohesion Board and Resilience team.</p>          <p>Increased role of faith community groups in cohesion initiatives and actions to tackle prejudice and discrimination</p>	<p>Service Level Agreement to be prepared and shared for comments.</p>          <p>The importance of work need to be emphasised as demonstrated through different challenges faced by the city.</p> <p>The Projects Review Group supported the grant to be increased.</p>

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	<p>activities</p> <ul style="list-style-type: none"> <li>○ Provide a focal point of contact/response in facing challenges e.g. EDL and National civil unrest.</li> </ul>				
<p>8.Improve knowledge and understanding of equality and governance issues/procedures within community sector organisations and schools</p> <p>Linkage with Priority 3: Safeguarding adults and children</p>	<ul style="list-style-type: none"> <li>○ Developing safeguarding policies and other good governance arrangements with 3-4 community based schools/ community centres.</li> <li>○ Facilitate a series of workshops/seminars to promote equality and governance issues (for example on safeguarding, finance, constitution etc) with training provider to showcase best practice and address gaps within VCS knowledge.</li> <li>○ Work with training provider to develop an accredited programme around equality and governance as well as safeguarding issues.</li> <li>○ Organise Best Community Association of the Year Award in partnership with Community (CAP).</li> <li>○ Conference and workshops to support Heads and Governors of Schools to develop effective cohesion and equality policies and practices.</li> </ul>	<p>Race Equality Network in partnership with the VCS Forum, Local Education Authority and Cohesion Team.</p> <p>(Maheub Ladha assisted by Susie Hall, Kasia Chiva and Julie Solley)</p> <p>Schools/Colleges Equality, Diversity and Cohesion Group.</p> <p>Susie Hall</p>	<p>£5K</p> <p>£3K (match funded by CYPS)</p>	<p>Number of sessions held. Levels of attendance and evaluation feedback. Number of VCS who subsequently adopt enhanced governance policies. Number of attendees on course. Evaluation by students. Number of VCS bodies with subsequent safeguarding policies in place.</p> <p>Number of attendees who successfully complete the courses and take up role with respective committees managing community groups.</p> <p>Adoption, implementation and monitoring of equality and cohesion policies in schools (including hate crime/incidents).</p> <p>Development of an effective forum linking schools and colleges in leading proactive cohesion strategies as well as provide a platform to support local authority and police in face of cohesion challenges.</p>	<p>Original proposal supported.</p> <p>Additional commitment made by Projects Review Group.</p>

<p>9. Providing one to one support and group sessions for deprived community members</p> <p>Linkage with Priority 2: Supporting the most vulnerable families and tackling the causes of poverty.</p>	<ul style="list-style-type: none"> <li>Outreach sessions delivered in six venues as part time surgeries to advise and signpost in relation to issues such housing, childcare, employment exploitation etc</li> </ul>	<p>Cohesion Team (Gosia Lasota)</p>	<p>Nil</p>	<p>No. of people accessing advice sessions overall</p> <p>Evaluation by user of service provided</p>	
<p>10. To engage with nominated communities to address current issues of concern. To facilitate links between communities and service providers.</p> <p>Linkage with Priority 2: Supporting the most vulnerable families and tackling the causes of poverty.</p> <p>Linkage with Priority 6: Reducing crime</p>	<ul style="list-style-type: none"> <li>Engage with Tension Monitoring Group, Race Equality Network, MAF and schools to identify community needs and advice issues</li> <li>Engage and establish links with nominated communities, (as determined by Cohesion Board based on input from Tension Monitoring Group and other partners) and undertake community needs assessments and where appropriate, develop an action plan to address issues and concerns raised</li> <li>Project developed with 8-19 service to provide dance sessions as a diversionary measure for young people in Op Cando area.</li> </ul>	<p>Tension Monitoring Group, PREC, MAF and Schools Equality Cohesion Group) (Jawaid Khan and Kasia Chiva)</p>	<p>£ 5K</p>	<p>Reduced community tensions.</p> <p>Fewer incidents of ASB.</p>	<p>Original proposal supported.</p>
<p>11. Strengthening voices of disabled community and their interface with all partners</p> <p>Priority 2: Supporting the most vulnerable families and tackling the causes of poverty</p> <p>Priority 3: Safeguarding adults and children</p>	<ul style="list-style-type: none"> <li>Promoting Disability Forum as a platform for positive and outcome based dialogue in relation to policies by different partners.</li> </ul>	<p>Disability Forum (Bryan Tyler)</p>	<p>£2K</p>	<p>Number of policies taken to Disability Forum for consultation by service providers</p> <p>Level of attendance by community at Disability Forum.</p> <p>Number of positive outcomes achieved resulting from consultations held through Disability Forum/</p>	<p>Original proposal supported.</p>



<p>12. Community development through focal point of contact and resources for community groups</p> <p>Priority 5: Empowering people and creating cohesive communities</p>	<ul style="list-style-type: none"> <li>○ Provide information, advice and guidance to communities groups to develop new community organisations</li> <li>○ Provide information advice and guidance to existing community groups.</li> <li>○ Develop a strategic framework for community development in Peterborough</li> </ul>	<p>Cohesion Team</p>	<p>£1K ( this would allow for £100 to support 10 new groups to hold an inaugural meeting (venue hire/ refreshment)</p>	<p>Number of advice sessions held. Number of community groups established. Number of advice sessions held.</p>	<p>Original proposal supported.</p>
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**Theme: Reducing community tensions**

<b>Actions and linkage with other Programme Priorities under Single Delivery Plan</b>	<b>Outline of activities</b>	<b>Lead</b>	<b>Budget</b>	<b>Performance measurement</b>	<b>Projects Review Group comments</b>
<p>13. Targeted support for vulnerable young people in hot spot localities</p> <p>Linkage with Priority 6: Reducing crime</p> <p>Linkage with Priority 3: Safeguarding adults and children</p>	<ul style="list-style-type: none"> <li>○ Community worker to engage with vulnerable young people in hot spot localities with focus on age group up to 35 years old and build linkages with wider community groups.</li> <li>○ Contribute to PCC 8-19 service delivery of NEET</li> <li>○ Russell Street and vicinity engagement with vulnerable young people through youth activities from Iqbal Centre</li> </ul>	<p>Tension Monitoring Group (Ian Phillips)</p> <p>Jenni Hepworth</p> <p>Allison Sunley assisted by Matt Oliver</p>	<p>£15K (six months project) or pro rota basis.</p> <p>£ 4K (to cover expenses as earlier agreed by Cohesion Board in last financial year</p> <p>4K (to support funding from CYPS, Safer Peterborough Partnership</p>	<p>Number of people supported. Reduction in violence involving young people reported and perceived.</p> <p>Targeted reduction of NEET in hot spots.</p>	<p>Recommend pilot to be run in partnership with Voluntary Community Sector (similar to Hate Crime Coordinator model).</p> <p>This is allocation to cover funds agreed last year.</p> <p>CYPS to report progress to Cohesion Board.</p> <p>Sustainability of the project must be closely examined.</p>

			and Councillors Leadership Fund (subject to confirmation)		
<p>14. Taking preventive steps to reduce alcohol or substance abuse</p> <p>Priority 6: Reducing Crime</p> <p>Linkage with Priority 3 Safeguarding adults and children</p>	<ul style="list-style-type: none"> <li>○ Explore CCTV possibilities with police and PCC Licensing.</li> <li>○ Work in partnership with Operation CAN-Do to establish a support network for individuals and reduce the impact of alcohol and substance abuse on the community (e.g. licensing issues) in Mill field, New England and Gladstone area.</li> </ul>	<p>Tension Monitoring Group (Kevin Vanterpool)</p> <p>Operation CAN-Do and supporting team (Cate Harding)</p>		<p>Reduction in hate crime and fear of hate crime among taxi drivers and private hire.</p> <p>Reduction in on-street alcoholism related problem in the area.</p>	Subject to confirmation with police
<p>15. Providing opportunities for community to discuss community hot topics in an open and safe environment</p> <p>Priority 5: Empowering people and creating cohesive communities</p>	<ul style="list-style-type: none"> <li>○ Organise Free D Forums</li> </ul>	<p>Tension Monitoring Group and PREC</p> <p>(Maheeb Ladha)</p>	£ 2K	<p>6 Free D Forums</p> <p>Number of participants in the Forums.</p> <p>Positive outcomes arising from the Forum sessions.</p>	Original proposal supported.
<p>16. Taxi Driver of the Year award</p> <p>Priority 5: Empowering people and creating cohesive communities</p>	<ul style="list-style-type: none"> <li>○ Promoting positive message of the work done by taxi drivers and promote pride in Peterborough through annual awards for best taxi drivers (Hackney and Private Hire) of the Year in partnership with respective Federations of the trade.</li> </ul>	<p>Peter Gell, Adrian Day, and Jawaid Khan plus rep of Hackney Driver Federation and Private Hire Association</p>	Nil	<p>Number of complaints regarding taxi drivers.</p> <p>Positive media feedback.</p> <p>Hate crime incidents involving taxi drivers.</p>	Explore feasibility of private sector sponsorship

<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 8</b>
<b>7 MARCH 2012</b>	<b>Public Report</b>

## **Report of the Neighbourhood Committee Review Implementation Task and Finish Group**

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

### **INTERIM REPORT OF RECOMMENDATIONS RELATING TO CONSTITUTIONAL CHANGES**

#### **1. PURPOSE**

- 1.1 This report identifies a key recommendation from the work of the Task and Finish Group that, if adopted, will have constitutional implications, and so is being brought ahead of Annual Council to enable full discussion and debate through the appropriate democratic process.

#### **2. RECOMMENDATIONS**

- 2.1 The Committee are asked to consider the recommendation of the Task and Finish Group that:
- There are seven Neighbourhood Committee chairmen, one for each Neighbourhood Committee
  - The Chairman of each Neighbourhood Committee represents a ward from within the area covered by that Neighbourhood Committee
  - The total Special Responsibility Allowance budget for Chairmen of Neighbourhood Committees remains at its current value, but is divided equally amongst all seven Chairmen
  - These changes take effect from the start of the new Municipal Year 2012

#### **3. LINKS TO THE SUSTAINABLE COMMUNITY STRATEGY**

- 3.1 Neighbourhood Committees are a key component of delivering a localism approach to service design, delivery and decision making. They have continued to improve and evolve throughout the life of the Task and Finish Group, and now consider, or have the potential to consider, a very broad range of locally important issues that cut across the entire Sustainable Community Strategy.

#### **4. BACKGROUND**

- 4.1 In March 2011, the Neighbourhood Committee Review Task and Finish Group, established by this Committee, concluded its work and reported back to Committee on its findings. One of the recommendations at that time was that the Review Group continues as a Task and Finish Group but to oversee the implementation of those recommendations that were agreed.
- 4.2 Since that time, the Task and Finish Group has been working closely with officers to oversee the implementation and further development of agreed recommendations, and has identified further areas for continued improvement that will help embed Neighbourhood Committees even further into the democratic decision making processes of the council.
- 4.3 A full report will be presented to the Strong and Supportive Communities Scrutiny Committee at its meeting in June 2012, which will: (i) review the implementation of the agreed recommendations of the Review Group from 2011; and (ii) make further recommendations to enhance the effectiveness of Neighbourhood Committees.

4.4 However, as one of the recommendations that the Task and Finish Group wishes to make is a constitutional matter, this interim report is being presented at the March Scrutiny Committee meeting in order to allow time for discussion at Cabinet ahead of Annual Council in May.

## **5. KEY ISSUES**

5.1 As part of its deliberations and discussions, the Task and Finish Group has considered the effectiveness of the current arrangements for chairing Neighbourhood Committees. There are currently four Chairmen covering seven Neighbourhood Committees.

5.2 Members of the Task and Finish Group have attended a number of Neighbourhood Committee meetings outside their own ward areas to gain a better understanding of how the Committees are operating across Peterborough. One of the main focuses for this work was to determine how relevant very local knowledge of ward/neighbourhood issues was in relation to how the meeting is led.

5.3 The Task and Finish Group found that in Neighbourhood Committee meetings where the Chairman was also representing a ward in the same area, there was significantly richer and more productive debate and decision making than in Committees where this was not the case. In part, the Task and Finish Group concluded that this was because of the local, relevant knowledge the Chairman had of the issues affecting the audience. However, they also concluded that the public and partners who attended the meetings where the Chairman represented a ward in the same area were much more positive about the meeting because they knew or recognised the Chairman from their ward work so related to them at a local level more effectively.

5.4 This is significantly evidenced by the growing success of the Rural Neighbourhood Committee, which, following the recommendation of the Task and Finish Group in 2011, is now chaired by a councillor representing a rural ward. Agendas and debates have become much more relevant and focussed on the issues affecting rural communities.

5.5 The experience of Task and Finish Group members when attending other Neighbourhood Committee meetings was also that the meetings were most successful when they debated issues of real, local concern. These were felt to be the issues that the Chairman should have good knowledge of so that they can manage the meeting well whilst maintaining a broad view of all factors.

5.6 For these reasons, the Task and Finish Group are recommending that each Neighbourhood Committee should have its own Chairman, appointed from a ward within the area represented by that Neighbourhood Committee.

5.7 The Task and Finish Group recognises the important role that the Chairmen need to play in delivering an effective Neighbourhood Committee, and so are recommending that the Special Responsibility Allowance total budget is maintained at its current level, but that the budget is equally divided amongst the seven Chairmen.

## **6. IMPLICATIONS**

6.1 The Task and Finish Group are confident that this important change will help to further develop Neighbourhood Committees as the important decision making forum for communities across Peterborough.

The Task and Finish Group are not anticipating any financial implications because the recommendation is to limit the SRA total budget for the role of Chairman at its current value.

## **7. CONSULTATION**

- 7.1 The Task and Finish Group have consulted widely throughout its deliberations with councillors, members of the public and partner agencies, and more details of the outcomes of this consultation will be presented in the full report in June 2012.

## **8. NEXT STEPS**

- 8.1 If the Scrutiny Committee agrees with the recommendation of the Task and Finish Group, the recommendation will be made to Cabinet at its next meeting.

## **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 None.

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<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 9</b>
<b>7 MARCH 2012</b>	<b>Public Report</b>

**Contact Officer(s) – Paulina Ford, Senior Governance Officer**  
**Contact Details - Tel: 01733 452508 Email: paulina.ford@peterborough.gov.uk**

## **MEMBER REFERRAL - Consultation in respect of the trees in Bridge Street and Long Causeway**

### **1. PURPOSE**

1.1 Councillor Sandford has made a referral to the Committee in accordance with Part 4, Section 9, paragraph 8.1 of the Constitution – Scrutiny Committee and Scrutiny Commission Procedure Rules

8.1 Any Member may require the Proper Officer to place an item relevant to the functions of the Committee or Commission on the agenda for the next meeting. On receipt of such a request the Proper Officer will ensure that the item is included on the next available agenda. The item will be discussed by the Committee or Commission and it will only be pursued further if the Committee or Commission agree to do so.

### **2. RECOMMENDATIONS**

2.1 The Committee is asked to consider Councillor Sandfords request and how it wishes to proceed.

### **3. BACKGROUND**

3.1 Councillor Sandford has requested that the Committee consider and seek an explanation for the way in which the Cabinet and officers have carried out the consultation in respect of the trees in Bridge Street and Long Causeway.

### **4. KEY ISSUES**

4.1 Councillor Sandfords reasons for making this referral in his words are set out below:

“On 13 February, the Council announced in a press release that it had been decided to go ahead and remove a third of the trees in Bridge Street and Long Causeway, despite the fact that a public consultation had shown that almost 60 per cent of respondents wanted them retained. This consultation had been carried out at the request of the Scrutiny Committee and the then Director of Communications, following concerns that the original consultation was biased and involved asking leading questions.

There are still differences of opinion about whether trees should be removed and if so how many. Concerns have been expressed that what the Cabinet is proposing is not in accordance with 2008 arboriculturalist’s report which was talking about tree removal over a timescale of up to 40 years. However, most of the public comment (for example on the Evening Telegraph website and on Radio Cambridgeshire) in the days following the Council decision has focussed on why the Council is apparently ignoring the clear results of its own consultation and also a 200 signature petition submitted at Full Council calling for retention of the trees.

There is also an issue of how the decision was taken, when it was taken and by whom. We are being told that it is an officer decision taken by Mr Edwards. Yet in the Council press

release, Cllr Cereste was quoted. On Radio Cambridgeshire on Tuesday 14 February, the cabinet advisor, Cllr Goodwin, stated that the decision had been taken when the public realm strategy was agreed several years ago. The question then arises, if the decision had already been made, why was a public consultation carried out and was it merely an attempt to placate public opposition by appearing to consult the public but with no intention of acting on the results of the consultation? If the decision had not previously been made, then why is it being put through as an officer decision and not a cabinet member decision, bearing in mind the evidence that cabinet members have clearly been involved and making it an officer decision means that it cannot be subject to challenge through the call in process.

This is not the first time that concerns have been expressed about the Council's approach to consultation and the committee may want to hold a more detailed discussion at a future meeting on some of these wider issues and concerns."

## **5. NEXT STEPS**

5.1 After consideration of Councillor Sandfords referral the Committee will decide:

- a) whether the requested item will be added to a future agenda where a full report would be received or
- b) the requested item will not receive further consideration by the Committee

## **6. BACKGROUND DOCUMENTS**

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

6.1 None

## **7. APPENDICES**

7.1 None



<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 10</b>
<b>7 MARCH 2012</b>	<b>Public Report</b>

## **Report of the Solicitor to the Council**

**Report Author** – Paulina Ford, Senior Governance Officer, Scrutiny

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

### **FORWARD PLAN OF KEY DECISIONS**

#### **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 MARCH 2012 TO 30 JUNE 2012**

## FORWARD PLAN OF KEY DECISIONS - 1 MARCH 2012 TO 30 JUNE 2012

During the period from 1 March 2012 To 30 June 2012 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](mailto: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](http://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:

- Award of a Framework for Temporary Staff for Children's Services - KEY/04MAR/12**
- Section 75 Agreement with NHS Peterborough for Drugs and Alcohol Services - KEY/05MAR/12**
- Award of Framework for Supply of Utilities - KEY/06MAR/12**
- Supporting People - Specific Grant Agreements for Accommodation Based Housing Related Support - KEY/07MAR/12**
- Extension to various Highways Related Contracts to July 2013 - KEY/08MAR/12**
- Organic and Food Waste Treatment Services Contract - KEY/01MAY/12**

## MARCH

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p><b>Delivery of the Council's Capital Receipt Programme through the Sale of Land and Buildings - Vawser Lodge Thorpe Road - KEY/04DEC/10</b> 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>	<p>March 2012</p>	<p><b>Cabinet Member for Resources</b></p>	<p>Sustainable Growth</p>	<p>Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments &amp; external stakeholders as appropriate</p>	<p>Andrew Edwards Head of Peterborough Delivery Partnership Tel: 01733 452303 andrew.edwards@peterborough.gov.uk</p>	<p>A public report will be available from the governance team one week before the decision is taken</p>
<p><b>Energy Services Company - KEY/03JUL/11</b> To consider potential future developments of energy related products.</p>	<p>March 2012</p>	<p><b>Cabinet Member for Environment Capital, Cabinet Member for Resources</b></p>	<p>Environment Capital</p>	<p>Internal and External Stakeholders</p>	<p>John Harrison Executive Director-Strategic Resources Tel: 01733 452398 john.harrison@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p><b>Sale of surplus former residential care home - Eye - KEY/01OCT/11</b> 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 for Resources, to negotiate and conclude the sale of a former care home now surplus to requirement -The Croft, Eye.</p>	March 2012	<b>Cabinet Member for Resources</b>	Sustainable Growth	Consultation will take place with the Cabinet Member, & Ward councillors, as appropriate	Simon Webber Capital Receipts Officer Tel: 01733 384545 simon.webber@peterborough.gov.uk	A public report will be available from the Governance team one week before the decision is taken.
<p><b>Section 75 agreement with Cambridge and Peterborough Foundation Trust - KEY/03OCT/11</b> To approve the section 75 agreement with CPFT for the provision of mental health services.</p>	March 2012	<b>Cabinet Member for Adult Social Care</b>	Health Issues	Internal and external stakeholders as appropriate.	Terry Rich Executive Director Adult Social Services (interim) Tel: 01733 758444 terry.rich@peterboroughpct.nhs.uk	A public report will be available from the Governance Team one week before the decision is taken.
<p><b>Hampton Community School - KEY/07OCT/11</b> To vary the Ormiston Bushfield Academy (OBA) Design and Build Contract with Kier Eastern to allow for the design and build of Hampton Community School.</p>	March 2012	<b>Cabinet Member for Education, Skills and University, Cabinet Member for Resources</b>	Creating Opportunities and Tackling Inequalities	Public, ward councillors and internal departments	Brian Howard Programme Manager - Secondary Schools Development Tel: 01733 863976 brian.howard@peterborough.gov.uk	A public report will be available from the Governance Team one week before the decision is taken

<p><b>Peterborough's Transport Partnership Policy for pupils aged 4-16 years - KEY/01NOV/11</b> To approve the new policy for September 2012.</p>	March 2012	<p><b>Cabinet Member for Education, Skills and University</b></p>	Creating Opportunities and Tackling Inequalities	Internal and public consultation	<p>Isabel Clark Head of Assets and School Place Planning Tel: 01733 863914 isabel.clark@peterborough.gov.uk</p>	A public report will be available from the Governance team one week before the decision is taken.
<p><b>Children's Centres Commissioning - KEY04/NOV/11</b> To approve the award of contracts for the management and operation of 12 Children Centres in Peterborough.</p>	March 2012	<p><b>Cabinet Member for Children's Services</b></p>	Creating Opportunities and Tackling Inequalities	Providers, Councillors, Staff,	<p>Pam Setterfield Assistant Head of Children &amp; Families Services (0-13) Tel: 01733 863897 pam.setterfield@peterborough.gov.uk</p>	A public report will be available from the Governance Team one week before the decision is taken.
<p><b>Traffic Signals LED Project - award of contract - KEY/03SEP/11</b> Contract to replace all traffic signal head lamps in Peterborough with LED Heads.</p>	March 2012	<p><b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	Environment Capital	Internal and external stakeholders as appropriate	<p>Amy Wardell Team Manager - Passenger Transport Projects Tel: 01733 317481 amy.wardell@peterborough.gov.uk</p>	A public report will be available from the Governance Team one week before the decision is taken.

<p><b>City of Peterborough Academy – Free School Academy and free special school - KEY/03JAN/12</b> To procure a design and build contractor to carry out remodelling and refurbishment works to the existing school buildings and design and build a new special school building at the former Hereward Community College site, Reeves Way</p>	March 2012	<p><b>Cabinet Member for Education, Skills and University, Cabinet Member for Resources</b></p>	Creating Opportunities and Tackling Inequalities	Ward Councillors and local residents.	<p>Brian Howard Programme Manager - Secondary Schools Development Tel: 01733 863976 brian.howard@peterborough.gov.uk</p>	A public report will be available from the Governance Team one week before the decision is taken.
<p><b>Cowgate Enhancement Scheme - KEY/05JAN/12</b> To award the contract to undertake engineering works as part of the Cowgate Enhancement Scheme.</p>	March 2012	<p><b>Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development and Business Engagement</b></p>	Sustainable Growth / Strong and Supportive Communities	Relevant internal and external stakeholders	<p>Stuart Mounfield Senior Engineer Tel: 01733 453598 stuart.mounfield@peterborough.gov.uk</p>	A public report will be available from the Governance Team one week before the decision is taken.
<p><b>Local Broadband Plan - KEY/06JAN/12</b> To approve the Local Broadband Plan for Peterborough and Cambridgeshire to release funding for Superfast Broadband.</p>	March 2012	<p><b>Cabinet Member for Resources</b></p>	Sustainable Growth	Relevant internal and external stakeholders.	<p>Heather Darwin Head of Service Improvement Tel: 01733 452495 heather.darwin@peterborough.gov.uk</p>	A public report will be available from the Governance Team one week before the decision is taken.



<p><b>Eye C of E Primary School Extension - KEY/02FEB/12</b> Award of contract for 3 additional classrooms and an additional staffroom with refurbishment of reception area.</p>	March 2012	<b>Cabinet Member for Education, Skills and University</b>	Creating Opportunities and Tackling Inequalities	Relevant Internal and External Stakeholders.	Sharon Bishop Assets Officer Tel: 01733 863997 sharon.bishop@peterborough.gov.uk	A public report will be available from the Governance Team one week before the decision is taken.
<p><b>All Saints Junior School - Extension of Age Range - KEY/03FEB/12</b> To commission a new all through Voluntary Aided Primary School to enable the extension of the age range of All Saints Junior School.</p>	March 2012	<b>Cabinet Member for Education, Skills and University</b>	Creating Opportunities and Tackling Inequalities	Relevant internal stakeholders as appropriate.	Alison Chambers Principal Assets Officer (Schools) Tel: 01733 863975 alison.chambers@peterborough.gov.uk	A public report will be available from the Governance team one week before the decision is taken.
<p><b>Single Equality Scheme - KEY/02SEP/11</b> To approve the Single Equality Scheme.</p>	March 2012	<b>Cabinet</b>	Creating Opportunities and Tackling Inequalities.	Public consultation via stakeholders and partnerships.	Paul Phillipson Executive Director Operations Tel: 01733 453455 paul.phillipson@peterborough.gov.uk	A public report will be available from the governance team one week before the decision is taken.

<p><b>Local Transport Plan Capital Programme of Works (CPW) 2012/13 - KEY/01MAR/12</b> To approve the Capital Programme of Works for financial year 2012/13.</p>	March 2012	<p><b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	Sustainable Growth	Neighbourhood Committees, internal and external stakeholders.	<p>Michael Stevenson Project Engineer Tel: 01733 317473 michael.stevenson@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Statement of Community Involvement (including Neighbourhood Planning guidance) - draft - KEY/02MAR/12</b> To approve the draft Statement of Community Involvement (including Neighbourhood Planning guidance) for public consultation.</p>	March 2012	<p><b>Cabinet</b></p>	Sustainable Growth	Internal and external as appropriate.	<p>Richard Kay Policy and Strategy Manager  richard.kay@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Award of a Framework for Temporary Staff for Children's Services - KEY/04MAR/12</b> To expand the current framework for temporary staff to support Children's Services improvement following the ofsted inspection.</p>	March 2012	<p><b>Cabinet Member for Community Cohesion and Safety</b></p>	Creating Opportunities and Tackling Inequalities	Internal and external stakeholders as appropriate including social care staff.	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p><b>Section 75 Agreement with NHS Peterborough for Drugs and Alcohol Services - KEY/05MAR/12</b> To approve the 75 agreement with NHS Peterborough for the transfer of funds for the provision of Adult drugs and alcohol services.</p>	March 2012	<p><b>Cabinet Member for Community Cohesion and Safety</b></p>	Health Issues	Internal and external stakeholders as appropriate.	<p>Adrian Chapman Head of Neighbourhood Services Tel: 01733 863887 adrian.chapman@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
<p><b>Award of Framework for Supply of Utilities - KEY/06MAR/12</b> Enter into a framework agreement with Government Procurement Service for the supply of utilities to council properties.</p>	March 2012	<p><b>Cabinet Member for Resources</b></p>	Sustainable Growth	Internal and external stakeholders	<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><b>Supporting People - Specific Grant Agreements for Accommodation Based Housing Related Support - KEY/07MAR/12</b> Award of specific grant agreements for the continued provision of accommodation based housing related support funded by the Supporting People programme.</p>	March 2012	<p><b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	Strong and Supportive Communities	Internal and external stakeholders as appropriate.	<p>Sharon Malia Housing Programmes Manager Tel: 01733 863764 sharon.malia@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p><b>Extension to various Highways Related Contracts to July 2013 - KEY/08MAR/12</b> To extend the existing Highways Maintenance, Professional Services, Street Lighting and Gully Cleansing Contracts until July 2013 pending the review of alternative procurement options.</p>	<p>March 2012</p>	<p><b>Cabinet Member for Resources</b></p>	<p>Sustainable Growth</p>	<p>Consultation with senior officers has been undertaken including the Director of Operations and Head of Business Transformation.</p>	<p>Simon Machen Head of Planning, Transport and Engineering Services Tel: 01733 453475 simon.machen@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
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## APRIL

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p><b>Award of Contract - Bus Shelter Provision and Maintenance - KEY/01APR/12</b> Award of contract for the provision, installation, cleaning and maintenance of Bus Shelters.</p>	<p>April 2012</p>	<p><b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	<p>Sustainable Growth</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Darren Deadman Travel Information and Monitoring Officer Tel: 01733 317464 darren.deadman@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>

<p><b>Award of Transport Contracts - KEY/02APR/12</b> To award contracts for Mainstream, Special Educational Needs, Children in Social Care and Public Transport.</p>	<p>April 2012</p>	<p><b>Cabinet Member for Education, Skills and University, Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	<p>Sustainable Growth</p>	<p>Internal departments as appropriate.</p>	<p>Cathy Summers Team Manager - Passenger Transport Contracts and Planning Tel: 01733 317463 cathy.summers@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team one week before the decision is taken.</p>
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## MAY

KEY DECISION REQUIRED	DATE OF DECISION	DECISION MAKER	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	REPORTS
<p><b>Organic and Food Waste Treatment Services Contract - KEY/01MAY/12</b> To Award a contract for Organic and Food Waste Treatment Services.</p>	<p>May 2012</p>	<p><b>Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning</b></p>	<p>Sustainable Growth</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Amy Nebel Recycling Contracts Officer Tel: 01733 864727 amy.nebel@peterborough.gov.uk</p>	<p>A public report will be available from the Governance Team on week before the decision is taken.</p>

## JUNE

There are currently no Key Decisions scheduled for June.

**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  
HR Business Relations, Training & Development, Occupational Health & Reward & Policy

**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**

Safeguarding, Family & Communities  
Education & Resources  
Children's Community Health

**OPERATIONS DEPARTMENT Bridge House, Town Bridge, PE1 1HB**

Planning Transport & Engineering (Development Management, Construction & Compliance, Infrastructure Planning & Delivery, Network Management)  
Commercial Operations (Resilience, Strategic Parking and Commercial CCTV, City Centre, Markets & Commercial Trading, Passenger Transport)  
Neighbourhoods (Strategic Regulatory Services, Safer Peterborough, Strategic Housing, Cohesion, Social Inclusion)  
Operations Business Support (Finance)  
Planning Transport & Engineering (Development Management, Construction & Compliance, Infrastructure Planning & Delivery, Network Management)