

**STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY  
COMMITTEE**

**THURSDAY 7 MARCH 2013  
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 a disclosable pecuniary interest, or other interest, in any of the items on the agenda, unless it is already entered in the register of members' interests or is a "pending notification" that has been disclosed to the Solicitor to the Council. Members must also declare if they are subject to their party group whip in relation to any items under consideration.*

**3. Minutes of the Meeting Held on 16 January 2013**

**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 - Performance Report and Draft Business Plan**

**9 - 32**

**6. Draft Homelessness Strategy 2013 - 2018**

**33 - 108**

**7. Commercial Operations**

**109 - 112**

**8. Notice of Intention to Take Key Decisions**

**113 - 126**



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**

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#### Committee Members:

Councillors: J Peach (Chair), S Day (Vice Chairman), P Kreling, G Nawaz, Johnson, Forbes and J R Fox

Substitutes: Councillors: D Over, N Shabbir and B Saltmarsh

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  
WEDNESDAY 16 JANUARY 2013**

**Present:** Councillors Peach (Chairman), Day (Vice Chairman) Kreling, Nawaz, Johnson, Forbes and J R Fox.

<b>Also Present:</b>	Councillor Casey	PCC
	Councillor Jamil	PCC
<b>Officers in Attendance:</b>	Adrian Chapman	Head of Neighbourhood Services
	Sean Evans	Housing Needs Manager
	Sarah Hebblethwaite	Assistant Housing Needs Manager
	Belinda Child	Strategic Housing Manager
	Paul Phillipson	Executive Director of Operations
	Nigel Joseph	Lawyer
	Dania Castagliuolo	Governance Officer

**1. Apologies**

No apologies were received.

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

There were no Declarations of Interest

**3. Minutes of the meeting held on 12 November 2013**

The Governance Officer informed the Committee that the previous minutes of the meeting held on 12 November 2012 had been amended and the amended copy was distributed to members for approval.

The minutes of the Strong and Supportive Communities Scrutiny Committee meeting held on 20 November 2012 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. Citizens Power Programme – Final report of the Task and Finish Group**

This report was presented to the committee to provide them with the final report of the Citizen Power Task and Finish Group.

Citizens Power was a two year collaboration between the City Council, the Arts Council and the Royal Society for the Arts. The programme was delivered through six distinct strands of work:

- The Peterborough Curriculum
- Recovery Capital
- Sustainable Citizenship
- Changemakers

- Civic Commons
- Arts and Social Change

During 2011 a full review of the Citizens Power Programme was undertaken and reported to the Strong and Supportive Communities Scrutiny Committee in September 2011. The report and its recommendations were agreed in full and a Task and Finish Group was established as a result.

The Committee was asked to agree the conclusions and recommendations contained within the report and make any further recommendations to the Council for consideration in any future planned schemes.

Observations and questions were raised around the following areas:

- Members queried the total cost of the Citizens Power Programme and how many organisations had participated. *Councillor Casey advised members that the total cost of the whole project was £1,195,775 although Peterborough City Council had only contributed £250,000 towards the project. The other two main partners were the Arts Council and the Royal Society for Arts and when the project started it attracted further funding.*
- Members were concerned that the Royal Society for Arts and the Arts Council were funded by Peterborough City Council therefore the money to fund the project was generated from the taxpayer.
- Members commented that some strands of the Citizen Power Programme did not represent good value for money or positive outcomes and they were disappointed that this was not reflected in the recommendations put forward by the Task and Finish Group. *Councillor Casey reiterated that Peterborough City Council had only contributed £250,000 towards the project and they had actually encouraged other organisations to help fund the rest of the project. There were stands of the Citizen Power Project that had shown positive outcomes.*
- Members queried the outcome of a survey held in Bretton six months ago by the Royal Society of Arts regarding Community Interaction. *The Head of Neighbourhood Services advised members that the survey was not part of the Citizens Power Programme and he would obtain the results of the survey and advise the Committee of the outcome.*
- *The Executive Director of Operations commented that he was part of the Peterborough Learning Partnership and Chair of Governors of a school that was not involved in the Citizens Power programme. However he had subsequently learnt from the programme by working with some of the associate Heads of schools within that learning partnership and they were continuing to build on the change within the local curriculum. The recovery capital and the drugs programme had been imbedded within the commissioning process. He also explained that a bulk of the Royal Society of Arts funding was generated through the thirty five thousand members who financially contributed to them.*
- *The Head of Neighbourhood Services commented that the Citizens Power Task and Finish Group were most favourable in relation to the Drugs Programme, the Arts strand and the Curriculum strand and these were the three strands that were most successful and the legacy of these projects should not be underestimated. The smaller projects which were carried out as experiments engaged with a small number of people and were less successful. The future of Arts within the city had been re-established on the basis of what had happened over the past two years of the Citizens Power Programme. The Citizens Power Programme's experiment was to discover how to involve local people as change makers within the city.*
- *Councillor Jamil commented that the Citizens Power Programme was now being replicated in other parts of the country and they had learnt from what was found in Peterborough. There were things that could have been done differently but they were mistakes to be learnt from and in future projects it would all be taken on board.*

## **ACTION AGREED**

The Committee requested that the Head of Neighbourhood Services provide information on the outcome of the survey carried out by the Royal Society of Arts in Bretton.

## **RECOMMENDATION**

The Committee recommends that Peterborough City Council when considering commissioning a similar programme to the Citizens Power Programme in the future should undertake following actions prior to committing to the programme:

1. Conduct a full investigation into whether the proposed programme would be value for money.
2. Appoint a project manager at the earliest stage to prepare a full business case and financial plan.
3. Communicate key messages of the programme to all councillors to avoid unnecessary delays or misunderstanding over the outcomes and objectives of the initiative.

## **6. Review of the Homelessness Strategy**

The purpose of this report was to provide the Committee with an update on the progress of the Homelessness Strategy 2008 – 2012 and associated outputs and the development of the Homelessness Review and Draft Homelessness Strategy 2013 – 2018.

The following key points were highlighted:

### **The Homelessness Strategy 2008 – 2012**

- The current Homelessness Strategy had been successful in building on the preventative approach and ensured that there were the necessary support services in place to act as a safety net for persons who were threatened with homelessness or who were facing homelessness.
- In 2011/12 the Council and its partners prevented and relieved homelessness for 258 households.
- There were continual challenges with a shortage of social housing and the impact of welfare reforms.
- In 2011/2 the Housing Needs team provided housing and homelessness advice to 14,568 people in Peterborough.
- The Housing Needs Team had seen a decrease in homelessness presentations to the Local Authority over the 2011/12 period compared with 2010/11.
- The Housing Needs Service offered a Rent Deposit Scheme which enabled clients to obtain an interest free loan to be used for the up front costs associated with securing a property within the private sector. In 2011/12 a total of 191 households were assisted in to private rented sector accommodation and so far this year, since April 2012, 276 households had been assisted.
- The Tenancy Relations Service had further developed to provide support to both tenants and private sector landlords. The service had been had been successful in establishing a framework for illegal evictions and utilised its power to prosecute under the Protection of Eviction Act 1977 by successfully prosecuting three landlords through the court system alongside supporting 194 households since January 2012.
- The Mortgage Rescue scheme had been proactively promoted and this had further enhanced Peterborough's homelessness prevention activity and increased the number of properties owned and managed by the Council's housing association partners. Since the introduction of this scheme 27 households had been successfully assisted.

- Continued assistance was offered to individuals who found themselves sleeping rough after losing their accommodation and the Rough Sleeper Outreach Officer had made great strides in ensuring that those who were on the streets were assisted before they reached a point where they were entrenched.
- By creating a successful partnership approach and through the established Rough Sleeper Task and Targeting Group a joint approach was taken with clear pathways working closely with the voluntary sector and faith groups, the police, substance misuse agencies and outreach workers.

### **The Development of the Homelessness Strategy 2013 – 2018**

- The aims of the new strategy was to continue to build on the existing achievements and to invite all partners with an interest in housing to work together to prevent homelessness, increase access to accommodation and manage the challenges of Welfare Reform.
- The development of the new strategy had enabled Peterborough City Council to commence a review to assess how effective they had been in tackling homelessness. The review would take in to consideration
  - ❖ Profile of levels of homelessness and homelessness services in Peterborough, both qualitative and quantitative
  - ❖ National and local policy
  - ❖ Feedback from focus groups
  - ❖ The root causes of homelessness locally
  - ❖ Gaps in and duplication of services
  - ❖ Weaknesses in homelessness policy and procedure
  - ❖ Analysis of outcomes of the previous Homelessness Strategy Action Plan
- The multi-agency Homelessness Strategy Steering Group continued to meet and would be key to the development of the new strategy.
- It was acknowledged that in order to provide a cost effective and responsive service the Housing Needs Team would need to continue to deliver its services in partnership with their statutory and voluntary partners.

The committee were asked to

- (i) Scrutinise performance against the existing strategy and to contribute comments and views which would then be considered in the drafting of the new strategy.
- (ii) Comment on and agree the approach being undertaken in the development of the new strategy and agree that the final draft of the document be brought back to scrutiny for approval at the next meeting of the Strong and Supportive Communities Scrutiny Committee.

It was recommended that the Draft Homelessness Strategy be taken to Cabinet and Full Council for adoption.

Observations and questions were raised around the following areas:

- Members expressed their interest in the Mortgage Rescue Scheme and asked if it was going to be expanded on the 27 who had already benefited from the scheme and what percentage was this on the total demand for the scheme. *The Housing Needs Manager advised the Members that the Mortgage Rescue Scheme was set up as a final intervention before repossession. To be eligible for the Mortgage Rescue Scheme the homeowner would need to be able to afford the rent payments. The Government had announced that they would extend the scheme into 2014.*
- Members queried what would happen in cases where the building was listed, would it still qualify for the Mortgage Rescue Scheme. *The Housing Needs Manager informed the Committee that every property could be considered for the Mortgage Rescue Scheme though there was a cap as to what could be spent on a property and it had to*

*be a reasonable amount for the area therefore as long as the property was below the cap and did not require considerable repair it could be considered for the Scheme*

- Members queried if families could buy their homes back if it had been brought through the Mortgage Rescue Scheme and their situation had improved. *The Housing Needs Manager advised the Committee that families did have the right to buy their homes back.*

## 7. Peterborough Homes Allocations Policy

The purpose of this report was to present to the Committee the updated Common Housing Allocations Policy following a period of public consultation.

The following key points were highlighted:

- A 12 week public consultation had run from 6 October 2012 until 30 December 2012.
- A consultation questionnaire was sent to all applicants who had a live application on the Common Housing Register.
- 563 completed questionnaires had been completed and returned
- As part of the changes to the document, Peterborough City Council intended to restrict entry to the register to households who had sufficient financial resources to resolve their own housing situation
- 267 questionnaires responded that the household income limit of £60,000 was too high therefore, it was proposed to lower the limit to £40,200 except where people were aged over 55
- It was proposed to amend the current Bedroom Standards Policy to one bedroom for:
  - ❖ Every adult/couple
  - ❖ Any other adult aged 16 or over
  - ❖ Any two children of the same sex
  - ❖ Any two children regardless of sex under age 10
  - ❖ Any other child
- Changes as a result of the Welfare Reform Act 2011 meant that any household assessed under these criteria who were deemed to be occupying social housing and were in receipt of housing benefit would have a reduction applied of:
  - ❖ 14% if they were under occupying by one bedroom
  - ❖ 25% if they were under occupying by two or more bedrooms

The Committee were asked to review the final draft of the Common Housing Register Allocations Policy along with the summary of responses to the consultation and if in agreement recommend it to Cabinet for onward presentation to Full Council for adoption.

Observations and questions were raised around the following areas:

- Members were concerned that housing offered to the armed forces would not be up to standard. *The Housing Needs Manager informed members that a choice based system would still be operated therefore people had the right to express an interest in properties before making a decision, they could bid for up to three properties per week and could refuse up to three offers. The Strategic Housing Manager added that Social Housing within the city met the decent homes standards, within the private sector nobody would be placed in accommodation that had not been inspected first.*
- Members queried part 4.7 of the report on page 62 and whether bullet point two was strict enough. Which read:
  - ❖ By having immediate family members who live in the area and have done for the last five years.

*The Housing Needs Manager advised the Committee that the criteria within the Housing Allocations Policy was part of the Local Authority agreement that the Council had to work to as part of the homelessness legislation. There would be investigations made in to anybody who claimed that they had immediate family members in*

*Peterborough with colleagues in Council Tax and Electoral Services to ensure that those family members had been resident in Peterborough for at least five years.*

- *Members commented that the household income limit of £40,000 and assets of £16,000 for access to the Housing Register were too high for Peterborough families. The Housing Needs Manager advised members that the reason the income level was set at £40,000 was because they were looking at what other availability for housing there was in the city as it was very difficult to obtain accommodation by other means. Many private landlords would look at doing an income and expenditure assessment with an income limit of £25 -35,000 in order to access a suitable property within the private sector. Provision had to be made for the people who may have had an income of £40,000 but had found themselves in financial difficulty due to their outgoings being extremely high.*
- *Members commented that a lot of people who completed the consultation questionnaire were in support of the new Bedroom Standards Policy and asked what the practical implications of this were and whether the housing associations were going to have properties for families to transfer to if they had to move. The Housing Needs Manager advised the committee that the current tenants of social housing would be encouraged to move to more suitable accommodation in terms of the Bedroom Standard Assessment. Many tenants had already agreed that rather than moving house they would stay in their home and find the additional 14 or 25 percent to pay towards their rent. People over retirement age would not be affected by the under occupation charges. There was an estimate of around 1200 households that would be affected by the under occupation charges and Cross Keys were offering cash incentives of up to £500 per bedroom for people to downsize their houses although the uptake was still quite low because people wanted to stay in their homes.*
- *Members queried that due to the shortage of housing there would be a lot of families who would not be able to find smaller houses and would this mean that the benefit reduction could be waived until they could find a suitable property. The Housing Needs Manager informed the Committee that part of the policy would be to give priority to people looking to downsize their property as this would increase the demand further on smaller properties. From April 2013 the Local Authority would have received a much larger discretionary payment pot which they could use to assist families that would be affected by the under occupation charges as a transitional measure while they were being assisted in to more suitable sized accommodation.*
- *Members queried whether people would be forced in to private rented accommodation if there was not sufficient Social Housing available. The Housing Needs Manager advised members that if somebody fell in arrears the Housing Associations could take action in the County Court to seek possession of the property, it would then be up to the court to decide the outcome but nobody would be forced in to privately rented accommodation.*
- *Members queried what the view from the Housing Associations was. The Housing Needs Manager advised the Committee that the Housing Associations were concerned as they were entering in to an element of the unknown, they did not know what the impacts of the changes were going to be and they did not know how their tenants were going to find the money to keep up the rent payments. They also had the introduction of universal credit and direct payments to deal with and they were going to have to look at their rent collection practices and would maybe have to alter them.*
- *The Housing Needs Manager informed the Committee that if agreed the draft Common Housing Register Allocations Policy would go to Cabinet in February.*

## **RECOMMENDATIONS**

The Committee recommends to the Cabinet Member for Housing, Neighbourhoods and Planning that the household income level of £40,000 to allow a person to access the housing register is reconsidered as the Committee considers it to be too high for Peterborough households.



The Committee recommends to the Cabinet Member for Housing, Neighbourhoods and Planning that Section 9.9 of the Peterborough Homes - The Common Housing Register Allocations Policy which refers to Local Connection and in particular bullet point 3 be closely monitored to ensure that it is being implemented correctly:

**9.9 Local Connection**

*iii. The applicant or a member of their household has immediate family (parents, children, brothers, sisters and other family members if there is a particularly close relationship) who have lived in the district for at least the past 5 years,*

**8. Notice of Intention to Take Key Decisions**

The Committee received the latest version of the Council's Notice of Intention to take Key Decisions, 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 Notice of Intention to take Key Decisions and agreed that there were no items for further consideration.

**9. Work Programme**

Members considered the Committee's Work Programme for 2012/13 and discussed possible items for inclusion.

**ACTION AGREED**

To confirm the work programme for 2012/13.

**10. Date of Next Meeting**

The Governance Officer advised the Committee that the date for the next meeting would be changed due to a clash of meetings; this would be emailed around to the Committee as soon as it had been decided.

*The meeting began at 7.00 and ended at 8.20 pm*

CHAIRMAN

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<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 5</b>
<b>7 MARCH 2013</b>	<b>Public Report</b>

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

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

### **VIVACITY – PERFORMANCE REPORT AND DRAFT BUSINESS PLAN**

#### **1. PURPOSE**

- 1.1 This is an opportunity for the Committee to hear from and question both officers of the Council and Vivacity's Chief Executive, Kevin Tighe, on how Vivacity has performed to date and about the draft business plan for 2013-14.

#### **2. RECOMMENDATIONS**

- 2.1 The Strong and Supportive Communities Scrutiny Committee is asked to review and comment on Vivacity's current performance and the draft business plan for 2013/14.

#### **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 Since May 2010, Vivacity, which is a charitable trust, has been providing cultural and leisure services on behalf of the Council. Vivacity is one of the Council's key strategic partners.
- 4.2 Vivacity is resourced through a Funding and Management Agreement that specifies the total sums of money made available by the Council to support the delivery of the Council priorities. This income is supplemented by additional externally-secured funding.
- 4.3 The Strong and Supportive Communities Scrutiny Committee reviews the work of Vivacity on an annual basis.

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

##### **5.1 2012-13 HIGHLIGHTS**

There have been, and will continue to be, significant capital improvements, funded by the Council, to the Museum, Regional Pool and Fitness Centre, the Lido, and the Athletics Track.

As well as noting:

- successful performances at the Key Theatre;
- successful marketing of both the Museum and Longthorpe Tower;
- popular author events having taken place in a range of libraries;
- lots of structured activities in support of early reading; and
- a strong contribution to arts development across the City

the Committee is reminded of the following key events that have happened this year:

- The Heritage of the Polish Community in Peterborough (April-May 2012)
- The Heritage Festival (23<sup>rd</sup>-24<sup>th</sup> June 2012)
- The Romans Weekend at Flag Fen (June 2012)
- The Close Act Theatre at the Olympic Torch Relay (July 2012)
- The Vikings Weekend at Flag Fen (July 2012)
- Flag Fen Lives! – a summer programme of events
- The Arts Festival (8 days of events in the summer, sadly affected by the wet weather)
- The opening of the new Orton library (July 2012)
- A celebration of our Paralympians (7<sup>th</sup> November 2012)
- The Katherine of Aragon Festival (January 2013)

A snapshot of performance (using the most up-to-date figures Vivacity has, based on the period October – December 2012) shows:

Objective		Target	Performance Q3	Performance last year Q3
Sports	Number of visits to Sports facilities	226,159	254,847	218,920
Libraries	Number of visits to libraries	143,494	133,661	189,974
Online	Unique visitors	90,000	124,382	96,284
Arts	Number of Key theatre tickets sold	18,037	27,616	24,095
Heritage	Number of visits to Heritage sites	14,532	13,069	2,781 (due to Museum closure)

## 5.2 2012-13 OPPORTUNITIES AND ISSUES ARISING

Discussions have been on-going this year in respect of two significant opportunities for the future:

- a new, integrated offer for sports and leisure facilities in Hampton; and
- the preservation and display of the Bronze-Age boats that have been discovered at Must Farm.

These are both considered in more detail in the draft Business Plan for 2013-14.

Vivacity has been supporting the Council's need to make savings. There is an efficiency saving of £169,000 built into the 2013-14 business plan. In addition, at the time of writing this report, a decision is awaited on precisely how to release savings to the value of £200,000 from Vivacity's budget going forwards. Vivacity has worked with the Council to consult library users on a revised service offer that would meet the Council's need for savings and ensure that we continue to provide a comprehensive library service for Peterborough.

## 5.3 DRAFT BUSINESS PLAN FOR 2013-14

The draft business plan is attached to this report.

The draft business plan has been developed by Vivacity, and shared with the Vivacity Board only. It remains very much a draft – a further version will be produced (informed by comments made at this meeting and as a result of further conversations between the Council and Vivacity) for discussion with the Vivacity Board later in March 2013.

By way of context for the year ahead, the Scrutiny Committee will wish to note that there is to

be a major conference – in May 2013 – to launch a City wide new Heritage Ambition. We anticipate a significant role for Vivacity in galvanising the many interested parties within the City to ensure that we have an approach in place that maximises the opportunities associated with Peterborough’s heritage. The Heritage Ambition is not intended to be either a Council or Vivacity-led *strategy*, but a City-wide approach to bring together everything that we value and celebrate into a coherent vision and ambitious plan for heritage.

In addition, the Scrutiny Committee will be aware of some of the opportunities in the year ahead associated with the Public Health agenda as well as the continuing challenges in social care services. The Council is keen to continue to explore the role(s) that Vivacity can play to enhance the health and well-being of the population, building on the work in place so far.

In considering Vivacity’s draft Business Plan, the Committee may wish to consider whether the draft plan seems sufficiently:

- **ambitious** (for example, is there different work that the Committee would have expected to see reflected? Should there be stretching targets attached to the activities listed?) and
- **coherent** (does the draft plan describe an integrated approach to cultural and leisure services?)

## **6. IMPLICATIONS**

6.1 No specific issues to bring to Members’ attention.

## **7. CONSULTATION**

7.1 The draft Business Plan has been considered by Vivacity’s own Board.

## **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**

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

9.1 None

## **10. APPENDICES**

10.1 Draft Vivacity Business Plan

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## Executive Summary and Overview By The Chief Executive

The next five years is a story with two themes. The first is one of business as usual. Given the nature of our work this is not surprising. The day to day work of Vivacity remains unchanged- lending almost 1 million items through our libraries; teaching 1500 children a week to swim; providing 1million people the opportunity to take part in sport; approaching 100,000 people learning about their local heritage and 55,000 theatre tickets sold each year.

The second theme is one of change brought about by opportunities. Most significantly:

**Development of Hampton Leisure Facilities** - It is probable that the management of two new leisure facilities will be offered to Vivacity in the summer of 2013. This will generate fantastic new opportunities for people to take part and increase our turnover dramatically and hence make a significant contribution to our central support costs. This must be balanced by the knowledge that it will bring tangible risks- the business model is primarily based on the selling of gym memberships in other words a non- fixed income. It is crucial that we approach the opportunity presented by these facilities with business focus rather than being attracted by the opportunity of growth for its own sake. If these projects move forward they will become the main focus of effort in 2013 and 2014.

**Must Farm Finds** - The long term future for the Must Farm find is far from clear. What is known is that Flag Fen offers up a medium and perhaps longer term opportunity for the preservation and presentation of these fantastic artefacts. This high profile project while not yet fully scoped will be a key area of work in 2013 and beyond.

**The Key Theatre** - 40 years on and still growing– The transformation of this facility will continue with an increased focus on both the commercial (the bar and catering) and artistic offer. The picture over the next 2 years will be more activity happening more often. Radical change will be brought in to ensure the building is 'alive' and is truly the cultural hub of the City.

There are also two areas of focus where work started last year but where more focus is needed:

**Enabling Others** - Supporting other organisations to better deliver their contribution to sports, the arts and heritage in the City. Our work here is patchy and not yet part of our way of working. This is an organisational change that will take some time to be brought to the forefront of our work. We will maintain an enabling fund (by injecting a proportion of the money we earn into initiatives driven by others) but more importantly we will work with staff to help them understand the importance of this way of working.

**Organisational Development** – Supporting, developing and managing our people

**Cultural Values**- in 2011 we started a programme of work based around customer care, this drew on many of our values however other than this Vivacity has not strongly driven its core value statement that was developed in some haste at its inception. A programme of work will be rolled out from mid 2013 to re-test these principles in a way that is inclusive to all.

## 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 create

- Better Experiences
- Better Business
- Better Systems
- Better Marketing



## **Arts – Our Service Promise and Our Main Areas for Future Development.**

We continue to increase local aspiration and engagement in arts through accessible, diverse and ambitious programming in Peterborough.

The focus for this business plan period is all about people taking part in projects. 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.

In the coming three years we will:

- Deliver the Creative City programme which enters its second year in 2013. This is an investment and development programme with Vivacity, Peterborough City Council and Arts Council England.
- Continue to develop the Key Theatre's role as Creative Hub at the heart of the local and artistic community;
- Develop the visual arts programme through the City Gallery and a new public art programme;
- Develop the Peterborough Arts Festival as part of an international network
- Develop music provision in education settings.
- Increase the engagement of local communities in arts programming
- Support the development of the arts infrastructure in Peterborough, in particular:
- Strengthen our partnership working with National Portfolio Organisations and local artists.
- Create co-productions with artists from Peterborough and beyond (e.g. Blok Collective, Eastern Angles)
- Support local artists and arts organisations to apply for funding from trusts and foundations and the national lottery.
- Develop new and innovative business ventures which benefit access to the arts including working with Peterborough Sculpture Trust and delivering professional training from the Key Theatre.

## **Heritage – Our Service Promise and Our Main Areas for Future Development.**

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.

This business 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.

### **Libraries and Archives – Our Service Promise and Our Main Areas for Future Development.**

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 downloadable eBooks and eAudio
- 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
- Support to reading groups in and outside of libraries

The focus for change in the next three years will be upon:

- Reaching deeper into local communities through more outreach work.
- moving to and embedding in a new library in the heart of Hampton and
- Improving and expanding already existing programmes of work

## **Sports – Our Service Promise and Our Main Areas for Future Development.**

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

The focus for change in the next three years will be upon:

- the continued investment into the redevelopment and refurbishment of our built assets. There are three significant projects which total circa £2.325 million (subject to Council confirmation) involving the refurbishment of the pool halls and tanks at the Regional Fitness and Swimming Centre, re-lining of the Lido pool tanks and refurbishment of the Athletics Track surface together with the addition of a 60 metre sprint training strip. As in previous years the council will take a lead in their procurement and implementation in consultation with Vivacity who will provide technical advice and guidance where required and maintenance of customer engagement throughout.
- new business development also features significantly and we will continue to identify appropriate opportunities and bid for work where it complements our services and derives benefit to the organisation. In the coming year we will work closely with the Council to develop new leisure provision in the Hamptons with a view to developing a business model that allows us to operate the Centres on the Councils behalf.

- reaching out to the wider community with further emphasis being placed on creating greater opportunities for the disabled and those people with medical conditions that will benefit from physical activity to help improve their health and well being. Stronger links will be developed with health professionals supported by a range of activities and a pathway for patient referral.

## Better Experiences

**Accreditation for young people:** Over the next 3 years we want to create increased opportunities for young people to be accredited for their engagement in leisure and cultural activities. For example in 2013 we will run training to enable Vivacity staff to support and accredit young people working on their Arts Award.. We will also promote activities which can assist young people in achieving their award. In 2014, we will aim for Vivacity to become an Arts Awards Centre in 2014. We will also look to support the implementation of accredited volunteering programmes emerging from the Children's University and Arts Council England.

**Adult Literacy** - We will work with a local charity ReadEasy and in 2013 six library staff will be trained as coaches supporting adults learning to read. These staff will then become mentors to a team of volunteers who will continue this work. we will agree a target for the recruitment of these volunteers and targets for the number of 'learners' to be supported. In this way our libraries will become venues for learning sessions with work rolled out in 2014. We anticipate reaching 16 learners in the first year based on each learner requiring six months of support.

**Children's Literacy-** We will continue to deliver learning opportunities to support our drive to enhance the love of reading by young people. Our existing programme of 2000 sessions reaches 17,000 young people and includes storytimes, rhythm and rhyme sessions, reading groups, children's author visits, school visits, homework clubs, the summer reading game and sessions at children's centres. In 2013 we will work with four local primary schools and six in 2014, using a local pet alongside learners to improve their reading skills

**City Gallery** - With the new artistic policy in place the City Gallery will launch a year's programme of six exhibitions supported by a programme of artist led workshops, talks, master classes and VIP events. The programme will include both local exhibitors as well as taking in national touring exhibitions. In 2013 we will develop a bid to Arts Council England's Strategic Touring Programme in conjunction with University of Hertfordshire Gallery and 2013. The exhibition will then tour from 2014 to venues across the country raising the profile of the City Gallery.

The City Gallery will develop a new stream of work focused on supporting and developing the skills of young artists in Peterborough through a new 'Young, Gifted and Talented' exhibition, which will be supported through new GCSE and A level portfolio workshops and master classes for students, delivered by local artists working in Peterborough.

In 2014 will seek to enhance this programme by offering taught courses such as life drawing. In 2013 and beyond we will seek to work in partnership with the Fine Art Society on their programme and develop an enhance programme of talks from leading curators, London Art Colleges and artists.

**Conversation Café** - working with the City College and other community groups we will pilot a conversation session in Central Library to help those for whom English is a second language to improve their skills and knowledge. We will seek to attract around 50 people in the first, pilot year.

**Creative Associate Company – New International Encounter (NIE)** - In May 2013 NIE will be resident at the Key Theatre as they finalise their new international touring production of North North North. In 2011 NIE was awarded the prestigious 2011 Assitej Award for Artistic Excellence for children's theatre. This is an important opportunity for Key Theatre to raise its ambition and profile and create access for local artists and communities to see the development of this professional production. The residency will also include the UK launch of this new touring show, and 5 opportunities for workshops, community sharings, readings,

behind the scenes and VIP advocacy events.

**Digital Learning** - Building on our successful programme of 5 courses, including online basics and Introduction to MS Word (run over a total of 920 sessions), we will develop and introduce a further two courses. We will also undertake a robust review of all the current courses running to determine the content of the programme for 2014.

**First World War Anniversary 2014** - a joint bid will be submitted in 2013 from Libraries, Archives and Heritage to fund an exciting wide ranging programme of workshops, events, exhibitions, re-enactments and special school events. We will also be digitising nationally significant local records of the period which are deteriorating and to make them more accessible to the public. We will involve local history societies across the country to "crowdsource" the history of the soldiers who passed through Peterborough and left autographs, poetry, comments pictures in the archive of the Women's United Total Abstinence Council. The scale of this work will be dependent upon the volume of external funding that we can attract; our target is to have a programme running throughout 2014 to 2018.

**Flag Fen** - we will improve the visitor experience by upgrading the interpretation of the site. This will include rebuilding the existing Bronze Age roundhouse and building another in spring 2013, as well as an ongoing programme of improvements to the displays in the onsite museum and preservation hall. We will also increase the number of special event days by 15% with re-enactment groups to an entire week of 'experimental archaeologists' living as Bronze Age people for a week.

**Key Theatre – Creative Hub** - The Key Theatre will consolidate the progress it's made in the quality of its programming by increasing the number of shows to at least 309 across the main house and studio. Going forward there will be a real focus developing relationships with theatre companies and touring in work of higher quality, and the developing aspects of the programme such as music, comedy and work for families and young people. The Key Theatre will increase opportunities for local artists to access professional development at the Key theatre, and through the residencies will create opportunities for the Theatre to be 'taken over' by groups. From 2013 onwards the Key Theatre will develop the bar and catering offer to encourage people to use the Key Theatre as destination in its own right.

**Key Theatre Film** - We will invest £60,000 in digital equipment that will allow for live link ups to National Theatre Live, Royal Opera House, Live from the Met, etc. This will be complemented by the new festival programme which for the will show open air cinema. We will seek to deliver up to 8 performances in 2013.

**Key Theatre and Young People** - Two residencies will take place at the Key Theatre. 20 Stories High will work with 2 academies over 6 months and Peut Etre will work with 5 of their feeder primary schools over a similar time frame.

The format of both of the residencies will be:

- Touring into schools productions and workshops from the theatre companies that will challenge and inspire up to 860 young people.
- Continued engagement with young people in and outside of schools to create their own productions over subsequent 4 months.
- Open workshops for families at the Key Theatre in preparation for take-over events.
- 'Take-over' events at the Key Theatre, whereby the theatre is decorated, young people showcase their productions and the theatre companies also perform their work to 1400 young people
- Collaboration with the Peterborough Learning Partnership to deliver CPD for teachers.

**Literature for Under Fives**- we wish to improve our programme of work for under 5's. Currently we do over 1500 story times a year and provide book boxes to 116 pre-school groups which reaches around 3500 children. In 2014 we will review the current programmes aimed at under 5's to improve the range and quality and roll out a revised programme in 2015. We will

consult current users of our playgroup book box service in order to improve the service and bring it more up to date.

**Live Heritage Interpretation** - will be increased at the Museum throughout 2013, having costumed interpreters daily during school holidays and peak periods to appeal to our core family audience. In addition we will programme an exciting range of events to appeal to different audiences, engage communities and support our temporary exhibition programme.

**Longthorpe Tower** - We will increase the number of events at the Tower, staging a programme of 6 weekend events throughout the summer, plus further workshops and lectures during the winter season. In 2013, our special events will tie-in with the 750th anniversary of Longthorpe church and the manor house, working alongside the local community.

**Museum's Period Shop** - We will begin a phased reopening of this area throughout 2014, using it as a consultation exercise to design long-term improvements to this popular area, and will then seek grant funding to achieve these.

**Peterborough Arts Festival** - We will grow our festival model taking creating a longer celebration across the city over at least 24 days providing a whole summer programme of entertainment. That includes:

- A summer launch linked to the ZEPA 2 European Symposium (subject to successful EU bid)
- Open air summer classical concert working with Britten Sinfonia.
- Up to four free outdoor film screenings located across the city in different and unexpected places such as the Lido.
- A new Eastern Angles' community led production at Flag Fen.
- Vivacity working with Metal will create a large scale community lantern parade 55 workshops will have taken place in schools and communities to produce lanterns. This will lead to an incredible event with four different responses to Peterborough paraded into the city centre.
- The Bivouac performance (Generik Vapeur), a large scale spectacular to rival the performance by Close Act. This dynamic street parade goes from Cathedral Square down to the embankment with the general public being encouraged to get up close.

From 2014 to 2016 the Peterborough Arts Festival will be part of the ZEPA partnership of 3UK and 3 French festivals. In April 2013 we will hear whether our bid to the EU has been successful. If it successful it will mean £125,000 of additional EU investment over three years matched against current budgets.

**Peterborough Music Partnership (PMP)** - Peterborough Music Hub is a 3-year programme which aims to increase, diversify and inspire young people's engagement in music making. As a partner within PMP our role will be to deliver inspiring music making opportunities outside of school time and create access to different types of music so that it reflects the cultural make-up of the city and challenges young people's expectations. We will:

- Deliver new music ensembles (inc Asian / Bangra and Marimba)
- Deliver professional non-western music performances in each of the 6 educational cluster groups reaching up to 1200 young people
- new CPD opportunities for up to 50 teachers
- Initiate a schools singing strategy which engages all Peterborough schools
- Commission a new schools singing piece in the lead up to the 2014 WWI commemorations

In 2013 we will support the development of a new music collective called the Beat Orchestra for young people aged 14 – 19 as part of our role within the music partnership. Led by local arts organisations Beat This and in partnership with Britten Sinfonia and Orchestras Live, the Beat Orchestra will bring together young people across musical genre (from Beat boxing to Banghra) and aims to create an orchestra of at least 50 young people and provide opportunities to a 100 young people.

**Public Art in Peterborough** – In 2013 we will commission new pieces of public art throughout the city centre. Artists, selected through an open competition, will work with local schools and the community to create works for the Rail station, the station underpass, Cowgate / Bridge Street and new signage for the Regional Fitness Centre..

We will also continue working with Peterborough Sculpture Trust (PST) to assist in maintaining and increasing access to their sculpture collection across the city. This will include approaching trusts and foundations for funding to deliver a schedule of maintenance work plus a programme of CPD and participatory workshops and events. We will also support them in securing a permanent site for Places To Be by Antony Gormley.

**Road to Rio-** In 2014 we will identify a small number of Olympic and Paralympic sports to work with in order to improve the local infrastructure and maximise the chance of local emerging athletes becoming high level performers

**Soke of Peterborough Archive** - in 2013 Peterborough City Council will be given the Soke of Peterborough archive, currently held in Cambridgeshire - a significant collection in terms of industrialisation of Peterborough. It is an important part of the social history of the city depicting the life of residents through two world wars and pre NHS. In 2014 we will develop a project using the good practice learnt from the Forty Years On to ensure this new archive collection is brought to life and made accessible to the people of Peterborough. This is likely to involve recruiting and supporting 15 volunteers.

**Summer Reading Challenge** - we will participate in a regional bid, involving up to 11 library authorities to the Arts Council to develop a regional library-based literature and arts activity. The ambition is to enhance our existing Summer Reading Challenge by delivering a pilot in 2013 to target 10 to 16 year olds in arts-related activities. It will also explore the use of young volunteers. A pilot will be run in 2013 with the main activity taking place in 2014. We will recruit 10 young volunteers to support the main reading challenge.

**Victorian Operating Theatre** - We will seek grant funding (around £250,000) to further upgrade this key facility, engaging in a national partnership with the two other surviving historic operating theatres to collectively improve interpretation on the development of surgery. We will complete the process of restoring the existing fabric and improving the visitor experience by 2015. We will develop themed education sessions, talks and trails to support this work.

**Volunteers** - to further support our successful volunteer programme, in 2013 we will implement a new training and accreditation programme for up to 60 volunteers increasing their skill base, employability and benefit to Vivacity. Many of our experienced volunteers will not require an in depth programme, other, more usually younger people, will be attracted and will require this support. The programme comprises of over 30 unit options at differing levels such as:

- Customer care
- First aid
- Research
- Project management

These can all be counted towards getting the right number of credits to undertake a university course.

**Health and Wellbeing** – In 2013 we will expand our comprehensive programme of health and wellbeing projects that will aim to get more people healthy and active through a care pathway from referral to low impact physical activity through to sporting settings which will include:

- Over 55's Programme – Young at heart – is a comprehensive physical activity programme targeting people that are in sheltered accommodation. We will grow our current pilot scheme by working with Age UK (Falls Prevention) and other

organisations such as Cross Keys and Axiom Housing to provide 200 sessions per year.

- Lifestyle Membership – This programme of work is designed to work with people that would not normally access a gym due to a number of health related barriers. The scheme will be promoted to clients through their health professional. Participants will receive 3 months intensive support and programmes will be designed to cater for customers suffering from chronic heart disease, mental health, chronic fatigue, musculoskeletal, respiratory, pulmonary or neurological conditions. By March 2014 we will have 150 people register for a Lifestyle Membership.
- Rehabilitation Programmes – This programme will be further developed to provide a maintenance programme with ongoing referrals from health professionals, particularly nurses across areas of Cardiac, Pulmonary and Stroke management - The programme will support 125 people across the programmes and will be combined with our exercise referral scheme which will support up to an additional 100 people per year.
- Reading for wellbeing- in 2013 we will establish two programmes of Read Aloud sessions, each running for six sessions, working with mental health colleagues to support health and wellbeing. We will work alongside the Health and Wellbeing Manager to deliver programmes in libraries to promote health.

**Capital works**- Vivacity will continue to work in partnership with Peterborough City Council to support the capital development of sports and recreation facilities. Refurbishment projects include:

- Regional Fitness & Swimming Centre - pool hall and tanks
- Bishops Road Lido - pool tanks re-lining
- Athletics Track surface replacement & installation of 60 metre sprint training strip

**Disability Sport** – We will continue to develop our links with \*Dial Peterborough and other disability organisations to encourage increased participation by people with a disability. Our programme will be developed to ensure 5,000 disabled customer attendances per year at our programmed activities. (\*Advisory services to people with physical disability)

**Increasing footfall at our leisure centres** - We will work to further develop and fill our off peak space within our centres and the Athletics Track by working with other organisations and clubs to deliver more activities during off peak time. We will increase adult and junior attendances to reach 885,000 per year\* (a 2% increase). We will work with partners and user groups to provide a full and comprehensive holiday programme for young people providing a range of activities including dance, trampolining, racquet sports, football and fitness.

(\* excludes sports development attendances)

**Run With Us / Walk With Us** – We will work in partnership with others to encourage walking and running. We will re-launch the Walk With Us programme which started in 2012 and create a more comprehensive programme, increasing walk numbers throughout the city to 300 per week in year one.

**Sports Participation** - In 2013 we will further develop opportunities to increase the number of people participating in a small number of targeted sports, concentrating on cycling (distributing 150 cycles to low income families), football (establish a girls and veterans small sided league), running (see Run With Us) and cricket (800 people will have used the new artificial wickets in year 1). We will in addition work with 3 sports clubs to support and assist them in growing to achieve clubmark\* accreditation.

\*Nationally recognised quality accreditation scheme - for further details <http://www.clubmark.org.uk/>



**Sports Fora** - We will continue to strengthen our links with major clubs and organisations through regular liaison and provide appropriate support to the administration of these groups which include committees for Football, Athletics, Swimming and Racquet sports. We will further develop our customer forums at our leisure centres by holding twice yearly open forum meetings.

## **Better Business**

**Apprentices**- in 2015, working in partnership with local education providers, we will introduce a programme of apprentice opportunities.

**Archive Service Strategy** - the current strategy for the service was written in 2009. The service has developed significantly in the intervening years especially with the extension to the existing store and in achieving three star status from The National Archives (TNA). In order to keep pace with the changing expectations of researchers and the challenges related to digital material, in 2014 we will review and renew the current Archive service strategy to bring it completely up to date for implementation of any actions in 2015 onwards. Part of the process will involve investigating systems to increase access to the archive collection and possibilities for a combined system for archives and museum collection, with a view to increasing access and developing income opportunities.

**Commercial Offer** – In 2014 we will have redefined our approach to maximising our commercial approach to ‘non- core services’. Specifically we will have developed:

- treatment rooms e.g. nail bars, ,
- new catering offers at the Key Theatre
- and online resale shop.

**Commercial Use of the Collections** - We will introduce using our collections for commercial opportunities, for licensing purposes for images and merchandise. This will start in 2013 and will be explored across heritage and archives.

**Consultancy Services** – By March 2015 we will explore a package of professional services that can be sold to other organisations and businesses as processes of best practice, ranging from the creation of cultural trusts to setting up of GP Referral schemes

**eBooks and e-audio**- Currently our e-collection (1,456 titles) lacks titles from some of the major publishers. We are waiting for publishers and suppliers to reach an agreement around the offer to libraries. In 2014, we will explore new models for delivery of our e-collections to enable us to build a sustainable collection based on ownership We will also evaluate the impact on our book fund; given that at the moment only 7% is spent on this and this is likely to change.

**Free Junior Swimming** (for those in our swim school) – We will develop 2 additional memberships that will encourage more juniors and students to use our facilities. We will explore the introduction of a season ticket for students and junior swimmers for the school holiday periods to encourage participation in swimming and increase Lido usage. We will also explore the development of a free swimming offer for our junior swim academy members that will include free swimming to develop their skills and encourage parents to bring them to our facilities.

**Hampton Leisure facilities** – Vivacity will continue to work in partnership with the Council and their commercial partners to explore and develop new community leisure and library facilities at Hampton. Facilities in scope include the Library and Leisure Centre located at the new Hampton primary school (scheduled to open November 2013) and those being proposed by First Active. Subject to agreement with the Council we will seek to bring all or part of these services into public use in 2013.

**Heritage Venue Hire** - We will increase the number of venue hires at our three heritage sites by 10% in 2013, both by hiring out rooms for meetings to business and community groups, and by offering special 'heritage experience evenings' to business.

#### **I T Strategy -**

**Internships and work placements**- from 2013 we will offer eight opportunities for internship placements, by developing a new internship volunteer programme. The programme will target under graduates and graduates and offer a unique package of training, experience and exposure to the management of cultural services which will help further a volunteer's employability/career. We want to inspire young people to volunteer/work for us and we will continue to offer work placements to students by offering useful, structured placements beneficial and tailored to both the student and Vivacity.

**Local History Workshops**- In comparison to other cities of similar size Peterborough has no tradition of meaningful local history research. To help promote understanding of why the city is the way it is today and to help with cohesion in 2013 we will create two workshops to generate a culture of local history research, starting with working with Werrington Neighbourhood Council on their anniversary project.

**Must Farm Boats** – In 2013 we will introduce a new attraction at Flag Fen with the arrival of the Must Farm Boats. These are expected to generate additional publicity and footfall for the site given the interest in these internationally important finds. The finds will make a significant contribution to the increased visitor target for Flag Fen of 25% by the summer of 2014.

**Museum Temporary Exhibition** - We will deliver two high quality exhibitions each year. To ensure value for money and improve quality standards we will be using national partnerships such as the Real World Science project to bring in external loans of objects and increase footfall. Our largest exhibitions will be developed to create a touring exhibition programme, raising our profile at other museums and generating income. We will also increase access to our reserve collections through a series of displays showcasing individual items from the collection, or 'spot loans' of significant objects from regional and national museums.

**Museum Cellars** - We will begin a phased development of our historic cellars, restoring this fascinating area of the building's history, and opening them up to daily guided tours by 2015.

**Non English language material**- Our current collection of non English language materials covers 35 languages with 4000 items. 15% of our visits to the central library are from people who state English as a second language. To meet the needs of the increased variety of non English language readers we will investigate and set up links within Europe to source a broader range of books to offer our readers. In 2013 we will establish links with three European partners.

**Prison Library**- currently we turnover £26,000 in providing a service to the local prison. We purchase and process £10,000 of stock on their behalf and provide support and reader development training to prison officers assigned to the two libraries. A large proportion of the income made is then returned to the Council for infrastructure costs. We will re-negotiate the contract with Sodexo for the provision of the library related services in HMP Peterborough to better improve both income for Vivacity and prisoner experience.

**Real World Science Project** - We will improve and increase our education offer based on the newly formed partnership with the Natural History Museum and other regional museums through the Real World Science project. This aims to increase the number of visits from secondary school students, doubling (from 7500) our number of visits by school students by 2015, as well as introducing more science-based sessions. We will also review, rationalise and improve our existing programme of education sessions.

**Riverside Opportunity Area (ROA) Development Forum** – Vivacity will work with the Council and others to develop its master plan for cultural and leisure facilities and the creation of a cultural quarter within the ROA.

**Transport for Young Peoples Activities** - In 2013 we will seek to create a partnership with Enterprise on a schools transport programme which will assist schools in visiting Vivacity's many venues.

**Young people's Voice:** In 2013 we will embed the young people's panel at Peterborough Museum and expand this to include a similar programme at Key Theatre, giving young people a voice in the development of activities and programmes. In 2014 we will expand this principle to include 2 further services. By 2015 we aim to have a Vivacity young ambassadors forum which will have a more strategic role in informing the children and young people's work across Vivacity.

**Volunteers in Heritage** In 2013 we will introduce a volunteer 'room steward' role. These people will engage with customers, helping them gain a greater understanding of the displays and providing further information resulting in a better experience for our visitors and a more rewarding role for volunteers. Around 30 people will be recruited.

## **Better Systems**

**Community Profiles** - in 2013 we will refresh each of our existing library community profiles which will help develop and monitor our outreach programme. Each library group will develop connections or re-connect with two groups in 2013. We will also create a new volunteer role and recruit a cohort of volunteers to help broker more community outreach.

**Gift Aid** – Vivacity is recognised by HMRC for gift aid purposes. From 2013 we will sell heritage passes with customers being asked to sign up for gift aid.

**Heritage Strategy** – In 2013 we will support the Heritage Steering Group and will act as a key partner in the developing Heritage Strategy for the city, working with others to develop the Heritage offer and to protect, promote and interpret our shared past. We will work with other partners to improve tourism and raise the profile of Peterborough as a heritage destination.

**Heritage Information in the City Centre** - We will work with Travelchoice, Peterborough City Council and Peterborough Environment City Trust to create alternative means of accessing heritage information across the city centre, including panels at 13 signage sites around the city centre, the creation of 4 sample self-guided walks leaflets for sale, and a downloadable application for mobile phones as a 'taster' for our guided walks.

**Investors in Volunteers** –Vivacity has a large number of volunteers which we support and who have a positive impact on our services; in 2013 we will trial the Investors in Volunteers framework before applying for the quality mark to ensure we continue to build on our excellent reputation as a place to volunteer. We will use this to develop an ongoing action plan to ensure we continue to improve and provide the best experience possible.

**Organisational Development** - we will invest further in our organisational development with a greater emphasis being placed upon supporting the systems behind identifying and delivering training opportunities and staff and team development. Our staffing resource is likely to increase towards the end of 2013 as a result of the development of the Hampton leisure facilities. We will increase our permanent human resource management team by 0.5 of a post and a further 0.5 post temporarily to support then increased short term work load of mobilising these new facilities.

**Paperless government** - to support people with the increasing rollout of paperless government and to promote the use of [www.gov.uk](http://www.gov.uk) we will refresh library staff and volunteer's skills through a number of workshops to be held throughout 2013; with at least 50% of staff having taken part by the end of the year.

**Idea 1** - Working with Metal we will establish Idea 1. Idea 1 is an on-line resource for audiences and artists alike (IDEA 1) which will become a cultural forum for Peterborough that creates greater visibility for Peterborough's cultural life and product.

The vision for Idea1 is for a website that unites individuals, organisations, creative entrepreneurs and business to provide a space to share ideas and knowledge, build support for ideas and assist with putting them into action, and to extend existing networks and relationships to create a strong and shared cultural voice.

Through the development of Creative People and Places bid a new forum will be put in place to increase the interaction between local artists, communities and arts organisations and Vivacity and it's programmes.

**Quest** \* – Vivacity will adopt Quest as its quality standard across all services and will achieve accreditation in 2013 for the Regional Fitness and Swimming Centre (includes the Lido and Track) and Jack Hunt Pool. Central Library and the Museum will follow in 2014. Once secured this accreditation will be regularly renewed through subsequent re-evaluation. In 2014 we will initiate a programme to achieve Quest for all of our remaining facilities by 2016.

\* An industry standard quality accreditation scheme.

## **Better Marketing**

**Understanding Our Audiences** - We have little understanding and knowledge of Vivacity's overall current audiences. This will be remedied by Single View, which will deliver an understanding of the profile of our current audience, and, in particular, the proportion of Peterborough's population which are currently engaged with Vivacity's facilities and services.

Single View will enable us to introduce a regular programme of audience research and analysis, to ensure that we are monitoring audience trends and usage. This will be initiated in early 2013 with the commissioning of a Vivacity Awareness and Perceptions Survey to set a baseline which can be benchmarked for future years. Throughout 2013/14 and 2014/15 a programme of service specific usage and satisfaction (amongst customers and non-customers) will be developed, and this will lead into an ongoing programme of customer satisfaction feedback, using Cascade to survey a random sample customers on a monthly basis. This will run alongside service specific projects (eg. theatre audience segmentation) and overall audience analysis via Cascade.

**Future Audience Development** -Using the results from the above, we will identify the areas with the greatest potential for driving our income streams, and also the gaps with the lowest participation and engagement, in order to create focused campaigns and programmes of work.

**Full roll-out and development of Vivacity card**-Vivacity card has been introduced in sports and heritage, but we have been limited in full roll-out due to delay of Clarity Live and Single View integration. This will now take place in early 2013, with the full benefits being recognised in 2013/14 and beyond. In years 2 and 3 of this business plan, the benefits will be reviewed and refreshed in each area, in order to retain a relevant and topical offer and to involved other third party partners in the area.

- The key priorities are:
- re-registration of all library users in order to gain e-marketing permissions and access to up to 67,000 active subscribers (Jan – Mar 2013)
- data capture campaign across all areas and externally in order to build e-marketing database and cross-market activities without reliance on print. (Jan 2013 ongoing)

- integration into Vivacity digital presence through specific online registration, specific membership pathways and benefits, and longer term, through Viva app. (Online integration Feb – Apr 2013, Viva app from 2014/15).

**Build on launch of Viva** -Key Times was relaunched as Viva in 2013, and will be produced bi-monthly. Viva is a quality lifestyle and listings representation of the Vivacity brand. Initially in print (although print distribution will be reduced down to 10,000), the longer term aim is to reduce the print offering further and build up the online distribution to support the launch of a Viva app in 2014.

The key priorities are:

- a promotional drive through Vivacity venues and online via external distribution (eg. Peterborough Telegraph) to build the online circulation and monthly download figures.
- Development of Viva app from 2014, and reduce down of printed product to more summary listing/promotional booklet to complement the online experience.

**Learning Destinations:** In 2013-14 we will ensure that Key Theatre, Longthorpe Tower, Peterborough Museum, Flag Fen and the City Gallery are accredited as Learning Destinations for the Children's University. In 2014-15 we will ensure that 100% of Vivacity venues are accredited.

**Vivacity wide initiatives** – these will deliver a joined up approach to key areas of work, such as health & wellbeing and young people. An overall communications programme for each will be delivered to ensure that messages are delivered to key stakeholders (see below).

**Media Relations-** Vivacity's local profile has developed over its two years of existence, due to the sheer volume of activities and programmes which have involved and been reported by the local media. Additional marketing resource is now enabling more consistent relationships with local and regional media.

Vivacity now needs to take a more pro-active approach to relationships with local, regional and national media, to deliver stronger and more consistent corporate messages, and to communicate key messages around our longer term programmes of engagement and our impact and value on Peterborough. Initiatives will include:

- Quarterly lunch/event hosted by CEO/SMT
- Development of pool of brand ambassadors to generate coverage in different media, eg. features, lifestyle, special interest publications.
- Using external resource to develop relationships/partnerships with key national contacts around major programmes, eg. Must Farm.

**Maximise our commercial assets**-to date, Vivacity has not maximised the potential of its commercial assets in the key areas of corporate partnerships, sponsorship and venue hire/lettings.

We have struggled to recruit for the corporate partnerships manager role. However, as our commercial opportunities grow – with all staff in the future being able to sell tickets to our key events and activities, and an increasing number of major sponsorship and partnership opportunities across our programmes – there is a shift in emphasis, but an increasing importance, around this role.

A corporate sales role will be introduced in 2013 to encompass the corporate partnerships key drivers, but also centralise the sales resource across Vivacity, and introduce a more robust and target-led sales strategy across the key income drivers of theatre box office, gym membership and sponsorship. The key outcomes would be a joined up approach to selling, a robust training programme for staff and strategic approach to delivering and building upon the key business income streams.

**Vivacity website**- The Vivacity website launched in June 2010 and is performing strongly. In the past 12 months it has delivered 3.7 million page views and over 400,000 unique visitors. It has a very low bounce rate of 1.22% and an average dwell time of 3.5min, showing that visitors engage with the site content.

The next stage for the site development is to introduce improvements to the site's functionality and the overall user experience. The first priority is the completion of the full integration with Clarity, which will develop a members area of the site (access by site log-in), displaying members' basket of purchases, recommendations based on previous purchases, etc. Over the next 2 years, a number of relatively low cost revisions and additions will be introduced to improve user experience (both internally and externally), and to improve how Vivacity's services and projects are delivered online. Examples of these type of improvements include developing project pages for non-time-specific events, such as the Beat This arts programme, and improving primary strand navigation from the home page.

By 2016 greater investment has been proposed against a more substantial site overhaul and review when the site will be five years old (the route this will take will be dependent upon technologies at that time, and may alternatively be app-led – see below).

**Digital presence ,multiple devices**-The Vivacity site receives 15% mobile usage (ie 15% of visitors access via a mobile device), and, based on UK-wide statistics, this is set to grow considerably over the lifetime of the business plan. Current mobile users interact widely with the site, visiting multiple sections and interacting with multiple sections of content. Not providing a mobile friendly option for users is likely to have an impact on site usage and retention going forward.

Year one of the business plan will therefore deliver a mobile friendly responsive design version of the Vivacity website: a responsive design adapts the user's device based on screen resolution, regardless of whether it's a phone, tablet or iPod to deliver the best experience possible, and delivers a fully featured website. Overall it is more cost-effective, at about 50% of the cost of a traditional mobile website. This will be extended to the Festival micro-site in year 2, to co-incide with the launch of the Festival app.

**E-marketing** -Vivacity's e-marketing to date has been patchy and sporadic. The Key Theatre database is contacted regularly via Theatre template. Libraries also contact customers, but to date this has been limited to mainly library only communication, due to concerns over data permissions. The introduction of Cascade and single view opens e-marketing out to all areas, and enables the introduction of a Vivacity-wide programme of regular email communication, reducing reliance on print as the primary form of communication. Templates will be developed to deliver service specific newsletters, plus a Vivacity-wide newsletter to encourage integration and sign up to Viva online.

**Develop a robust and consistent social media presence** -Vivacity currently has a very weak social media presence overall, with less than 2% of our website traffic engaging with us via social media channels. Some areas are performing more strongly, but there is no clear strategy or consistency.

To date, there has been a limit on resource allocated to this area, with it falling to staff in each service area to update. Going forward, the priorities are to:

- create social media strategy by 2014 – overall and by area/channel (as part of service specific marketing plans) with a focus on Twitter, Facebook and YouTube.
- in 2013 establish a regular social media workshop in order to share learning and create a joined up approach to avoid clashes.

**Marketing Heritage**- The overall heritage offer will be promoted at key times of year, in order to communicate the breadth of the three site offer and to encourage increased engagement with Peterborough's heritage. Careful attention will be given to the balance of 'free' admission versus 'paid for' special events. The heritage pass will be promoted at every opportunity in order to encourage repeat visits and drive revenue.

**Young People's engagement:** In 2013 we will produce a co-ordinated programme of activities for young people across Vivacity's services. Marketing of this will be tailored specifically to children (5 – 11), young people (12 – 18), families and schools and will make best use of online facilities and social media. In 2014-15 we will work with other partners (e.g. Peterborough Learning Partnership, venues and the City Council) to expand this into a city-wide cultural engagement strategy for children and young people in Peterborough.

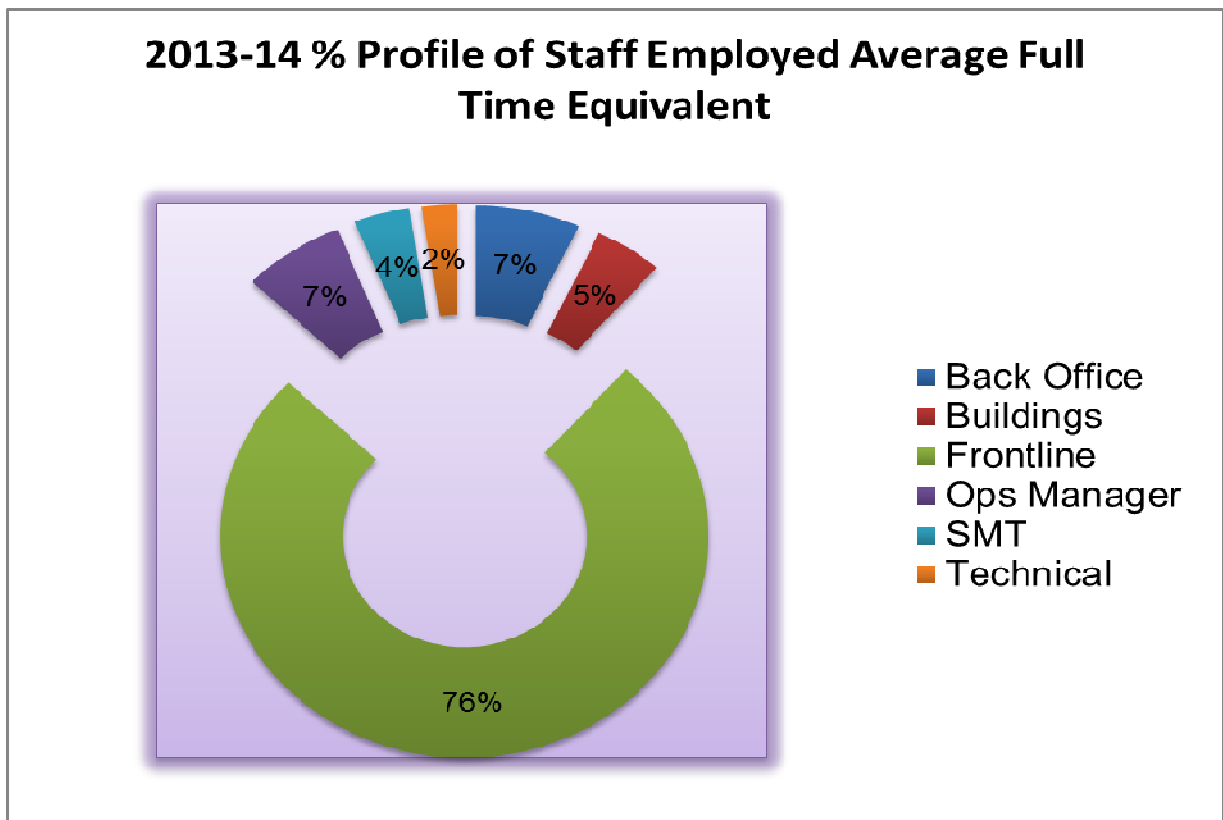
**Volunteer Case studies-** We want to share some of the positive and inspirational volunteers' experiences and encourage new people to come forward as volunteers through social media. In 2013 we will look to create six volunteer podcasts or something similar and share volunteer case studies through this media.

**Best Use of Resources- Staffing**

We will expect everyone to work across the organisation. The programmes and initiatives above will be project managed by individuals who are best placed to deliver irrespective of their formal role.

**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 (76%) 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 over £7 million per year to deliver the front line services in 2013-14. 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 £682,706 in 2013-14 rising to £966,439 by business plan year three (an increase of £283,733). 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.

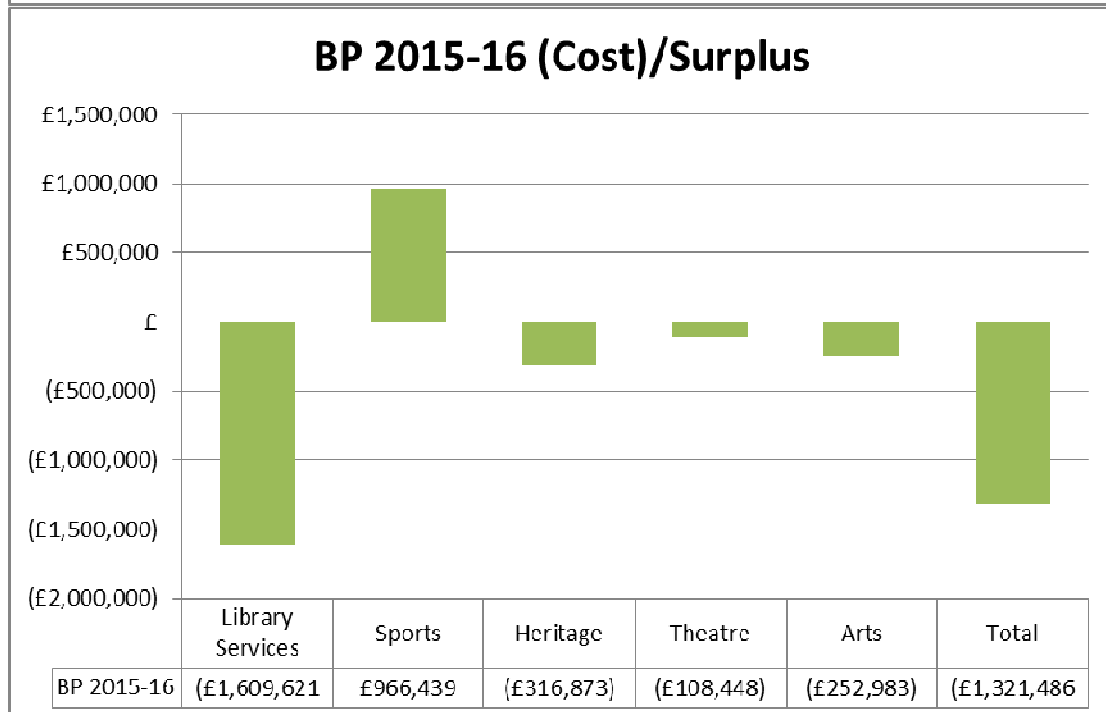
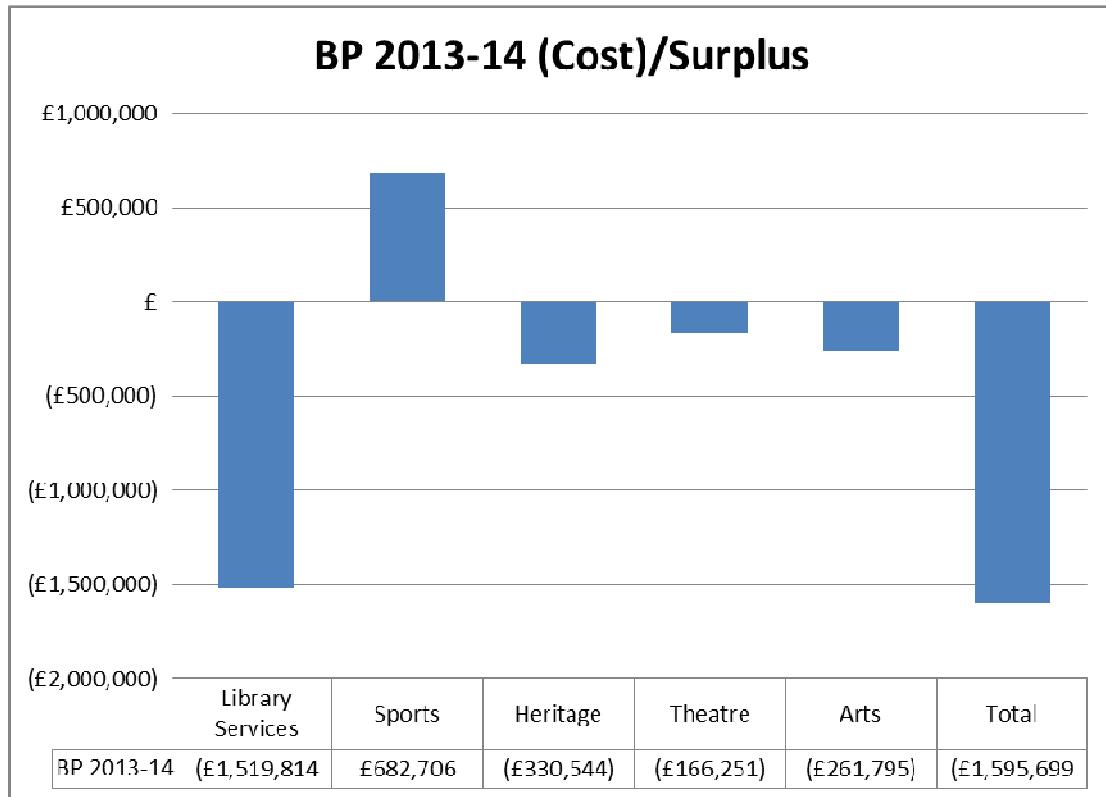




Table 1 below sets out income and expenditure for Vivacity and is broken down by strategic theme:

	<b>Forecast 2012-13</b>	<b>BP Year 1 2013-14</b>	<b>BP Year 2 2014-15</b>	<b>BP Year 3 2015-16</b>	<b>BP Year 4 2016-17</b>	<b>BP Year 5 2017-18</b>
<b>Income</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
FMA Service Fee	3039	2941	2654	2638	2615	2667
SLA Fees	533	556	567	578	589	601
Library Services	191	205	211	214	219	223
Sports	2864	3165	3453	3606	3678	3752
Heritage	210	524	441	351	358	365
Theatre	712	841	894	956	975	994
Arts	506	740	724	531	542	553
Fundraising and Publicity	1	30	30	30	31	31
Other Income	13	14	14	14	14	15
<b>Total Income</b>	<b>8070</b>	<b>9015</b>	<b>8987</b>	<b>8918</b>	<b>9020</b>	<b>9200</b>
<b>Direct Expenditure</b>						
Library Services	(1683)	(1719)	(1776)	(1817)	(1854)	(1891)
Sports	(2281)	(2440)	(2537)	(2569)	(2620)	(2672)
Heritage	(614)	(848)	(742)	(650)	(663)	(677)
Theatre	(862)	(989)	(1012)	(1045)	(1066)	(1087)
Arts	(789)	(1002)	(965)	(784)	(800)	(816)
<b>Total Direct Expenditure</b>	<b>(6230)</b>	<b>(6998)</b>	<b>(7032)</b>	<b>(6865)</b>	<b>(7003)</b>	<b>(7143)</b>
<b>Central Costs</b>						
Support Costs	(503)	(555)	(558)	(567)	(578)	(589)
SLA's	(726)	(776)	(786)	(744)	(731)	(745)
Fundraising and Publicity	(504)	(471)	(484)	(502)	(512)	(522)
Governance	(10)	(11)	(11)	(11)	(11)	(11)
Central contingency	(16)	(40)	(40)	(40)	(40)	(40)
Enabling Others	(40)	(45)	(48)	(51)	(52)	(53)
<b>Surplus/(Deficit) Sub Total</b>	<b>41</b>	<b>119</b>	<b>28</b>	<b>138</b>	<b>94</b>	<b>96</b>
<b>New Capital Depreciation</b>						
Sports		(43)	(45)	(71)	(113)	(113)
Library Services		(6)	(7)	(7)	(3)	(3)
Arts						
Heritage		(6)	(17)	(17)	(17)	(17)
Theatre		(18)	(19)	(19)	(19)	(19)
ICT		(6)	(16)	(17)	(11)	(1)
<b>Other Projects</b>						
Must Farm	158	(121)	(57)			
Community Fund - Sports	(31)	(24)				
Community Fund - Arts	22	(131)				
Efficiency Savings		60	110	110	110	110
	-	-	-	-	-	-
<b>General Reserves Closing – including contingency £550,000</b>	<b>1106</b>	<b>931</b>	<b>907</b>	<b>1023</b>	<b>1064</b>	<b>1117</b>

Table 2 below sets out the Vivacity proposed capital expenditure over the course of the business plan;

Theme	Capital Proposals	2013-14	2014-15	2015-16	2016-17	Grand Total
<b>CRM</b>	CRM Hardware and system development	£37,560	£18,000			£55,560
<b>CRM Total</b>		<b>£37,560</b>	<b>£18,000</b>			<b>£55,560</b>
<b>Heritage</b>	Bronze Age Round House	£12,000				£12,000
	Bronze Age Round House Grant	-£6,000				-£6,000
	Displays	£7,200				£7,200
	Log Cabin	£70,000				£70,000
	Log Cabin Anglian Water fee	-£20,000				-£20,000
	Museum cellar interpretation		£60,000			£60,000
<b>Heritage Total</b>		<b>£63,200</b>	<b>£60,000</b>			<b>£123,200</b>
<b>Libraries</b>	RFID - self service	£10,800				£10,800
<b>Libraries Total</b>		<b>£10,800</b>				<b>£10,800</b>
<b>Sports</b>	16 Spin Bikes - high quality blades	£38,208				£38,208
	3D Health and Wellbeing Equipment	£16,200				£16,200
	Basket Ball boards/hoops			£14,400		£14,400
	Cafe seating area Coffee Machine	£6,000				£6,000
	Catering area - equipment and furniture	£12,000				£12,000
	Cricket Nets	£8,400				£8,400
	Cricket Nets, and tracking		£14,400			£14,400
	Fitness gym carpet	£4,800				£4,800
	Gym Equipment	£132,000		£132,000		£264,000
	Gym Equipment - CV Kit				£252,000	£252,000
	Maintenance Team Van	£6,000				£6,000
	Trampoline		£14,400			£14,400
<b>Sports Total</b>		<b>£223,608</b>	<b>£28,800</b>	<b>£146,400</b>	<b>£252,000</b>	<b>£650,808</b>
<b>Theatre</b>	HD Live equipment	£60,000				£60,000
	Heavy Fog Machine	£1,056				£1,056
	Installation of Tri light grid	£6,000				£6,000
	New Star Cloth and Legs	£6,644				£6,644
	Profiles, Fresnels Par Lighting and follow spots	£20,033				£20,033
	Projector upgrade studio	£9,600				£9,600
	radio microphones	£3,466				£3,466
	Speaker system	£18,000				£18,000
	Stage text and infrared system	£12,000				£12,000
	Upgrade of bar and cafe area - equipment, FOH etc.	£18,000				£18,000
<b>Theatre Total</b>		<b>£154,799</b>				<b>£154,799</b>
<b>Grand Total</b>		<b>£489,967</b>	<b>£106,800</b>	<b>£146,400</b>	<b>£252,000</b>	<b>£995,167</b>

<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 6</b>
<b>7 MARCH 2013</b>	<b>Public Report</b>

## **Report of the Housing Needs Manager**

**Contact Officer – Sarah Hebblethwaite**  
**Contact Details – 01733 864057**

### **DRAFT HOMELESSNESS STRATEGY 2013-2018**

#### **1. PURPOSE**

- 1.1 The purpose of this report is to provide the Committee with the Draft Homelessness Review and Draft Homelessness Strategy 2013-2018.

#### **2. RECOMMENDATIONS**

- 2.1 The committee are asked to:
- (i) Scrutinise the findings of the Homelessness Review
  - (ii) Scrutinise and agree the strategic objectives set out in the Homelessness Strategy 2013 – 2018
  - (iii) Approve the Draft Homelessness Strategy and recommend it for approval by Cabinet, ahead of it being presented to full council

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

- 3.1 Providing affordable, warm, safe and secure housing is the cornerstone of a strong society, and so the services described within this report are fundamental to the success of the Sustainable Community Strategy. The Homelessness Strategy itself supports the whole of the Sustainable Community Strategy, but particularly the priority to Create Strong and Supportive Communities.

#### **4. BACKGROUND**

##### **The statutory duty to have a Homelessness Strategy**

- 4.1 In 2002, the Government amended the Homelessness Act 2002 to ensure a more strategic approach to tackling and preventing homelessness, in particular by requiring Local Authorities to produce a Homelessness Strategy.
- 4.2 The Strategy must be based on a review of all forms of homelessness in their district. It must set out the local authority's plans for preventing homelessness and for securing that sufficient accommodation and support is, or will be, available for those who become homeless or are at risk of becoming so.
- 4.3 All organisations, whose work can help to prevent homelessness, or meet the needs of homeless people in their district, must be considered in the strategy. Plans for joined up working such as this have a massive impact on reducing those who would

otherwise potentially experience the negative aspects of homelessness and risks of becoming homeless.

## **5. KEY ISSUES**

### **5.1 Development of the Homelessness Review and Homelessness Strategy 2013-2018**

#### **5.1.1 Homelessness Review**

The current development of the Homelessness Strategy 2013 – 2018 has enabled us to commence a review to assess how effective we have been in tackling homelessness and meeting the future needs of households threatened with homelessness and who become homeless. The review will take into consideration the following information:

- Profile of levels of homelessness and homelessness services in Peterborough, both qualitative and quantitative
- National and local policy
- Feedback from focus groups
- The root causes of homelessness locally
- Gaps in, and duplication of services
- Weaknesses in homelessness policy and procedure
- Analysis of outcomes of the previous Homelessness Strategy Action Plan

The Homelessness Review sets out clear findings of our review of homeless services in Peterborough and feeds directly into the development of the Homelessness Strategy.

#### **5.1.2 Methodology**

We carried out desktop research on statistics held relating to homelessness, housing advice records and housing need in Peterborough. Data was also collated from social services, national and regional research findings and local voluntary and supporting agencies and on demographics, housing and local incomes.

In order to develop a local profile of homelessness we held 4 focus groups in November 2012 dealing with all aspects of homelessness throughout the city. We approached voluntary and statutory organisations linked to homelessness to participate in the groups.

#### **5.1.3 Profile of homelessness**

The Homelessness Act (2002) definition of homelessness remains the same as stated in the Housing Act (1996) which is:

'Under s.175 a person is homeless he or she has no accommodation in the UK or elsewhere which is available for his or her occupation and which that person has a legal right to occupy. A person will also be homeless if where she or he has accommodation but cannot secure entry to it, or where he or she has accommodation that is a moveable structure (such as a caravan or house boat) and there is no place where it can be placed in order to provide accommodation. A person who has accommodation is to be treated as homeless where it would not be

reasonable for him or her to continue to occupy it.'

Peterborough City Council homelessness statistics are based on the monitoring forms that are completed for the DCLG. These are known as P1E's and are based around decisions and priority need. These statistics are limited but do give an insight into issues that are affecting local people and resulting in homelessness.

The table below represents the total number of households making homelessness applications to Peterborough City Council over the last 3 years;

Year	2009-2010	2010-2011	2011-2012
Total Number of applications	1326	1019	1154

Peterborough City Council has seen a small increase in the number of homeless applications in 2011/12 this is in line with the national picture.

The table below represents the total number of acceptances and number of households in temporary accommodation per 1000 by Local Authority

Local Authority	Number of Acceptances	Per 1,000 Population	Number of household in temporary accommodation	Per 1,000 Population
Peterborough	70	0.97	74	1.0
Norwich	42	0.68	43	0.69
Ipswich	25	0.45	30	0.55
Cambridge	31	0.69	76	1.69

The percentage of applicants accepted by Peterborough is marginally higher than other regional Local Authorities. The number of households in temporary accommodation during this period was lower than Cambridge.

The table below represents the number of persons accepted as homeless in 2009-10, 2010-2011 and 2011-2012 by household type

	2009-10	2010-2011	2011-12
Families	183	65	149
Pregnant with no other children	54	26	28
Singles and Couples	158	89	99
TOTAL	395	180	276

A large number of homeless applicants to Peterborough City Council are families or households with a pregnant member. The majority of homeless families are households with 1 or 2 children. There is a statutory duty placed on local authorities

by the Housing Act 1996 Part VII, to provide suitable temporary accommodation for homeless families if they are homeless and in priority need. The responsibilities outlined under the Children's Act 1989 mean that social services also have a duty to support families in certain situations. Therefore social services also have a crucial role in preventing homelessness and sustaining tenancies.

The needs of children must be considered alongside those of the parents in the delivery of services to homeless families. The traumatic effects of upheaval of homelessness on children are considerable. Peterborough City Council has four family hostels, which provide short-term accommodation for families.

#### 5.1.4 Reasons for Homelessness

The table below demonstrates the main reason for households presenting as homeless during 2011-2012

Reason for homelessness	Number of Households presenting
Parents no longer willing to accommodate	236
Other relatives or friends no longer willing to accommodate	277
Non-violent relationship breakdown	103
Violent relationship breakdown (partner)	80
Violent relationship breakdown (other)	16
Racially motivated violence	0
Other forms of violence	18
Racially motivated harassment	0
Other harassment	14
Mortgage arrears	37
Rent Arrears (LA)	4
Rent Arrears (RSL)	43
Rent Arrears (Private sector)	40
Termination of AST (Private)	178
Loss of private rented/tied accommodation (other)	3
End of NASS supported accommodation	22
Prison leaver	61
Hospital discharge	24
Leaving LA Care	23
Left HM Forces	3
Other reason	66
<b>TOTAL</b>	<b>1248</b>

#### 5.1.5 Housing Advice

The Housing Needs service delivers a range of services to assist people in need of alternative accommodation or advice on their current accommodation. Advice is free and confidential it is provided to everyone despite their housing tenure. The service can be accessed our services by calling (01733) 864064. Housing Advice is also provided by the Citizens Advice Bureau and Peterborough Streets day centre.

In 2011/12 the Housing Needs team based at the Customer Service Centre, Bayard Place, provided housing and homelessness advice to 14,568 people. The prevention of homelessness is the primary focus for the team. Preventing homelessness is both cost-effective and provides positive outcomes for homeless persons. The service aims to ensure that everyone can access the help that they need, when they need it, and to find sustainable solutions to their housing difficulties. We have seen a decrease in homeless presentations to the Local Authority over the period of 2011/12 compared to 2010/11. However, as a result of early intervention, we are able to assist households to access alternative accommodation.

#### **5.1.6 Rough Sleeping**

Peterborough City Council submitted a multi-agency lead Rough Sleeper Estimate to government of 12. This estimate was reached with the guidance and support of Homeless Link.

The estimate records a single figure for the number of people thought to be rough sleeping in the local authority area on a typical night between 01 October and 30 November. The figure should be as robust as possible and using the guidance provided will help to get the most accurate estimate.

Peterborough City Council employs a Rough Sleeper Outreach Officer to assist individuals who find themselves sleeping rough after losing their accommodation. The Rough Sleeper Outreach officer has made great strides in ensuring that those who hit the streets are assisted before they reach a point where they are entrenched. In 2010, Peterborough was highlighted in the national media as a rough sleeping hotspot, with reported figures in excess of 70 individuals sleeping rough on any one night. Following the set up of a Task and Targeting group and a joint approach this number was quickly reduced with many being assisted to find work and accommodation, or being assisted to return to their country of origin. This work is continuing and we now have a hardcore of long standing rough sleepers in the city, which we are working with to assist them through a personalised approach to leave the streets.

#### **5.1.7 Impact of Welfare Reform**

The direct impact of welfare reform and homelessness are currently unknown. Anecdotally there are suggestions that it will lead to increased homelessness as households are unable to afford increased rents created by access bedrooms in their accommodation or reductions in housing benefit. Additionally the introduction of Universal Credit could result many landlords no longer receiving safeguarded payments and in turn lead to rent arrears and eviction.

The multi-agency Homelessness Strategy Steering Group has continued to meet and will be key to the development of the new draft Homelessness Strategy. Whilst the Local Authority recognises the need to lead on the draft Homelessness Strategy it also acknowledges that the success of the Strategy will only be achieved through shared ownership and a joint approach.

We acknowledge that in order to provide a cost-effective and responsive service the

Housing Needs team cannot achieve this in isolation. We need to continue to deliver our services in partnership with our statutory and voluntary partners including Peterborough Streets, New Haven Night Shelter, Salvation Army, Hope Into Action and the newly established Peterborough Food Bank.

## **5.2 The levels of Housing Need**

### **5.2.1 The Housing Market Context**

Property prices in Peterborough have steadily risen over recent years and affordability is becoming an increasingly difficult problem in the city for a growing number of people. Whilst the recession has resulted in the recent downturn in the housing market and a small decrease in the selling prices of some properties in Peterborough. This recent fall in house prices is consistent with the national picture.

The cost of home ownership has substantially increased over recent years, resulting in home ownership becoming unaffordable for many households who require housing. A Peterborough's resident average weekly income is lower than the national average (£508) and regional average of (£529) at £436. The median selling price for a detached property in Peterborough is £205,000 over 9 times the average income, whilst semi detached properties are over 5.5, terraced 5.12 and flats.

### **5.2.2 Housing need and affordability**

Housing affordability is a key issue within the Peterborough housing market. In 2010 the city council and its partner neighbouring local authorities commissioned a study into local levels of housing need.

This study identified the following;

- 27 per cent of households in Peterborough cannot afford to rent or buy market housing without some form of subsidy. This is compared with 22.6 per cent of households across the sub-region.
- 81 per cent of lone parents in Peterborough are unable to afford market prices or rents without subsidy.
- 38 per cent of single persons are unable to afford market prices or rents without subsidy.
- 37 per cent of single pensioners are unable to afford market prices or rents without subsidy.
- At the current rate of household formation and housing supply, an average of 1,008 households will fall into housing need in Peterborough on an ongoing annual basis
- In rural areas, housing need as a proportion of supply is ten times higher than it is in the urban area of the city

### **5.2.3 Housing Supply**

The supply of affordable housing provides some context for the ability of the Local Authority to discharge its duty.



The table below represents the RSL's housing stock in Peterborough on 21/11/2012.

Housing Association	Total as at Feb 2011	New builds since 1 March 2011	Acquisitions 2011-12	Losses 2011-12	Total stock as at 21 Nov 2012
Accent Nene	1664	25	0	3	1686
Axiom	1313	61	0	10	1364
BPHA	476	55	1	3	529
Cross Keys Homes	9484	145	9	31	9607
Home	435	0	0	0	435
Minster	973	3	0	1	975
Total	14345	289	10	48	14596

The social housing stock in the city has continued to increase. The current funding for Housing Associations will result in the building of a further 132 units over the next three years.

Additionally, the local Housing Associations provide low cost homeownership schemes such as shared ownership and Homebuy. The Homebuy scheme is run through Bedfordshire Pilgrims Housing Association and the shared ownership schemes are run by a number of Housing Associations in Peterborough.

#### 5.2.4 **Affordable Rent Model**

The affordable rent model introduced for the delivery of affordable housing by Registered Social Landlords and councils that have retained their housing stock could result in marked increases in rent up to 80% of market rents. This may result in households wishing to move into these properties needing to be means tested at the point of allocation.

The Peterborough Strategic Tenancy Policy seeks to ensure that rents remain affordable, that homelessness levels do not increase, that tenancy flexibilities are applied in a sensitive manner, and that tenant mobility is protected. The policy has been developed within the context of the council's overarching strategic objectives for housing, as set out in the Peterborough Housing Strategy 2011 to 2015.

#### 5.2.5 **Demand**

There is a high demand for social housing in the city.

#### 5.2.6 **Private Sector Accommodation**

The Private Sector housing stock in the city is varied and represents a tremendous asset to the local community but this asset needs substantial targeted investment to ensure that the condition of the stock is raised and maintained to acceptable levels. The 2011 Census showed households renting from a private landlord or letting agency per ward to be an average of 20.5% and was most prevalent in the Central Ward with 38.1% and Northborough was the lowest at 7%.

The demand for affordable rented property in the District is high. In particular the demand for 1 and 2 bedroomed properties is very high. Across the Peterborough area the supply of properties is marginally lower than demand. Especially highlighted were 1 and 2 bed properties being in short supply. There are still barriers with regard to landlords accommodating persons in receipt of Local Housing Allowance, mainly due to the delays in the processing of claims and payments.

Private sector accommodation is anecdotally becoming more expensive due to the higher demand within this sector. Many households who may previously have purchased a property are now renting. These households find themselves with less disposable income to build towards a deposit and therefore are unlikely to be able to purchase a property in the future.

In recent years the Housing Needs Department has had considerable success in encouraging households to access private rented sector accommodation, instead of making a homeless application, temporary accommodation and social housing.

There has been a steady increase in the number of households accessing private sector accommodation through Peterborough City Council's Rent Deposit Scheme and Peterborough Streets Crisis PRS Scheme.

#### **5.2.7 Rent Deposit Scheme**

The Housing Needs Service based at Bayard Place, Broadway, Peterborough offers a Rent Deposit Scheme which enables persons to access an interest free loan to be used for the up front costs associated with securing a property in the private rented sector. This has created a real opportunity for the prevention and relief of homelessness and also increased access to permanent accommodation. In 2011/2012 a total of 191 households were assisted into private rented sector accommodation with assistance with rent deposit so far this year, since April 2012, we have been able to assist 276 households.

#### **5.2.8 Peterborough Streets Crisis PRS Scheme**

Peterborough Streets were successful in receiving funding from the Crisis PRS Access Development Programme. This programme funds new community based services that help single people find and sustain good quality accommodation in the private rented sector (PRS). It provides sustainable solutions to single homelessness and enables single persons to resettle in the Private Rented Sector Scheme and enables Peterborough Streets to prevent homelessness. During 2012/13 a total of 21 persons were assisted into accommodation.

#### **5.2.9 The Way Forward**

Peterborough City Council is committed to preventing and relieving homelessness as well as improving partnerships with service providers in all sectors. The Housing Needs Service recognise that in order to provide a cost-effective and responsive service the Housing Needs team cannot achieve this in isolation. We need to continue to deliver our services in partnership with our statutory and voluntary partners.

The multi-agency Homelessness Strategy Steering Group will be key to the development of the new draft Homelessness Strategy. Whilst the Local Authority recognises the need to lead on the draft Homelessness Strategy it also acknowledges that the success of the Strategy will only be achieved through shared ownership and a joint approach.

The key findings of this review will be feed into the development of the Draft Homelessness Strategy 2013- 2018.

### **5.3 Homelessness Strategy 2013-2018**

#### **5.3.1 Visions and Strategic Aims**

**Our Vision is: To prevent and respond to homelessness by ensuring that we provide a range of effective targeted services that respond to our customer needs.**

This is our third Homelessness Strategy and sets out the strategic aims for Peterborough City Council and its partners for tackling and preventing homelessness between 2013 and 2018.

The strategy has been developed within the context of national and local issues and identifies four strategic aims that will drive forward the homelessness agenda in the coming years in Peterborough.

The 2002 Homelessness Act placed a duty on local authorities to develop a Homelessness Strategy and to renew this every five years.

The previous Homelessness Strategy published in 2008 made an important contribution to both tackling and preventing homelessness in Peterborough. The strategy built on partnership working whilst maximising homeless prevention opportunities and contributed to an increase in homeless preventions.

The key achievements from the 2008 Strategy include;

- Mortgage Rescue Scheme established and assisted 27 households who would have become homeless without intervention.
- Multi-Agency rough sleeping Task and Targeting Group established in April 2010.
- All homeless persons provided with information on where they can register with a GP.
- Framework established for Unlawful Evictions and 3 successful convictions achieved.
- Rough Sleeper database established with multi-agency viewing rights.
- Tenancy Relations Officer post created and recruited to.
- 210 Temporary Accommodation target action plan created and implemented.
- Notification system established to notify the Local Education Authority (LEA) within 10 working days when children in temporary accommodation are not attending school.
- Equality Impact Assessment of Housing Options Service undertaken.
- Waiting times reduced by new delivery of Housing Needs Service.
- All homeless persons attending the Housing Needs service are signposted to Peterborough Streets Day Centre and other support services.

This strategy will build on our achievements whilst strengthening our partnerships and seek to address our new challenges.

We have 4 key strategic aims:

### 5.3.2 **Strategic Aim 1 – Preventing and relieving homelessness through a robust partnership approach**

We are aware that in order to provide cost-effective and responsive services we cannot work in isolation. We will deliver our services in partnership with our voluntary and statutory sector partners to provide the best possible solutions.

### 5.3.3 **Strategic Aim 2 - Increasing access to accommodation Private Sector Accommodation**

We will continue to maximise the opportunities for differing accommodation choices for homeless persons and person threatened with homelessness and continuing to increase the accommodation choices available persons in housing need.

We will continue to develop and deliver a suitable private rented sector offer for all client groups that includes support for both clients and landlords. We need to ensure that those most affected by the welfare reforms and pressures caused by increasing demand on the private sector accommodation available locally can be placed into suitable private sector accommodation.

### 5.3.4 **Strategic Aim 3 – Reduce and prevent rough sleeping**

Rough sleeping is the most visible form of homelessness and where people are the most vulnerable. We will continue to build on our partnership approach to reducing and relieving rough sleeping. This work will include projects that will enable the city to deliver the No Second Night Out principles.

### 5.3.5 **Strategic Aim 4 – Promoting settled lifestyles and sustainable communities**

Ensuring that homeless households are given the support to resettle within the community and began to thrive through purpose and encouragement.

### 5.3.6 **National Context**

There are a number of National strategies and guidance that have helped to shape this Homelessness Strategy these include:

Making every contact count: A joint approach to preventing homelessness (2012)<sup>4</sup> sets ten local challenges for housing authorities to ensure that every contact local agencies make with vulnerable people and families really counts to ensure that we prevent households, regardless of household make up from reaching a crisis point where they are faced with homelessness.

Sustainable Communities: settled homes; changing lives (2005)<sup>5</sup>: Homelessness Prevention, reduction in the use of temporary accommodation by 50% by 2010, from 2010 B&B no longer suitable for 16/17 year olds.

Sustainable Communities: Homes For All (2005)<sup>6</sup>: Choice Based Lettings schemes in all local authorities in England by 2010.

Making Every Adult Matter (MEAM), September 2009

Tackling Homelessness (2006): recognises the role of registered providers of social housing in preventing homelessness through partnership working, sustainable communities, allocation and management policies and better use of existing stock.

No One Left Out: Communities Ending Rough Sleeping<sup>8</sup> (Nov 2008): aimed to end rough sleeping in UK for more than one night by 2012.

No Second Night Out. This government plan sets out six joint commitments to ensure multi agency working to give local people the tools to tackle rough sleeping and put an end to second nights out on the street.

Developing Homelessness Strategies, Specialist Advisors' Local Authority Toolkit, December 2012

On the 8th March 2012 the Welfare Reform Act received Royal Assent. The Act legislates for the biggest changes to the welfare system in over 60 years. Many of these changes will have an impact on homelessness and homelessness prevention;

- 1 **The move towards a Universal Credit** - Direct payments to landlords will cease. This will result in landlords having no guarantee that rent will be paid and will directly impact of the numbers of private sector landlords willing to consider claimants alongside a possible increase in rent arrears that may lead to eviction and homelessness.
- 2 **Restricting payments for people below the age of 35 years old** -Persons under the age of 35 years old will only be able to claim assistance to the level of shared room rate. This will mean that many young people leaving home for the first time will only be able to access shared accommodation. There will be an additional pressure on services working to house single people in the private rented sector as there are issues with supply and quality of this type of accommodation.
- 3 **Capping of total benefit received per household** – The benefits cap will be implemented across the country by October 2013 and will see total amount of benefit awarded to non working households capped at no more than £26,000 per annum. Larger families may see an unexpected reduction in their income, which in turn will affect there ability to meet their housing costs.
- 4 **Capping of Local Housing Allowance** - Could make households in receipt of benefits less attractive to landlords and could place strain on residents in areas of high rent who may choose to move to places like Peterborough because we are considered more affordable.
- 5 **Linking Housing Benefit entitlements for social housing tenants to the number of bedrooms needed per household for working age persons** - Tenants within the social housing sector who are under occupying their homes will have a reduction applied to their housing benefit entitlement. Households will have to meet this reduction form their other income. This could lead to an increase in rent arrears, eviction and homelessness.

- 6 **Up-rating Local Housing Allowance in line with the Consumer Price Index instead of the Retail Price Index** - This may mean that benefit claimants entitlement may not increase in line with the average rents in the city therefore reducing the number of affordable properties available in the private rented sector.
- 7 **Ceasing of Council Tax Benefit** - As part of Localism enabling Local Authorities to develop their own discount schemes with protection for pensioners. Leaving some vulnerable groups who have not previously paid any council tax with a bill.

All the above could place additional strain on the Housing Needs Department. Whilst households struggle to cope with their income reductions and struggle to meet their housing costs. Additionally, public spending cuts, changes to Housing Allocation to reflect localism, the introduction of affordable rents, new forms of tenure and the impact of un-ring fenced supporting people funding and imminent reductions that this will bring offer further challenges for the delivery of services. We will continue to monitor the impact of these changes through the Homelessness Strategy Steering Group and when necessary update the Strategy to tackle the impacts.

### **5.3.7 Changes to the homelessness duty**

In November 2012, as a result of the Localism Act 2011, the law changed and gave Council's the power to discharge their homelessness duty into suitable accommodation with a private landlord.

However, in order for the offer to be considered suitable the property and landlord must meet certain minimum standards.

The Council must be of the view that the accommodation is in a reasonable physical condition; that the landlord has taken reasonable fire safety precautions; has taken reasonable precautions to prevent the possibility of carbon monoxide poisoning in the accommodation; the landlord is a fit and proper person; the property has a valid energy performance certificate (EPC) and gas safety certificate and that the tenancy is for a minimum fixed term of 12 months.

Where applicants become homeless again within two years, the duty will be retained by the original authority.

## **6. IMPLICATIONS**

- 6.1 The strategy will have implications for all sections of society and all wards and parishes of the local authority area.
- 6.2 The Draft Homelessness Strategy will provide the necessary framework for partnership working and the delivery of effective joined up services for homeless persons and persons at risk of homelessness.
- 6.3 Financial Implications: There are no immediate financial implications.

## **7. CONSULTATION**

- 7.1 Revision of the Action Plan through the Homeless Strategy Steering Group Focus Groups held in November and December 2012 on the prevention of homelessness, increasing access to accommodation, rough sleeping and promoting settled lifestyles and sustainable communities

## **8. NEXT STEPS**

- 8.1 It is recommended that the Draft Homelessness Strategy be approved to be taken to Cabinet and Full Council for adoption.

## **9. BACKGROUND DOCUMENTS**

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

- 9.1 Housing Act 1996 (as amended by Homelessness Act 2002)  
Homelessness Code of Guidance for Local Authorities  
Local Authorities' Homelessness Strategies, Evaluation and Good Practice

## **10. APPENDICES**

- 10.1 Homelessness Review Draft – Appendix 1  
Homelessness Strategy Action Plan Draft – Appendix 2

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# The Homelessness Review 2013

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## 1 Abstract/Statement

Homelessness for some people is primarily a housing problem but for many the reasons are complex and their problems cannot be resolved by bricks and mortar alone.

Homelessness has been on the political agenda, with a series of legislative and policy initiatives including:-

- No Second Night Out, July 2011
- Making Every Contact Count: A joint Approach to preventing Homelessness, August 2012
- Localism Act 2011, S153, 7th June 2012
- 'Local decisions - A fairer future for social housing' December 2010
- Sustainable Communities: settled homes; changing lives (2005): Homelessness Prevention, reduction in the use of temporary accommodation by 50% by 2010, from 2010 B&B no longer suitable for 16/17 year olds.
- Sustainable Communities: Homes For All (2005): Choice Based Lettings schemes in all local authorities in England by 2010.
- Making Every Adult Matter (MEAM), September 2009
- No One Left Out: Communities Ending Rough Sleeping (Nov 2008)

This report presents the findings of the Review of Peterborough's homelessness services. The report provides the foundations for building a comprehensive profile of homelessness in Peterborough in the future. The Review findings will be used to inform the development of Peterborough's five-year Homelessness Strategy.

## 2 Summary

The homelessness provisions of the Homelessness Act 2002 came into force on 31 July 2002. It placed new duties upon Local Authorities to adopt a strategic approach to tackling and preventing homelessness.

The Homelessness Act 2002 requires all housing authorities to:

- Carry out a review of homelessness in their areas
- Formulate and publish a Homelessness Strategy based on this review within 12 months of the Act coming into force
- Keep the Strategy under review
- Consult other local or public authorities, or voluntary sector organisations before adopting or modifying the Strategy.

### 3 Objective

The aims of this Homelessness Review are:

- To develop a clearer profile of levels of homelessness and homelessness services in Peterborough;
- To identify the root causes of homelessness locally;
- To identify gaps in and duplication of services;
- To identify weaknesses in homelessness policy and procedure; and
- To inform the development of the Homelessness Strategy 2013 to 2018

### 4 Our Approach to the Homelessness Review and our Guiding Principles

The Homelessness Review sets out clear findings of our review of Homeless Services in Peterborough. The next stage is the development of a five-year Homelessness Strategy. The Homelessness Strategy will be informed by the Review outcome.

### 5 Methodology

We carried out a variety of desktop research on statistics held relating to homelessness, housing advice records and housing need in Peterborough. Data was also collated from children's services, national and regional research findings and local voluntary and supporting agencies and on demographics, housing and local incomes.

In order to develop a local profile of homelessness we held 4 focus groups in November dealing with all aspects of homelessness throughout the city. We approached voluntary and statutory organisations linked to homelessness to participate in the groups.

A steering group of representatives from Peterborough City Council and other relevant statutory and voluntary organisations was established.

The members of the steering group are:

Denise Lewis	Manager	Peterborough Streets
Chris Mackett	Manager	St Giles Trust
Karen Chambers	Assistant Director of Operations	Axiom Housing Association
Anne Keogh	Housing Strategy Manager	Peterborough City Council
Pete Middlemiss	Manager	The New Haven Night Shelter
Kim Lawrence	Housing Support Manager	Cross Keys Homes
Emma Foley	ACE project	Cambridgeshire Independent Advocacy
Ali Manji	Area Manager North	Cross Keys Homes
Sam Tucker	Police Constable, City Centre	Cambs Constabulary
Allison Sunley	Head of Commissioning & Targeted Services	Children's Services
Sister Mary Clare Mason		Faith & Cohesion Network
Alison Snelling	Service Manager	Aspire
Andy Barringer	Community Recovery Manager	Safer Peterborough Partnership
Sarah Hebblethwaite	Deputy Housing Needs Manager	Peterborough City Council

## 6 Profile of the Region

Peterborough has seen consistent population growth since 1971 and is the second fastest growing city in the country after Milton Keynes. The Census 2011 shows a further population growth from 156,059 to 183,961. Overall there has been a population growth of around 18% in Peterborough, whilst England and the East of England have seen a total growth of 8% and 9% respectively. According to the 2010 Sub national Population Projections the city’s population is due to increase to around 230,000 by 2035 which is an increase of 25%.

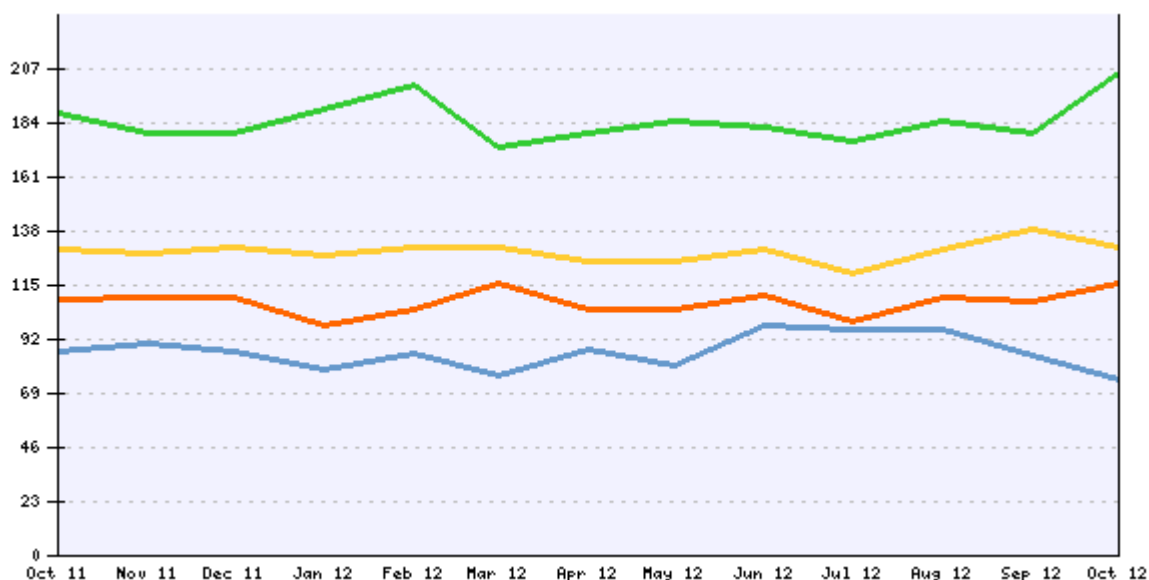
Peterborough is a multi-cultural city. The 2011 Census identified approximately 71% of Peterborough’s population classifies themselves as White British. The largest increases in ethnic minority groups were identified in White and Other White ethnic (10.6%) and Asian or Asian British, Pakistani (6.6%). Central and Paston wards have seen the largest increases to the proportions of Asian or Asian British Pakistani while Orton with Hampton shows the biggest increase in all of the ethnic groups.

In the period following the expansion of the European Union in May 2004 large numbers of Eastern European Nationals moved to Peterborough. These persons can be shown in the increase in White: Other White to 19,495.

## 7 The Housing Market Context

Property prices in Peterborough have steadily risen over recent years and affordability is becoming an increasingly difficult problem in the city for a growing number of people. Whilst the recession has resulted in the recent downturn in the housing market and a small decrease in the selling prices of some properties in Peterborough. This recent fall in house prices is consistent with the national picture.

**Graph 1: Median Property Selling Prices in Peterborough (£000's)**



Source: [www.home.co.uk](http://www.home.co.uk)

**Table 1: Median Property Selling Prices in Peterborough in between October 2011 and October 2012 by Percentage change**

Property Type	Oct 2011	Oct 2012	Change
 Detached	£187,500	£205,000	+9%
 Semi	£130,000	£131,000	+1%
 Terraced	£108,500	£116,250	+7%
 Flat	£87,000	£75,250	-14%

The cost of home ownership has substantially increased over recent years, resulting in home ownership becoming an unaffordable for many households who require housing. A Peterborough's resident average weekly income is lower than the national average (£508) and regional average of (£529) at £436. The median selling price for a detached property in Peterborough is £205,000 over 9 times the average income, whilst semi detached properties are over 5.5, terraced 5.12 and flats

### **Lloyds Lend a Hand Scheme**

Peterborough is part of the Lloyds Lend a Hand Scheme. The council committed to participating in the scheme in July 2011 and has initially set aside £1m to support the scheme. The scheme became available to Peterborough residents from 15 December 2011 and the latest statistics released at the end of Sept for the mortgage scheme since its launch in Dec 2011 are:

- 23 properties have had their purchases completed
- Another 5 mortgages have been approved, and are progressing to the completion of purchase

Once these 5 mortgages have completed approximately, £550k of the initial £1m indemnity will be allocated so there is further scope for the scheme to support more first time buyers.

### **Housing need and affordability**

Housing affordability is a key issue within the Peterborough housing market. In 2010 the city council and its partner neighbouring local authorities commissioned a study into local levels of housing need.

This study identified the following;

- 27 per cent of households in Peterborough cannot afford to rent or buy market housing without some form of subsidy. This is compared with 22.6 per cent of households across the sub-region.
- 81 per cent of lone parents in Peterborough are unable to afford market prices or rents without subsidy.
- 38 per cent of single persons are unable to afford market prices or rents without subsidy.
- 37 per cent of single pensioners are unable to afford market prices or rents without subsidy.
- At the current rate of household formation and housing supply, an average of 1,008 households will fall into housing need in Peterborough on an ongoing annual basis
- In rural areas, housing need as a proportion of supply is ten times higher than it is in the urban area of the city

## **Empty Homes**

Peterborough City Council employs an Empty Homes Officer to work with partners to bring empty properties in the city back into use. Since 1st July 2011, the local authority have played at least some part in bringing back a total of 233 properties. This includes properties that have been taken off the list by simply sending a letter to enquire about the property's occupancy, to helping the owner sell or new owners refurbish.

In the last 18 months, Peterborough has seen a significant drop in the number of long-term empty properties left standing by their owner's. With the exception of around 15 properties, all of those left empty long-term are privately owned, meaning action taken to get these properties back into use is much harder to pursue.

The reduction in the number of long-term empty properties can be attributed to a number of factors. The increased resource of having a full-time Empty Homes Officer within the council, dedicated to tackling this issue, has meant that the pursuit and action against owners has been persistent, but also the support offered can be consistent throughout.

## **Private Sector Accommodation**

The Private Sector housing stock in the city is varied and represents a tremendous asset to the local community but this asset needs substantial targeted investment to ensure that the condition of the stock is raised and maintained to acceptable levels. The 2011 Census showed households renting from a private landlord or letting agency per ward to be an average of 20.5% and was most prevalent in the Central Ward with 38.1% and Northborough was the lowest at 7%.

The demand for affordable rented property in the District is high. In particular the demand for 1 and 2 bedroom properties is very high. Across the Peterborough area the supply of properties is marginally lower than demand. Especially highlighted were 1 and 2 bed properties being in short supply. There are still barriers with regard to landlords accommodating persons in receipt of Local Housing Allowance, mainly due to the delays in the processing of claims and payments.

Private sector accommodation is anecdotally becoming more expensive due to the higher demand within this sector. Many households who may previously have purchased a property are now renting. These households find themselves with less disposable income to build towards a deposit and therefore are unlikely to be able to purchase a property in the future.

In recent years the Housing Needs Department has had considerable success in encouraging households to access private rented sector accommodation, instead of making a homeless application, temporary accommodation and social housing.

There has been a steady increase in the number of households accessing private sector accommodation through Peterborough City Council's Rent Deposit Scheme and Peterborough Streets Crisis PRS Scheme.

## **Rent Deposit Scheme**

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## **Tenancy Relations Service**

Peterborough City Council has a Tenancy Relations Service based within the Housing Needs team. This service offers support to both tenants and private sector landlords. It aims to promote good relations between tenants and landlords and encourage good practice in the private rented sector. The service provides advice on disrepair, possession, deposit protection, security of tenure, rent and rent arrears and unlawful eviction. The service has been successful in establishing a framework for illegal evictions and utilised its power to prosecute under The Protection of Eviction Act 1977 by successfully prosecuting 3 landlords through the court system alongside supporting 194 households since January 2012.

## **Mortgage Rescue Scheme**

Peterborough City Council has been actively promoting the Government's Mortgage Rescue Scheme. This Scheme enables a homeowner who is at risk of losing their home through non payment of their mortgage to be assisted by working with a local housing association to purchase their property who then rents it back to them. This Scheme enables both homeless prevention and increases the number of properties owned by our partner housing associations. Peterborough City Council has been successful in assisting 27 households who would have become homeless without this intervention.

## **Social Housing**

Peterborough City Council transferred its housing stock on 4th October 2004 with the aim to ensuring that its housing stock is used effectively to meet the housing needs of those in the area or, wishing to live in the Peterborough area. Cross Keys Homes promised to invest £108 million in improving tenants' homes over the first five years fitting new kitchens and bathrooms, front and back doors, double glazing and central heating systems. In addition they promised to spend nearly £5 million on estate and environmental improvements.

Peterborough City Council (PCC) is required by law to have a housing allocations scheme that demonstrates how the council priorities applications for housing and the procedures they follow in allocating those homes. PCC operate the city's social housing register on behalf of their Registered Social Landlords (RSL's) including Cross Keys Homes, Axiom Housing Association, Circle Anglia, Hyde Minster, ECHG, L&H Group, Muir Housing, Accent Nene, BPHA and Home Group. Peterborough City Council operates a choice based lettings approach to the allocation of accommodation. All of the properties, which become available through the housing associations in the Peterborough homes partnership are advertised through the choice based lettings scheme. Each week RSL's advise Peterborough City Council of the properties that are available to let and they are then advertised. The advert is usually released on Tuesdays and the edition closes on the following Sunday at midnight. Applicants with a live application on the Peterborough Housing register can express interest (place a bid) in the properties, which they would like to be considered for. You may bid for up to 3 properties per week.



Following The Localism Act 2011 and the subsequent amendment to the Housing Act 1996, that gave Local Authorities the power to set their own qualifying criteria for people who are able to join the housing register. This enables councils to restrict their housing register to consider entry from only those in the most urgent housing need as well as exercising their right to set exclusions for other reasons based on locally set criteria.

In addition to recent government guidance highlighted that councils have the power to frame their allocations policies to give additional preference to particular groups of people. The guidance recommends that councils consider how they can use their allocations policy to support households who want to work, as well as those who, whole unable to engage in paid employment, are contributing to their community in other ways, for example through voluntary work.

The introduction of the Welfare Reform Act 2012 has made changes to housing benefit entitlements, which will have a direct impact on social housing tenants from 1st April 2013. The amendments will result in tenants of working age receiving housing benefit according to the number of bedrooms the household needs.

The Council is currently consulting on a new Allocations Policy to reflect these Welfare Reforms and embrace Localism. The proposed amendments include;

- Setting the entry criteria to the housing register to those in the most urgent housing need, this includes; Homeless households, those who are threatened with homelessness, those living in insanitary or unsatisfactory housing conditions, those who need to move for social/welfare reasons or where failure to assist in moving will cause particular hardship.
- Only accept applications from those who have a local connection with Peterborough by; having lived in the area for 6 of the last 12 months or 3 of the last 5 years, those who are working in the city, those who need to move to the area for special reasons
- Excluding applicants who own suitable accommodation or those who have sufficient financial resources to secure suitable accommodation by other means from joining the housing register. (This will not apply to those over 55 and eligible for sheltered accommodation)
- Those who have behaved in an unacceptable manner will continue to be excluded from applying. This will be determined by; The Council or RSL is satisfied that the applicant or a member of their household has previously been guilty of unacceptable behaviour which would make them unsuitable to be a tenant, or the applicant or member of the household has been served with an injunction by the council or their landlord to stop them behaving in a way which causes nuisance or annoyance to others, or the applicant or a member of the household has current tenancy arrears in excess of 8 weeks rent, or the applicant or a member of the household has any outstanding former tenant arrears.

Additionally, the bedrooms standards policy that has previously been generous will be brought in line with the criteria that will be applied to housing benefit claims from April 2013. It is hoped that this will reduce the risk of placing families into poverty, as a reduction of their housing benefit would result in them having to find the rent shortfall from their other income.

This places an additional burden on our RSL partners as they are likely to see an increase in families in rent arrears if they are unable to meet the shortfall in housing benefit. This could ultimately lead to households becoming homeless.

There are also proposed additional preference categories for applications from; persons who are working or are in training for work, are making a community contribution, have strong local connections with Peterborough, and are members of the armed forces.

## Housing Supply

The supply of affordable housing provides some context for the ability of the Local Authority to discharge its duty.

**Table 2: Total RSL stock in Peterborough 21.11.12**

Housing Association	Total as at Feb 2011	New builds since 1 March 2011	Acquisitions 2011-12	Losses 2011-12	Total stock as at 21 Nov 2012
Accent Nene	1664	25	0	3	1686
Axiom	1313	61	0	10	1364
BPHA	476	55	1	3	529
Cross Keys Homes	9484	145	9	31	9607
Home	435	0	0	0	435
Minster	973	3	0	1	975
Total	14345	289	10	48	14596

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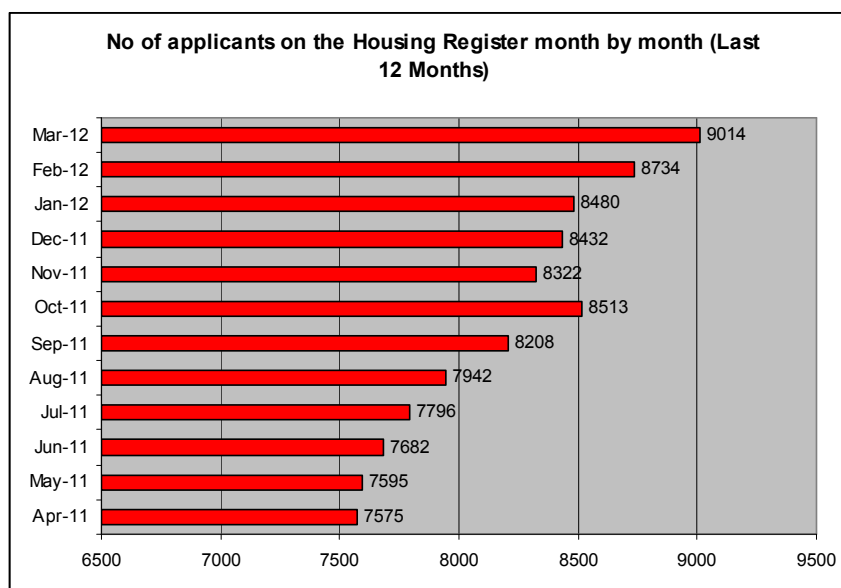
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The Peterborough Strategic Tenancy Policy seeks to ensure that rents remain affordable, that homelessness levels do not increase, that tenancy flexibilities are applied in a sensitive manner, and that tenant mobility is protected. The policy has been developed within the context of the council's overarching strategic objectives for housing, as set out in the Peterborough Housing Strategy 2011 to 2015.

**Demand** - There is a high demand for social housing in the city.

**Graph 2: Total number of applicants on the Housing Register from April 2011 to March 2012**

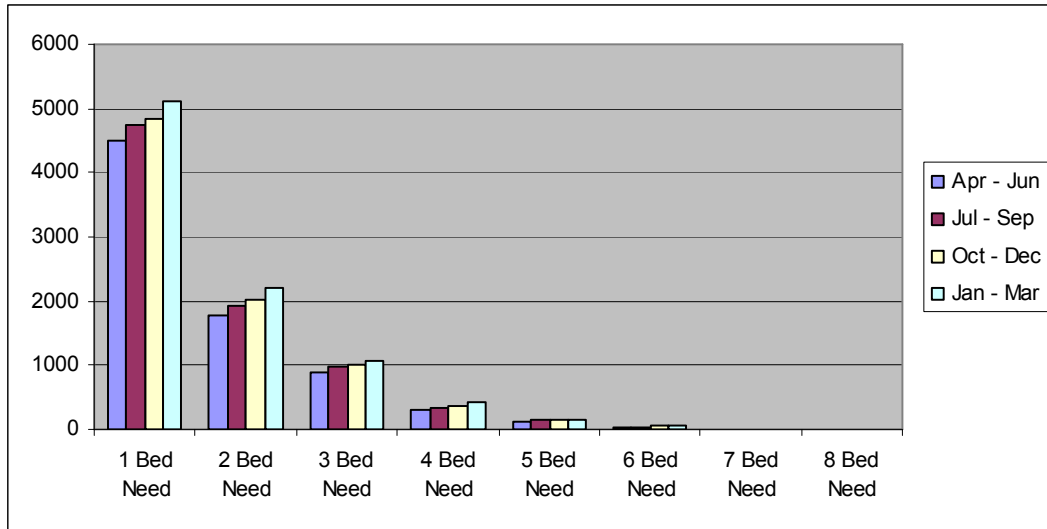


**Table 3: Ethnicity of homeless applicants on the Housing Register between October 2012 and December 2012**

Ethnicity	No.	%	No.	%	No.	%	No.	%
	Jan – Mar 12		Apr – Jun 12		Jul – Sep 12		Oct – Dec 12	
African	206	2.26%	206	2.19%	217	2.25%	218	2.25%
Bangladeshi	12	0.13%	13	0.14%	13	0.13%	13	0.13%
<b>British</b>	<b>5862</b>	<b>65.03%</b>	<b>6229</b>	<b>66.00%</b>	<b>6380</b>	<b>66.25%</b>	<b>6409</b>	<b>66.07%</b>
Caribbean	41	0.45%	44	0.46%	40	0.42%	38	0.39%
Chinese	9	0.09%	11	0.12%	12	0.12%	12	0.12%
Indian	42	0.46%	40	0.42%	39	0.40%	38	0.39%
Irish	60	0.65%	61	0.65%	60	0.63%	60	0.62%
Italian	33	0.36%	31	0.33%	34	0.35%	38	0.39%
Kashmiri	4	0.04%	4	0.04%	3	0.03%	3	0.03%
Not stated	5	0.05%	5	0.05%	5	0.05%	5	0.05%
Other	371	4.22%	384	4.07%	386	4.01%	370	3.81%
Other Asian	331	3.77%	325	3.22%	316	3.29%	329	3.39%
Other Black	74	0.81%	76	0.81%	77	0.80%	78	0.80%
<b>Other White</b>	<b>1359</b>	<b>15.08%</b>	<b>1391</b>	<b>14.72%</b>	<b>1425</b>	<b>14.80%</b>	<b>1458</b>	<b>15.04%</b>
Other Mixed	63	0.69%	62	0.66%	69	0.72%	71	0.73%
Pakistani	224	2.45%	224	2.37%	226	2.35%	232	2.39%
Portuguese	283	3.1%	295	3.13%	296	3.07%	295	3.04%
Traveller	4	0.04%	4	0.04%	4	0.04%	4	0.04%
White Asian	9	0.09%	12	0.13%	9	0.09%	10	0.10%
White/Black African	8	0.08%	8	0.08%	8	0.08%	9	0.09%
White/Black Caribbean	14	0.15%	14	0.15%	12	0.12%	13	0.13%
		100.00%		100.00%		100.00%		100.00%

The two largest groups are highlighted in Table 3. These are persons who describe themselves as British and Other White. The Other White will include persons with European origin including Lithuanians, Polish, Slovakian and Latvians and reflects the population of the city.

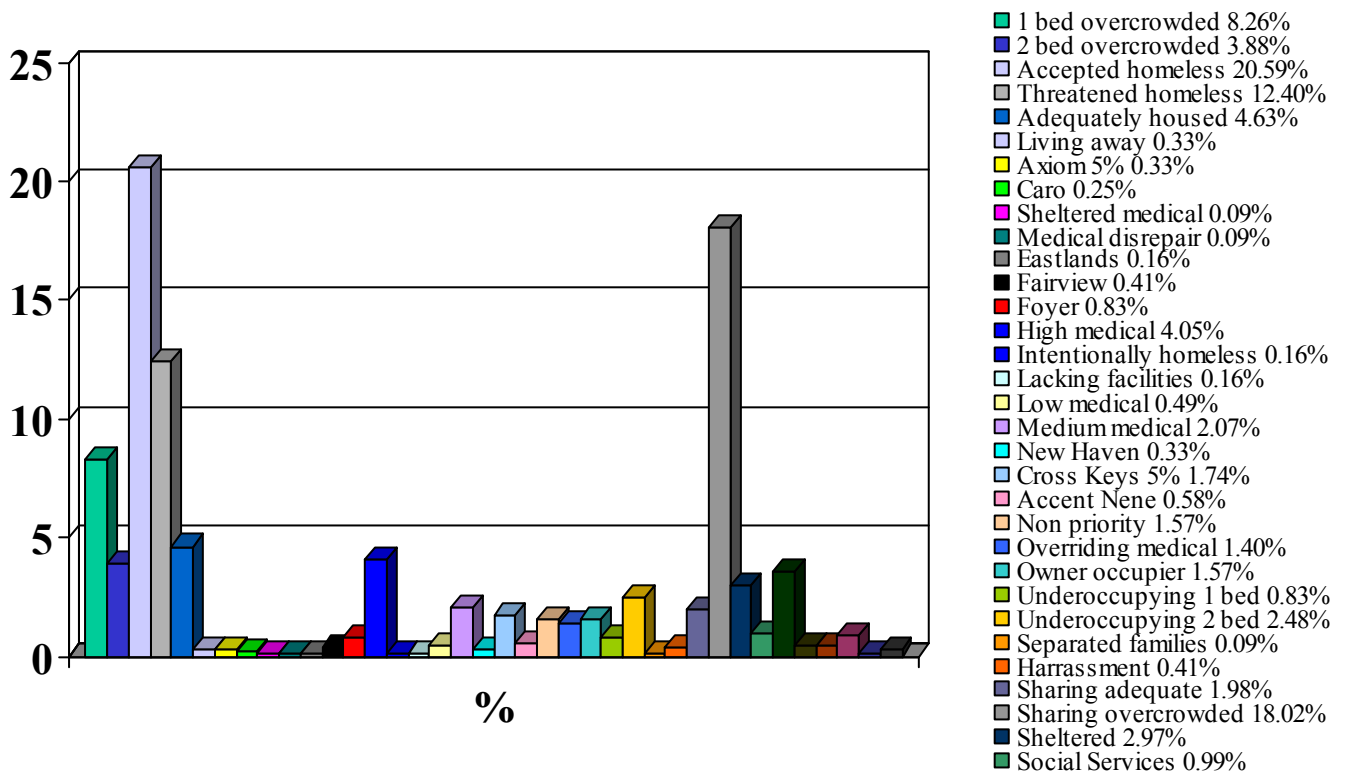
**Graph 3: Bedroom requirement of applicants on the housing register by quarter between April 2011 to March 2012**



The majority of applicants (5111) registered on the housing register require a 1 bedroom property, followed by 2189 applicants requiring a 2 bedroom property, 1083 applicants requiring a 3 bedrooms, 415 requiring 4 bedrooms, 154 for 5 bedrooms, 51 for 6 bedrooms, 9 for 7 bedrooms and 2 for 8 bedrooms.

Between April 2011 and March 2012 a total of 1258 properties were advertised. Graph 4 represents the breakdown of lettings by the applicant's priority on the housing register.

**Graph 4: Breakdown of lettings by priority category between April 2011 and March 2012**



A total of 249 properties were let to homeless households during this period and 150 properties were let to households accepted as threatened with homelessness, and 2 to households found to be intentionally homeless. This figure represents a considerable increase in the number of properties let to homeless households in the previous year by 99.

### Other Options

For those households and individuals unable to afford to buy a home or rent privately and who do not have sufficient priority to be offered a council or housing association home, remaining options are may sometimes be precarious. These options include renting a single room in a home privately or from friends and family, living in a hostel, sofa surfing and rough sleeping.

### Other information held by local authorities to build on the profile

In order to gain a clearer profile of homelessness throughout Peterborough we have used other statistical information from a variety of sources.

## 8 Reasons for Homelessness

Individuals with a combination of trigger and welfare factors but no protecting factors are particularly at risk of homelessness.

The majority of people live successfully in accommodation and manage housing transitions effectively; a minority do not and can end up homeless. Certain trigger factors can be used to help identify people most at risk of homelessness. Even when these trigger factors occur, the vast majority of people are able to resolve their housing problem without assistance. However there are a number of welfare factors that indicate a greater likelihood of homelessness. Experience has shown that people who avoid homelessness, even when their lives have both trigger and welfare factors present, have what are described here as protecting factors.

TRIGGER FACTORS	WELFARE NEED	PROTECTING FACTORS
At risk of eviction or abandonment	Mental ill health.	Strong networks of family and friends
Family Dispute / Breakdown	Substance misuse	Employed, in education
Leaving an institution	Anti-social behaviour Lack of coping or Practical skills	Co-operating with or actively seeking assistance.
	Learning disabilities. History of Rough Sleeping.	Statutory or voluntary help.

## 9 Profile of Homelessness

The purpose of this section is to review the levels and needs of homeless people within Peterborough. The review must take into account all forms of homelessness. The Homelessness Act (2002) definition of homelessness remains the same as stated in the Housing Act (1996) *‘Under s.175 a person is homeless he or she has no accommodation in the UK or elsewhere which is available for his or her occupation and which that person has a legal right to occupy. A person will also be homeless if where she or he has accommodation but cannot secure entry to it, or where he or she has accommodation that is a moveable structure (such as a caravan or house boat) and there is no place where it can be*

*placed in order to provide accommodation. A person who has accommodation is to be treated as homeless where it would not be reasonable for him or her to continue to occupy it.’1*

Peterborough City Council homelessness statistics are based on the monitoring forms that are completed for the DCLG. These are known as P1E’s and are based around decisions and priority need. These statistics are limited but do give an insight into issues that are affecting local people and resulting in homelessness.

**Table 6 - Total number of households making homelessness applications to Peterborough City Council**

Year	2009-2010	2010-2011	2011-2012
Total Number of applications	1326	1019	1154

Peterborough City Council has seen a small increase in the number of homeless applications in 2011/12 this is in line with the national picture.

**Table 7 - Total acceptance and number of households in temporary accommodation per 1000 during October to December 2011**

Local Authority	Number of Acceptances	Per 1,000 Population	Number of household in temporary accommodation	Per 1,000 Population
Peterborough	70	0.97	74	1.0
Norwich	42	0.68	43	0.69
Ipswich	25	0.45	30	0.55
Cambridge	31	0.69	76	1.69

The percentage of applicants accepted by Peterborough is marginally higher than other regional Local Authorities. The number of households in temporary accommodation during this period was lower than Cambridge.

**Table 8 - P1E returns to government. Numbers of people accepted as homeless in 2009-10, 2010-11 and 2011-2012 by household type**

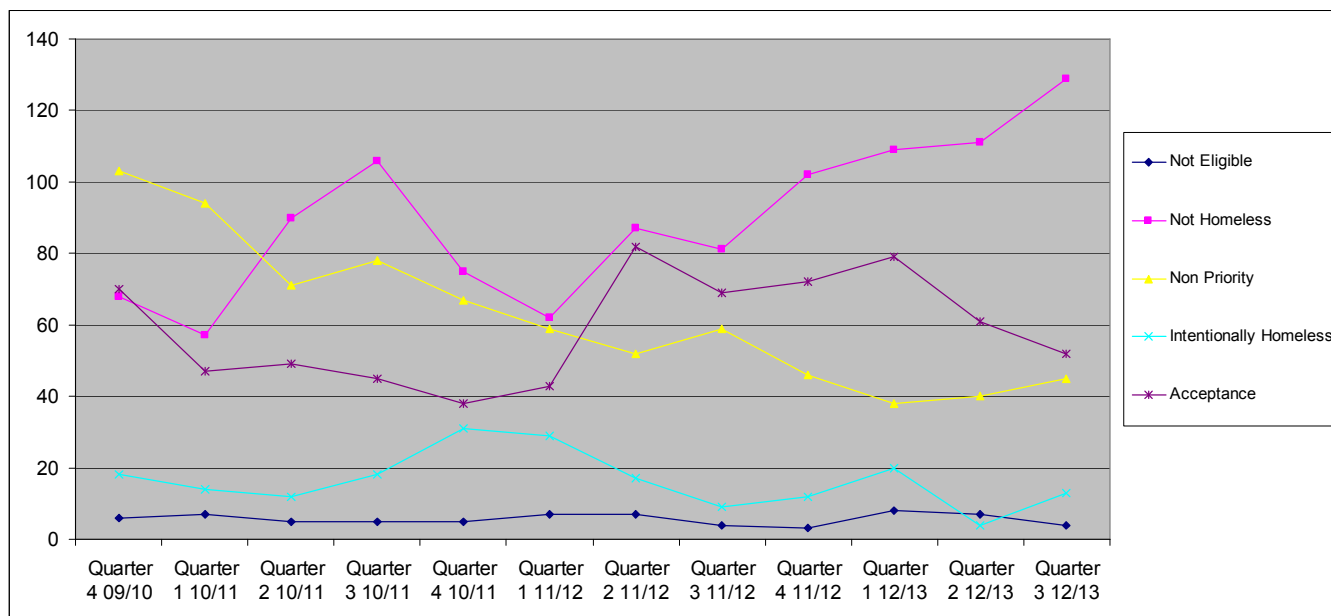
	2009-10	2010-2011	2011-12
Families	183	65	149
Pregnant with no other children	54	26	28
Singles and Couples	158	89	99
TOTAL	395	180	276

A large number of homeless applicants to Peterborough City Council are families or households with a pregnant member. The majority of homeless families are households with 1 or 2 children. There is a statutory duty placed on local authorities by the Housing Act 1996 Part VII, to provide suitable temporary accommodation for homeless families if they are homeless and in priority need. The responsibilities outlined under the Children’s Act 1989 mean that Children’s services also have a duty

to support families in certain situations. Therefore Children’s services also have a crucial role in preventing homelessness and sustaining tenancies.

The needs of children must be considered alongside those of the parents in the delivery of services to homeless families. The traumatic effects of upheaval of homelessness on children are considerable. Peterborough City Council has four family hostels, which provide short-term accommodation for families.

**Graph 5: P1E returns: Homeless Decisions made between 2009/10 and 2012/13 by quarter**



The number of not eligible decisions has remained consistent over the period, whilst there are a number of peaks with regard to not homeless decisions. This may reflect the increases in the relief of homelessness through Housing Needs Officers assisting households to find alternative accommodation. The numbers of acceptances have reduced over the last quarter along with the number of intentionally homeless decisions. There has been a small increase in the number of persons found to be not in priority need.

**Table 8: Reasons for presenting as homeless by number of households 2011-2012**

<i>Reason for homelessness</i>	<i>Number of Households presenting</i>
<i>Parents no longer willing to accommodate</i>	236
<i>Other relatives or friends no longer willing to accommodate</i>	277
<i>Non-violent relationship breakdown</i>	103
<i>Violent relationship breakdown (partner)</i>	80
<i>Violent relationship breakdown (other)</i>	16
<i>Racially motivated violence</i>	0
<i>Other forms of violence</i>	18
<i>Racially motivated harassment</i>	0
<i>Other harassment</i>	14
<i>Mortgage arrears</i>	37
<i>Rent Arrears (LA)</i>	4
<i>Rent Arrears (RSL)</i>	43
<i>Rent Arrears (Private sector)</i>	40
<i>Termination of AST (Private)</i>	178
<i>Loss of private rented/tied accommodation (other)</i>	3
<i>End of NASS supported accommodation</i>	22
<i>Prison leaver</i>	61
<i>Hospital discharge</i>	24
<i>Leaving LA Care</i>	23
<i>Left HM Forces</i>	3
<i>Other reason</i>	66
<b>TOTAL</b>	<b>1248</b>



The greatest reason for people presenting as homelessness is friends or relatives unable to accommodate, the second greatest is parents no longer willing to accommodate. This suggests that prevention of homelessness work and resources should initially be aimed at addressing these issues.

A total of 178 presentations were due to termination of Assured Short hold tenancy suggesting that there is further work that could be done in terms of understanding the reasons for homelessness in this area and the development of prevention tools to reduce the number of presentations. Anecdotally, Housing Needs Officers reported that the most common reasons for the loss of an assured short hold were:

- The Landlord wishing to take the property back for own use, or to sell.
- The non-payment of rent.
- The property is in a poor state of repair.
- The tenant not conducting the tenancy satisfactorily.

### **Single Homeless**

There are only very limited statistics about single homeless people as the P1E forms do not record detail about those people who are not in priority need.

Peterborough City Council employs a Single Homeless Officer to provide single homeless persons with advice and support and assist them into accommodation. This accommodation is commonly a room in a shared house, mainly due to the Local Housing Allowance restrictions placed on persons under the age of 35. Support is provided in the form of assistance with seeking accommodation and tenancy support to both the landlord and tenant for the first three months. Since November 2011 the Single Homeless Officer has received 161 referrals and assisted 82 people to access and sustain accommodation in the private rented sector.

### **Childless Couples**

In 2011/12 53 childless couples presented as homeless. The majority of these couples were assisted with a Rent Deposit Loan to access accommodation in the private rented sector.

### **Housing Advice**

The Housing Needs service delivers a range of services to assist people in need of alternative accommodation or advice on their current accommodation. Advice is free and confidential it is provided to everyone despite their housing tenure. The service can be accessed our services by calling (01733) 864064. Housing Advice is also provided by the Citizens Advice Bureau and Peterborough Streets day centre.

In 2011/12 the Housing Needs team based at the Customer Service Centre, Bayard Place, provided housing and homelessness advice to 14,568 people. The prevention of homelessness is the primary focus for the team. Preventing homelessness is both cost-effective and provides positive outcomes for homeless persons. The service aims to ensure that everyone can access the help that they need, when they need it, and to find sustainable solutions to their housing difficulties

### **Elderly People**

A very small number of elderly people present as homeless. In 2011/12 a total of 35 people over the age of 60 years presented to the Housing Needs Service. The majority of this client group can quickly be assisted into sheltered accommodation.

## **People with Physical and mental disabilities**

The Housing Needs Survey (2000) identified that 22% of all households in Peterborough contain someone with a disability. This suggests that there are a total of approximately 14480 households that contain someone with a physical disability.

There are a number of projects throughout the city providing accommodation and support to persons with learning disabilities, autism and physical and sensory disabilities. These include projects at Crowhurst supported by Mencap, Copsewood, Paston Lane, Baron Court, High Street, Eye and DBUK Rainbow Court. The support element of the project is part funded by the housing related support services and adult social care.

These include;

- Residential care homes
- Independent living in the community in general needs housing, where the person lives alone with floating support or with a care package or with on site care
- Group homes (renting a room in a shared house with others and receiving support, either from onsite staff or housing support)
- Supported housing (accommodation within a specific complex with support staff on site during the day or 24/7)

Housing related support services also provide funding for accommodation for persons with mental disabilities these include Eastlands, 277 Eastfield Road and outreach through Axiom Steps.

Additionally, Genesis Housing provides a supported housing project at Mayors Walk. There are 15 rooms within the main house and 10 additional flats. Referrals are made from local agencies and residents include persons with poor mental health, drug and alcohol addictions and learning difficulties.

In 2011/12 28 households were accepted as homeless due to physical disability and 38 households due to mental illness/disability.

## **Disabled Facility Grants**

The Housing Grants Construction and Regeneration Act 1996 made provision for mandatory Disabled Facility Grants to provide adaptations to meet the needs of disabled residents. The Local Housing Authority must decide what are reasonable and practicable adaptations taking into consideration the age and condition of the dwelling and what is necessary and appropriate. The Local Housing Authority has a duty to consult with adult social care on what is necessary and appropriate and this is usually achieved through an Occupational Therapy Assessment of need.

The purposes for which mandatory disabled facilities grants may be given fall into a number of categories, namely:

- Facilitating Access and Provision
- to and from the dwelling
- to a room used/usable as the principal family room
- to a room used/usable for sleeping
- to a room in which there is a WC, bath or shower and a wash hand basin
- to the preparation and cooking of food
- Making a dwelling/building safe
- Providing a room suitable for sleeping
- Providing a bathroom
- Facilitating preparation and cooking of food
- Heating, lighting and power

- Enabling a disabled person to care for a dependent resident
- Access to a garden

In 2011/2012 the DCLG allocated £750,069 to Peterborough for Disabled Facility Grants. The final amount spent (which included monies from Peterborough City Council's capital programme) was £1,674,015. The total number of Disabled Facility Grants delivered by the Care & Repair Home Improvement Agency was 303. This year so far, the DCLG's grant allocation is £691,000 which the Council have made up to £1,725,860. On 30/11/2012 a total of 186 grants have been completed with a total spend of £994,880.

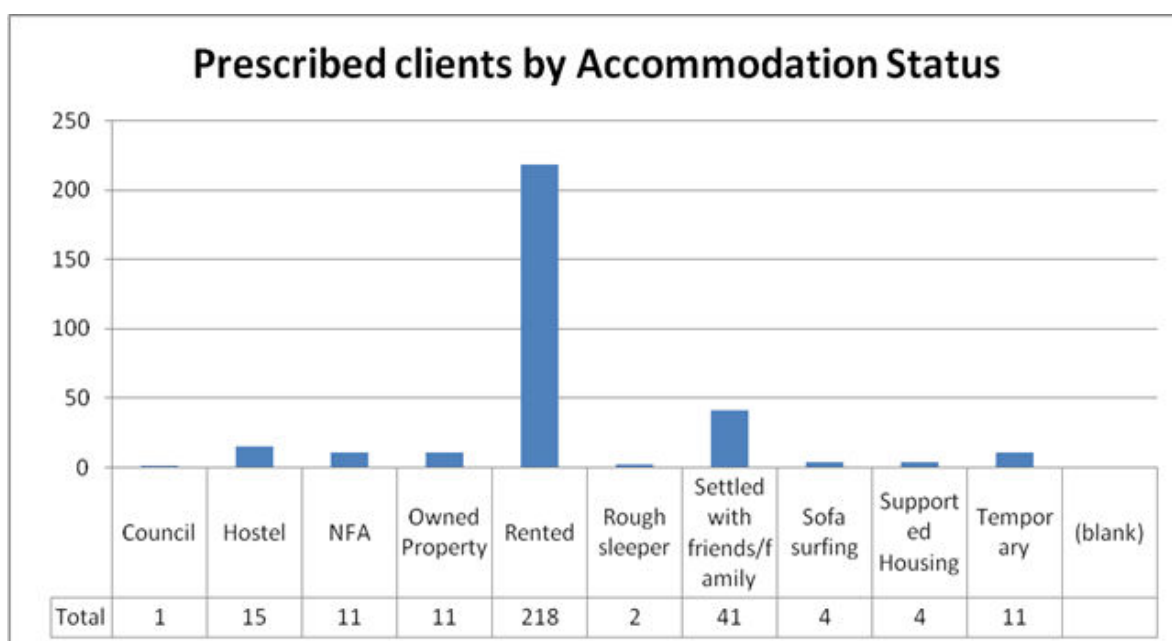
The Housing Needs Service needs to continue to work in partnership to enable that the programme continues to prevent homelessness whilst ensuring that vulnerable persons housing needs are met.

### Drug and alcohol misuse and homelessness

Substance misuse has been an important health issue identified for all homeless groups. Aspire Drug Treatment Service provide a community recovery resource which supports people who misuse drugs. They work with individuals to develop life skills to help people enter education, training and employment so that each individual can build their personal recovery and reintegrate into the community. The name Aspire was chosen by service users and stands for service providing Inspirational Recovery Empowerment. Aspire offer the following services;

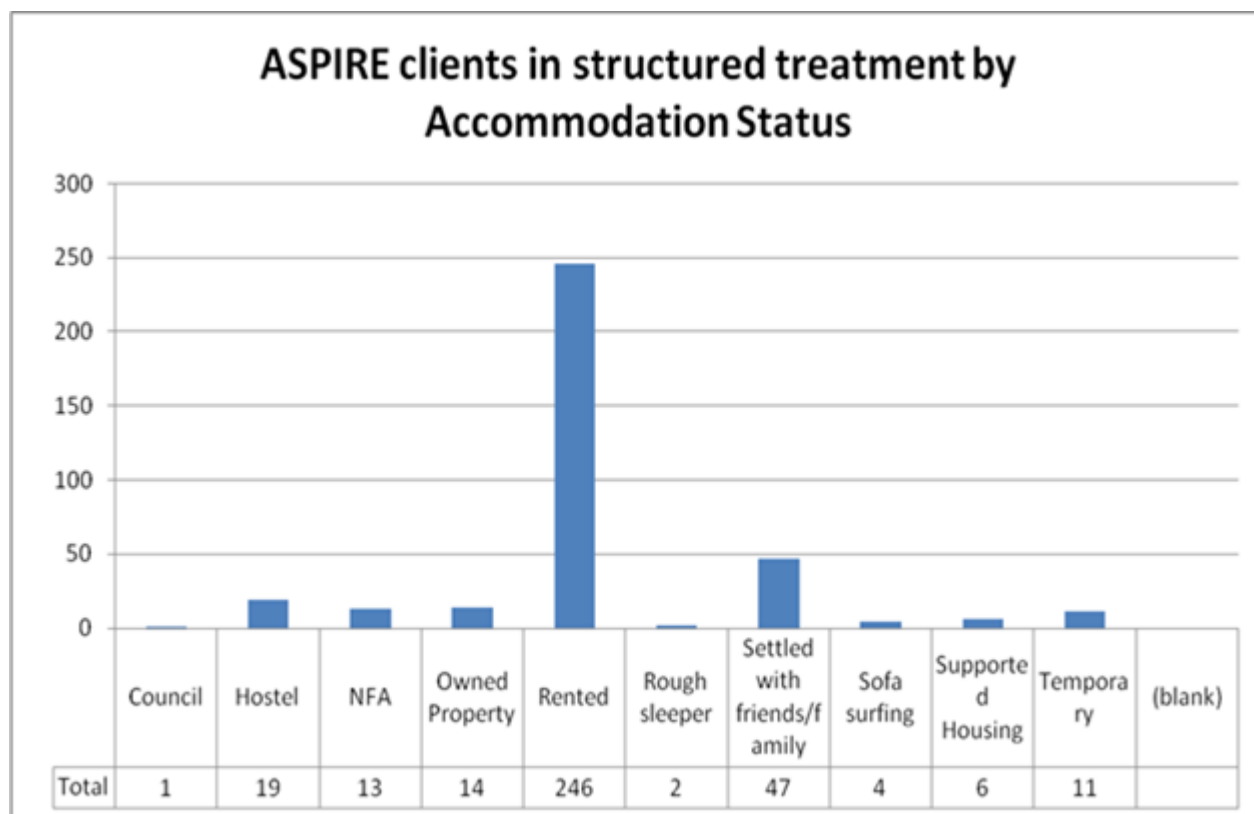
- Needle exchange and harm reduction
- Open access assessment services and referral to other agencies
- Advice and information
- One-to-one sessions and group programmes
- Services for cocaine, crack, ecstasy and amphetamine users
- Recovery and reintegration services
- Access to prescribing
- Parent and family support
- Opportunities to become a peer mentor or volunteer
- 24 hour free phone service

**Graph 6: Accommodation status of prescribed clients supported by Aspire**



Note: These figures represent a snapshot from November 2012

**Graph 7: Accommodation status of clients supported by Aspire in structured treatment\***



Note: These figures represent a snapshot from November 2012

\*some clients may also have been counted in Graph 6

Drinksense is a non-statutory support agency offering support to people whom misuse alcohol through a number of services including a drop in. Drinksense takes an active role in working with homeless clients with alcohol problems. They provide adult treatment and support services, a hospital alcohol liaison project, criminal justice services and workforce development for professionals.

### **Rough Sleepers**

The Department of Communities and Local Government (DCLG) requires local authorities to submit an annual figure indicating the numbers of people sleeping rough in their area. They can do this by means of an estimate or a count. Local Authorities can decide whether to count or estimate in order to determine their single figure and are encouraged to use the method that they think will reflect the number of persons sleeping rough in the local area.

In 2010 the Government widened the definition of rough sleeping:

People sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as streets, in tents, doorways, parks, bus shelters or encampments). People in buildings or other places not designed for habitation (such as barns, sheds, car parks, cars, derelict boats, stations or 'bashes.')

The general perception of rough sleeping is usually based on the numbers of people seen begging or sitting in doorways during the day or in the evening; this is not usually a true reflection of the numbers of people actually sleeping rough.

Peterborough City Council consulted with Cambridgeshire police, faith groups, Peterborough Streets Day Centre, HMP Peterborough, and Aspire in November 2012 through the Task and Targeting Group to reach a decision on whether to carry out a formal count or an estimate. A decision was reached that the most accurate figure would be achieved through an estimate. In autumn 2012 Peterborough City Council submitted a multi-agency lead Rough Sleeper Estimate to government of 12. This estimate was reached with the guidance and support of Homeless Link. The estimate records a single figure for the number of people thought to be rough sleeping in the local authority area on a typical night between 01 October and 30 November. The figure should be as robust as possible and using the guidance provided will help to get the most accurate estimate.

**Table 9: Results of Rough Sleeper Count Autumn 2012**

<b>Nationality</b>	<b>Age</b>	<b>Length of time on streets</b>
British	53	2004
British	Unknown	Unknown
British	49	Jan-11
British	65	Jun-12
British	40	Mar-11
British	50	Nov-11
British	38	Dec-11
British	53	Jun-12
Lithuanian	35	Oct-12
Lithuanian	31	Oct-12
Slovakian	49	Aug-12
Lithuanian	45	Sep-12

### **Rough Sleeper Outreach Service**

Peterborough City Council employs a Rough Sleeper Outreach Officer to assist individuals who find themselves sleeping rough after losing their accommodation. The Rough Sleeper Outreach officer has made great strides in ensuring that those who hit the streets are assisted before they reach a point where they are entrenched. In 2010, Peterborough was highlighted in the national media as a rough sleeping hotspot, with reported figures in excess of 70 individuals sleeping rough on any one night. Following the set up of a Task and Targeting group and a joint approach this number was quickly reduced with many being assisted to find work and accommodation, or being assisted to return to their country of origin. This work is continuing and we now have a hardcore of long standing rough sleepers in the city, which we are working with to assist them through a personalised approach to leave the streets.

### **Homelessness and other related themes**

Homelessness is complicated and any response to it involves working with other agencies. Tackling homelessness needs a multi-agency approach.

### **Health and Homelessness**

The homeless community often face many health inequalities. There is a lack of joined up working between health and Peterborough City Council. Homeless people access health services through the GP service at 63 Lincoln Road and the NHS Walk in Services in the city.

## Focus Groups

During the month of November 2012 four focus groups were held to discuss the prevention of homelessness, rough sleeping, increasing access to accommodation and promoting settled lifestyles and sustainable communities. There were a number of re-occurring issues;

### Preventing Homelessness

- Concerns rose over the length of time that housing benefit claims are processed.
- Court desk identified approximately 50% of claims are linked to housing benefit claims.
- GP letters are costly - reported up to £150 there is a need for a city wide agreement to reasonable charges.
- Homelessness prevention could be increased by generic floating support.

### Rough Sleeping

- Partnership working has improved over recent years.
- No accommodation services for rough sleepers who are chronically excluded.
- Mental health services are unable to assess rough sleepers whilst they are on the streets.
- Flow from HMP Peterborough in particular persons with no local connection needs to be managed.

### Increasing access to accommodation

- One of the identified barriers to private sector accommodation is the large housing benefit delays.
- Suggestion of small part of PCC's rent deposit is given to the accommodation provider and recycled.
- Persons with a poor housing history often end up in poor quality accommodation.
- There is a considerable waiting list for Peterborough Foyer.
- Need for more education in schools with regard to homelessness, and prevention.
- Concern over decrease in accommodation due to Universal Credit.
- The city needs a more accessible credit union to enable more private sector landlords to consider homeless households.

### Promoting settled and sustainable communities

- Floating support needed for people who do not fit into specific support categories.
- Need for homeless persons to have essential items and support to resettle in the community.
- Need for more training, volunteering and education to give people a purpose.

## Care Leavers

Care leavers are often vulnerable and prone to becoming homeless. Under the Leaving Care Act 2000, Children's Services have a duty to accommodate and provide financial support until they reach the age of 18 years. They are also required to support all care leavers until they reach the age of 21. Under the Homelessness Act 2002 priority is given to vulnerable 18 to 21 year olds who are homeless care leavers.

### **16/17 year olds**

In 2011/12 a total of 17 persons aged 16/17 years old presented as homeless. The vast majority of this group were homeless due to parents no longer willing to accommodate.

It is difficult to accurately establish the levels of youth homelessness within Peterborough. This is due to the 'hidden homelessness' situation and the lack of recording or monitoring of approaches to organisations by homeless young people.

### **Children in need**

Sixteen/seventeen year-olds may be the responsibility of Children's Services, if they are a "child in need". The prime causes of homelessness are breakdown of relationship with parents or stepparents and leaving care.

Following a review of procedures we have developed a protocol with children's services, confirming the responsibilities of the authority towards 16 & 17 year olds who are homeless or threatened with homelessness.

Young people who present to the authority as homeless will now be referred into the Adolescent Intervention Service who, with the support of Housing Needs, will work with the young person and their family to enable the young person to return home with high level support to improve relationships. Those youngsters who are not able to return home will be provided with appropriate accommodation while the council determines whether they are a child in need and owed a duty under s.20 of the Children's Act 1989.

However, if they are not owed a duty they are offered help and assistance through the Housing Needs service.

### **Accommodation available for young people**

#### **YMCA Timestop**

Temporary accommodation is available for young people through YMCA Timestop. However it is important to note that the YMCA Timestop have turned away 161 people this year as there is no bed spaces. During 2011-2012 125 young people were accommodated at Timestop, and 115 people were assisted into alternative accommodation and 19 people were assisted to return to their family home. The main reason for homelessness amongst this group is relationship breakdown. There was no data available on where residents held their local connection.

#### **Peterborough Foyer**

The Peterborough Foyer run by Axiom Housing Association provides accommodation for up to 49 young people between the ages of 16 and 25 years old. Support is available to develop independent living skills and advice and support in connection with training, education or employment. The 49 bed project has 35 dedicated foyer rooms and 14 move on rooms for residents who are ready to make the step towards independent living. During 2011-12 the foyer received 231 applications and had 74 vacancies, and 56 positive move ons.

#### **Connexions**

Connexions operate a service for all young people aged 13-19 (13-25 for people who have a learning disability). This service is designed to integrate existing advice and support services for young people by creating a single point of access through personal advisers. Connexions have a one-stop-shop service; offering advice and information to young people from the age of 13 onwards and are helping to identify homeless issues at an early stage.

## **Victims of domestic violence**

Domestic violence is perhaps one of the most complicated of homelessness issues.

The number of presentations from people presenting as homeless due to 'relationship breakdown (violent)' in 2011/12 was 80. Although it is important to note that women experiencing domestic violence often present as homeless for other reasons due to the stigma attached to domestic violence.

The MARAC (Multi Agency Risk Assessment Committee) has traditionally met on a monthly basis to discuss the highest risk victims of domestic abuse in the area at that given time. Risk is usually determined by a score from the CAADA DASH risk assessment but cases can also be referred on the basis of professional judgement or as a result of repeat incidents. Peterborough MARAC is currently participating in a trial whereby meetings are held weekly via conference call in an attempt to reduce the number of cases discussed at each meeting and also to reduce the potential delay between the referral and the meeting. The meetings / calls are attended by a number of agencies including but not restricted to; Cambridgeshire Police, Domestic Violence Advocacy Service, Children's Services, Probation, Education, Mental Health, Health Visiting Team, Cross Keys Homes and Housing Needs. The purpose of the meeting is to share information held about both the victim and the perpetrator and to formulate action plans to decrease the risk to the victim

The Housing Needs Service has an essential role to play by providing information on housing rights and advise how the service can assist. This joined-up approach helps to prevent victims of domestic abuse simply waiving their housing rights before getting advice on what assistance we can give. The meetings may also identify that the victim would be suitable for the sanctuary scheme.

## **Offenders**

Research has found that addressing the housing and support needs of ex-offenders is crucial in reducing repeat offending and social exclusion. It is important to note that priority need does not apply to all homeless offenders, only those who are found to be vulnerable.

Offenders will often not identify themselves when making an application for housing. The majority of offenders will present as homeless rather than applying to the housing register. Release from an institution is a recorded reason for becoming homeless but the type of institution is not specified.

The Bail Hostel based in Peterborough is the only hostel in Cambridgeshire and offers accommodation and support to offenders who are considered to be high risk to the public. People who are not considered to be in priority need, and whose offending or housing history has excluded them from accessing social housing are most likely to become homeless. This group of people often ends up 'sofa surfing' or staying in hostel.

## **HMP Peterborough**

HMP and YOI Peterborough have 1008 places and is the country's only dual purpose-built prison for both men and women. The prison also has 12 places in the Mother and Baby unit for convicted female offenders. The prison accepts adult male prisoners from Cambridgeshire, and female prisoners from Cambridgeshire, Norfolk, Suffolk, Bedfordshire, Hertfordshire, Lincolnshire, Nottinghamshire, Northants and Warwickshire. This often results in prisoners from other areas without a local connection being released on the streets. Anecdotally, we are unable to ascertain the number of prisoners released without accommodation as there is a myth within the prison population that you will receive a larger release grant if you are no fixed abode.



## **The One Service**

The One Service supports short sentenced male prisoners by offering early engagement, through and beyond the gate and individualised support in the community to address needs and prevent re-offending.

The One Service are members of the rough sleeper Task and Targeting Group and work closely with the Rough Sleeper Outreach Officer to prevent their clients from rough sleeping and empower them to leave the streets.

## **People leaving the armed forces**

There are only a small number of persons who present to Peterborough City Council due to leaving the armed forces. In 2011/12 there were 3 recorded presentations from people leaving the armed forces. The Housing Needs officers work with SAFFA and the Royal British Legion to offer support to this client group.

## **Black and Minority Ethnic (BME Groups)**

Black and ethnic minority groups (BME) will often deal with issues arising within the community instead of approaching statutory organisations. The few people from this client group who do approach services are usually presenting at the point of crisis.

## **Day Centres for the Homeless**

Peterborough Streets runs a day centre offering housing and welfare advice, positive activities, and Crisis PRS Scheme to support homeless persons into private sector accommodation. The day centre is used regularly by homeless persons and vulnerable people. The day centre sees on average 5 -8 persons per day.

## **Future Levels of Homelessness**

One of the requirements of the Homelessness Act 2002 is for local authorities, in reviewing the homelessness situation in the district, to assess future levels of homelessness.

## **Impact of Welfare Reform**

The direct impact of welfare reform and homelessness are currently unknown. Anecdotally there are suggestions that it will lead to increased homelessness as households are unable to afford increased rents created by access bedrooms in their accommodation or reductions in housing benefit. Additionally the introduction of Universal Credit could result many landlords no longer receiving safeguarded payments and in turn lead to rent arrears and eviction.

## **Supported Housing**

This review requires that we consider all current activities which contribute to the provision of support for people in the city who are, or who may become homeless and people in the city, who have been homeless and need support to prevent them from becoming homeless in the future.

The Housing Related support service aims to ensure an ever improving range of housing related support services to the benefit of the most vulnerable sectors of the community. The annual budget for Peterborough is £2.3million.

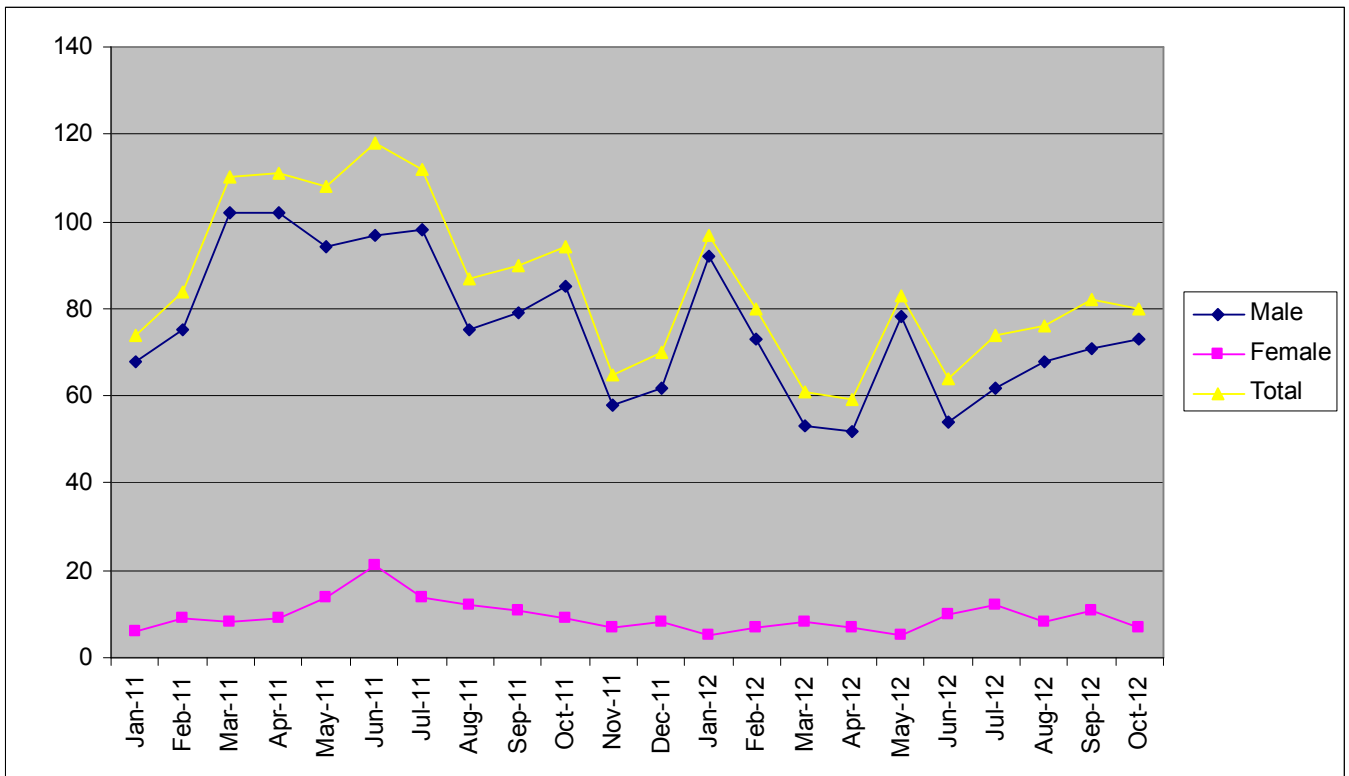
## New Haven Night Shelter

The New Haven Night Shelter is the city's direct access hostel. The shelter is owned and managed by Axiom Housing Association and provides temporary accommodation for single homeless persons. There are 17 bed spaces within the shelter. During 2011/12 the most frequent reasons for homelessness were; eviction from private sector tenancy, relationship breakdown and friends no longer willing to accommodate.

The shelter is usually full and during 2010/11 there are only 4 voids recorded and in 2011/12 2 voids recorded. All these voids were due to late departures.

The majority of persons accessing the shelter are supported into private rented sector accommodation by the Homeless Hostel Resettlement Officer.

**Graph 8: Single presentations mad at the New Haven Night Shelter between January 2011 and October 2012\***



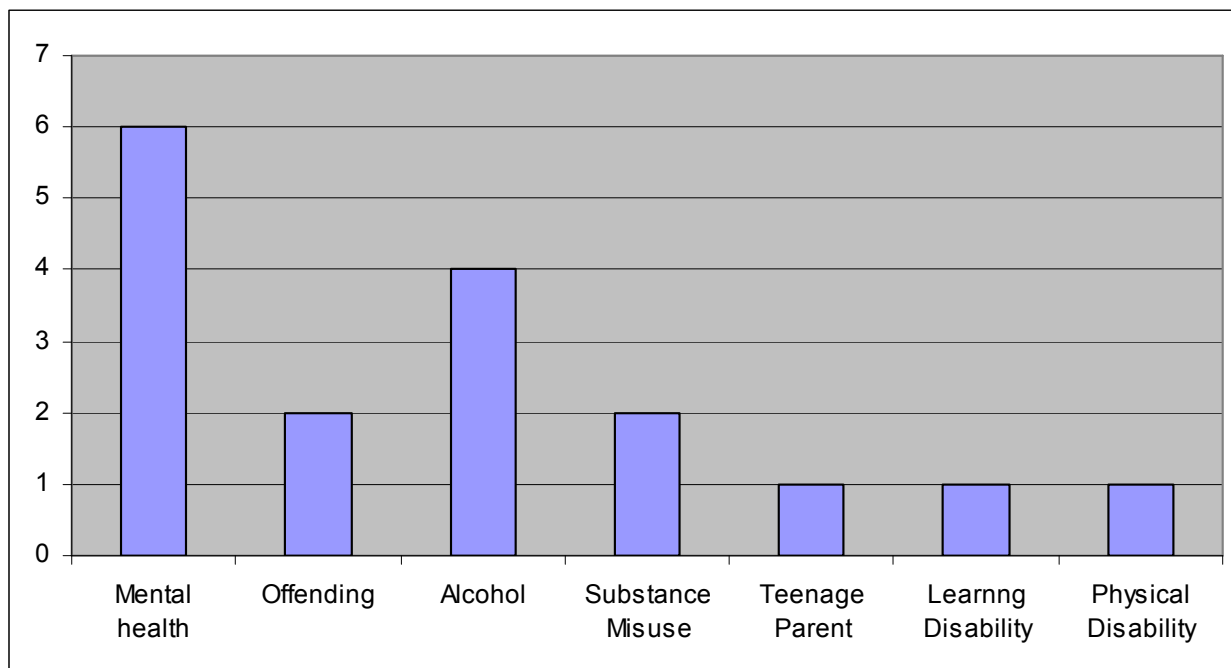
\* persons may have presented on more than one occasion

The demand is high for bed spaces at the shelter. Persons are often turned away before they are able to secure a bed.

## Fairview Court

Fairview Court is a supported housing project for people who have previously experienced tenancy failure. The project provides support for 17 people aged 17 +. The project through the support of partner agencies empowers people to move forward through training, support, and key working individuals to enable them to move through the support stages and into sustainable long term accommodation.

**Graph 9: Snapshot of resident's primary support needs in November 2012**



The majority of residents in Fairview Court were receiving support for their poor mental health.

### Hope into Action

Hope into Action provides houses for the homeless in partnership with local churches. They train and enable churches to engage with and mentor those living in the house, whilst providing the necessary professional support. Hope into Action currently have 12 houses and accept referrals from agencies in the city including; Peterborough Streets, Housing Needs and HMP Peterborough.

### Temporary Accommodation

At present there are a number of households in temporary hostel accommodation and a small number of households are placed in bed and breakfast accommodation. The Council believes that the use of bed and breakfast is unsuitable and is only used as emergency provision. The Government identifies a particular difficulty for families with children staying in bed and breakfast accommodation. Therefore it has set a target that, except when urgent, that is where the housing authority has less than 21 days notice of impending homelessness, no families with children should be placed in bed and breakfast accommodation after 31st March 2004. At the time of the report<sup>2</sup> the different forms of temporary accommodation in use and the numbers of households are as follows

- Bed and Breakfast: 8 households
- Hostel accommodation: 75 households

## 10 The Way Forward

Peterborough City Council is committed to preventing and relieving homelessness as well as improving partnerships with service providers in all sectors. The Housing Needs Service recognise that in order to provide a cost-effective and responsive service the Housing Needs team cannot achieve this in isolation. We need to continue to deliver our services in partnership with our statutory and voluntary partners.

<sup>2</sup> 1<sup>st</sup> February 2012

The multi-agency Homelessness Strategy Steering Group will be key to the development of the new draft Homelessness Strategy. Whilst the Local Authority recognises the need to lead on the draft Homelessness Strategy it also acknowledges that the success of the Strategy will only be achieved through shared ownership and a joint approach.

The key findings of this review will be feed into the development of the Draft Homelessness Strategy 2013- 2018.

## **11 Key Findings**

### **Support Services**

- Housing Advice is delivered by the Housing Needs Service, Citizens Advice Bureau and Peterborough Streets.
- The majority of clients prescribed by Aspire Drug Services are renting accommodation in the private rented sector.
- The majority of clients in structured treatment services with Aspire are renting accommodation in the private rented sector.

### **Resettlement Support**

- There is very little resettlement support provided to people moving on from hostels or temporary accommodation to prevent the loss of tenancy, and the cycle of homelessness.

### **Provision of Support**

- Homeless persons access health services at the NHS Walk In and at GP service at 63 Lincoln Road.
- Mental health services are unable to assess rough sleepers.
- Floating support is needed for people who do not fit into specific support categories.
- There is a need for more training, volunteering and education to give homeless persons a purpose.

### **Temporary Accommodation**

- The number of applicants is temporary accommodation during October and December 2011 is lower than one regional local authority.

### **Information and Advice**

- Partner agencies identified delays in the processing of housing benefit contributing to homelessness.
- Partner agencies reported GP letters are costly reported up to £150 there is a need for a city wide agreement to reasonable charges.
- The city needs a more accessible credit union to enable more private sector landlords to consider homeless households.

### **Preventing Homelessness**

- Mortgage Rescue Service is essential in preventing homelessness amongst homeowners.
- Partner agencies reported homeless prevention could be increased by generic floating support.
- There is a need for more education in schools with regard to homelessness, and prevention.

### **Access to accommodation**

- Peterborough Strategic Tenancy policy ensures that rents remain affordable.
- There is a high demand for social housing in the city.
- The draft Allocations policy will restrict new applicants to the housing register whilst reducing the number of applications.
- The majority of applicants on the housing register require a one bedroom property.
- The majority of applicants on the housing register will never receive an offer of accommodation

- A total of 20.5% of all letting through the housing register are made to homeless households.
- The percentage of applicants accepted by Peterborough City Council is marginally higher than other regional local authorities.
- Single Homeless Officer has been successful in assisting 82 people into accommodation while supporting them during the early stages of their tenancy.
- The majority of homeless persons aged 60 years and over are assisted into sheltered accommodation through an offer from the housing register.
- One of the identified barriers to private sector accommodation is the large housing benefit delays.
- Persons with a poor housing history often end up in poor quality accommodation.
- There is a considerable waiting list for Peterborough Foyer.

### **Sufficient Accommodation**

- There is a need to secure that sufficient accommodation is available for people who are, or who may become homeless.
- There are no accommodation services for persons who are chronically excluded.
- There is an identified concern raised by partners over decrease in accommodation due to Universal Credit.

### **Private Rented Sector Accommodation**

- Rent Deposit Scheme is essential to enable the continued access to the PRS.
- Mortgage Rescue Service is essential in preventing homelessness amongst homeowners.
- Childless couples presenting as homeless are usually assisted into the private rented sector.

### **Homelessness**

- Welfare Reform will impact on the number of persons unable to meet their housing costs.
- Peterborough City Council has seen an increase in the number of homeless applications in 2011/12.
- The majority of homeless applications made to Peterborough City Council are from homeless families.
- The number of not eligible decisions made remain constant from 09/10 until the third quarter of 12/13.
- The number of intentionally homeless decisions has decreased over the last quarter.
- The number of applicants that Peterborough City Council had a full housing duty to assist has decreased over the last quarter.
- There has been a small increase in the number of persons found to be non priority homeless.
- The most frequently reported reason for households presenting as homeless to Peterborough City Council is 'parents no longer willing to accommodate.'
- The second most frequently recorded reason for households presenting as homeless is 'other relatives or friends no longer willing to accommodate.'
- The third most frequently recorded reason for households presenting as homeless is 'termination of AST (private).'
- The rough sleeper estimate for Autumn 2012 identified 12 rough sleepers.
- The Rough Sleeper Outreach Officer has continued to reduce rough sleeping.
- Court Desk identified approximately 50% of all claims are linked to housing benefit delays.

### **Repeat Homelessness**

- There is no data available on the number of households experiencing repeat homelessness due to lack of data. More robust recording systems need to be established.

### **Partnership working**

- There are identified delays in the processing of the payment of housing benefit.

- Partners suggested of small part of PCC's rent deposit is given to the accommodation provider and recycled.

### **Effective Partnerships**

- There is a need for joint protocols and partnerships to be strengthened between housing and adult social care to further enable homeless persons to be supported.

### **Linking with other strategies**

- There is a need for the homeless Strategy to link in with all appropriate strategies including health, housing, education and community safety.

## **12 Recommendations**

The Homelessness Strategy will be informed by the findings of the Homelessness Review. The key areas that the Homelessness Strategy needs to consider are:

### **The prevention of homelessness**

To develop services to ensure that sufficient accommodation is and will be available for people who are, or who may become homeless

To secure that there is satisfactory provision of support for people who are or who may become homeless again.

To promote and maximise the Mortgage Rescue Scheme through the Housing needs team.

There is a need to develop prevention initiatives to respond to the main causes of homelessness.

### **Accommodation for chronically excluded persons**

There is a need to develop accommodation for this group.

### **Repeat Homelessness**

We cannot demonstrate the number of households experiencing repeat homelessness due to lack of data. Robust recording systems need to be established to show levels of repeat homelessness.

### **Support Services**

Training, education and volunteering opportunities for homeless persons need to be developed.

Explore options for generic floating support services to be developed to prevent homelessness.

### **Housing Benefit**

There is a need to explore reasons for housing benefit delays and develop solutions.

### **Health Services**

Research needs to be carried out to assess the feasibility of a city wide agreement for GP information letters for homeless persons.

### **Information Services**

There is a need to consider introducing homelessness education sessions in schools.

### **Access to accommodation**

Consideration needs to be given to developing services to respond to the one bedroom need identified through the Housing Register.

There is a need to explore alternative ways for the rent deposit scheme finances to be maximised

**Effective Partnerships**

There is a need for joint protocol and partnership to be further developed between housing and HMP Peterborough.

**Provision of Support**

There is a need for adequate support for people who are, or who may become homeless.

**Bed and breakfast accommodation**

Bed and breakfast accommodation should continue to be used as emergency accommodation only.

**Sufficient Accommodation**

- There is a need to secure that sufficient accommodation is available for people who are, or who may become homeless.

**Resettlement Support**

- Support services need to be mapped and where possible there needs to be a focus on tenancy support and homelessness prevention.
- Floating support is needed to prevent the impact of welfare reform.

**Rough Sleepers**

- There is a need for mental health services to be developed to enable rough sleepers to be assessed.

**Linking with other strategies**

- There is a need for the homeless Strategy to link in with all appropriate strategies including health, housing, education and community safety.

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The Homelessness Strategy  
2013 – 2018

Draft

## 1.0 Visions and Strategic Aims

**Our Vision is: To prevent and respond to homelessness by ensuring that we provide a range of effective targeted services that respond to our customer needs**

We have 4 key strategic aims:

### **Strategic Aim 1 – Preventing and relieving homelessness through a robust partnership approach**

We are aware that in order to provide cost-effective and responsive services we cannot work in isolation. We will deliver our services in partnership with our voluntary and statutory sector partners to provide the best possible solutions.

### **Strategic Aim 2 - Increasing access to accommodation**

We will continue to maximise the opportunities for differing accommodation choices for homeless persons and person threatened with homelessness and continuing to increase the accommodation choices available persons in housing need.

We will continue to develop and deliver a suitable private rented sector offer for all client groups that includes support for both clients and landlords. We need to ensure that those most affected by the welfare reforms are able to access a range of accommodation solutions and we will make best use of the private rented sector.

### **Strategic Aim 3 – Reduce and prevent rough sleeping**

Rough sleeping is the most visible form of homelessness and where people are the most vulnerable. We will continue to build on our partnership approach to reducing and relieving rough sleeping. This work will include projects that will enable the city to deliver the No Second Night Out principles.

### **Strategic Aim 4 – Promoting settled lifestyles and sustainable communities**

Ensuring that homeless households are given the support to resettle within the community and thrive through purpose and encouragement.

## 2.0 Introduction

This is our third refresh of the Homelessness Strategy and sets out the strategic aims for Peterborough City Council and its partners for tackling and preventing homelessness between 2013 and 2018.

The strategy has been developed within the context of national and local issues and identifies four strategic aims that will drive forward the homelessness agenda in the coming years in Peterborough.

The 2002 Homelessness Act placed a duty on local authorities to develop a Homelessness Strategy and to renew this every five years.

The previous Homelessness Strategy published in 2008 made an important contribution to both tackling and preventing homelessness in Peterborough. The strategy built on partnership working whilst maximising homeless prevention opportunities and contributed to an increase in homeless preventions.

The key achievements from the 2008 Strategy include;

- Mortgage Rescue Scheme established and assisted 27 households who would have become homeless without intervention.
- Multi-Agency rough sleeping Task and Targeting Group established in April 2010.
- All homeless persons provided with information on where they can register with a GP.
- Framework established for Unlawful Evictions and 3 successful convictions achieved.
- Rough Sleeper database established with multi-agency viewing rights.
- Tenancy Relations Officer post created and recruited to.
- 2010 Temporary Accommodation target action plan created and implemented.
- Notification system established to notify the Local Education Authority (LEA) within 10 working days when children in temporary accommodation are not attending school.
- Continued prevention of homelessness with partners
- Waiting times reduced by new delivery of Housing Needs Service.
- All homeless persons attending the Housing Needs service are signposted to Peterborough Streets Day Centre and other support services.

This strategy will build on our achievements whilst strengthening our partnerships and seek to address our new challenges.

With the 2002 Homelessness Act, the government made homelessness prevention a priority by providing increased funding to tackle homelessness, setting challenging targets for prevention and placing requirements on local housing authorities to produce Homelessness Strategies. The Homelessness strategy was to be informed by a review of performance, current service provision and estimated future need. The Act stated that the focus of these strategies was to be on prevention measures, as well as emphasising the importance of offering advice to all people in housing need.

There are a number of National strategies and guidance that have helped to shape this Homelessness Strategy these include:

**Making every contact count: A joint approach to preventing homelessness (2012)** sets ten local challenges for housing authorities to ensure that every contact local agencies make with vulnerable people and families really counts to ensure that we prevent households, regardless of household make up from reaching a crisis point where they are faced with homelessness.

**Sustainable Communities: settled homes; changing lives (2005): Homelessness Prevention**, reduction in the use of temporary accommodation by 50% by 2010, from 2010 B&B no longer suitable for 16/17 year olds.

**Sustainable Communities: Homes For All (2005): Choice Based Lettings schemes** in all local authorities in England by 2010.

**Making Every Adult Matter (MEAM)**, September 2009

**Tackling Homelessness (2006)**: recognises the role of registered providers of social housing in preventing homelessness through partnership working, sustainable communities, allocation and management policies and better use of existing stock.

**No One Left Out: Communities Ending Rough Sleeping (Nov 2008)**: aimed to end rough sleeping in UK for more than one night by 2012.

**No Second Night Out**. This government plan sets out six joint commitments to ensure multi agency working to give local people the tools to tackle rough sleeping and put an end to second nights out on the street.

We have embraced homelessness prevention and have made considerable progress with developing tools and services that are able to maximise our opportunities to prevent homelessness. During 2011/12 we prevented homelessness for 206 households and relieved homelessness for 48 households.

We will continue to build on our partnerships and will develop innovative ways to deliver services and prevent homelessness alongside addressing the impact of Welfare Reform.

On the 8th March 2012 the Welfare Reform Act received Royal Assent. The Act legislates for the biggest changes to the welfare system in over 60 years. Many of these changes will have an impact on homelessness and homelessness prevention;

- 1 **The move towards a Universal Credit** - Direct payments to landlords will cease. This will result in landlords having no guarantee that rent will be paid and will directly impact of the numbers of private sector landlords willing to consider claimants alongside a possible increase in rent arrears that may lead to eviction and homelessness.
- 2 **Restricting payments for people below the age of 35 years old** -Persons under the age of 35 years old will only be able to claim assistance to the level of shared room rate. This will mean that many young people leaving home for the first time will only be able to access shared accommodation. There will be an additional pressure on services working to house single people in the private rented sector as there are issues with supply and quality of this type of accommodation.
- 3 **Capping of total benefit received per household** – The benefits cap will be implemented across the country by October 2013 and will see total amount of benefit awarded to non working households capped at no more than £26,000 per annum. Larger families may see an unexpected reduction in their income, which in turn will affect there ability to meet their housing costs.
- 4 **Capping of Local Housing Allowance** - Could make households in receipt of benefits less attractive to landlords and could place strain on residents in areas of high rent who may choose to move to places like Peterborough because we are considered more affordable.
- 5 **Linking Housing Benefit entitlements for social housing tenants to the number of bedrooms needed per household for working age persons** - Tenants within the social housing sector who are under occupying their homes will have a reduction applied to their housing benefit entitlement. Households will have to meet this reduction form their other income. This could lead to an increase in rent arrears, eviction and homelessness.
- 6 **Up-rating Local Housing Allowance in line with the Consumer Price Index instead of the Retail Price Index** - This may mean that benefit claimants entitlement may not increase in line with the average rents in the city therefore reducing the number of affordable properties available in the private rented sector.
- 7 **Ceasing of Council Tax Benefit** - As part of Localism enabling Local Authorities to develop their own discount schemes with protection for pensioners. Leaving some vulnerable groups who have not previously paid any council tax with a bill.

All the above could place additional strain on the Housing Needs Department. whilst households struggle to cope with their income reductions and struggle to meet their housing costs. Additionally, public spending cuts, changes to Housing Allocation to reflect localism, the introduction of affordable

rents, new forms of tenure and the impact of un-ring fenced supporting people funding and imminent reductions that this will bring offer further challenges for the delivery of services. We will continue to monitor the impact of these changes through the Homelessness Strategy Steering Group and when necessary update the Strategy to tackle the impacts.

**Changes to the homelessness duty** – In November 2012, as a result of the Localism Act 2011, the law changed and gave Council's the power to discharge their homelessness duty into suitable accommodation with a private landlord.

However, in order for the offer to be considered suitable the property and landlord must meet certain minimum standards.

The Council must be of the view that the accommodation is in a reasonable physical condition; that the landlord has taken reasonable fire safety precautions; has taken reasonable precautions to prevent the possibility of carbon monoxide poisoning in the accommodation; the landlord is a fit and proper person; the property has a valid energy performance certificate (EPC) and gas safety certificate and that the tenancy is for a minimum fixed term of 12 months.

Where applicants become homeless again within two years, the duty will be retained by the original authority.

This homelessness strategy fits with the overall housing strategy framework

**Strategic Aim 1** - Prevent homelessness and reduce levels of homelessness against the main causes for presentations through evidence based research and resource allocation

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Deliver early intervention to prevent homelessness	1.To increase the number of households were homelessness is prevented by advice	Increase in number of homelessness preventions annually reported in P1E return		On-going	Housing Needs Team  Carole Wheatley – Information & Data Officer
Develop self- help tools for those able to turn information into action.	1. Utilise websites and kiosks in the customer service centre to provide information relating to private sector landlords, social housing, tenant and landlord rights, direct access hostels, supported accommodation and homelessness.  2. Develop information pages for non-priority homeless persons	Self help tools created and available on the website and Customer service centre kiosks.  An increase in the numbers of people accessing the website self help tools and CSC kiosks.		December 2013  Annually	Serco ICT  Sean Evans – Housing Needs Manager  Carole Wheatley – Information & Data Officer  Rob Smith – Review & Procedures Officer
Continue to provide assistance to single homeless persons	1. Investigate Funding Opportunities to maintain the current Single Homeless Project Officer Role.  2. Demonstrate effectiveness of the role in order to support bid for funding of role by producing report to show number of single persons supported into accommodation and employment since 2012	Continued funding for role agreed or roles and responsibilities of the Single Homeless Project Officer are distributed amongst the remaining members of the Housing Needs Team		March 2013	Sarah Hebblethwaite – Deputy Housing Needs Manager  Jurga Tonkuniene – Single Homeless Project Officer  Serco - Housing Benefit Partners

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
<p>Work with RSL partners to develop an action plan to minimise homelessness as a result of welfare reform and the introduction of universal credit</p>	<ol style="list-style-type: none"> <li>1. Establish working group through the Financial Inclusion Forum.</li> <li>2. Carry out research to establish jam jar scheme.</li> <li>3. Set up jam jar scheme for RSL tenants in receipt of welfare benefits.</li> </ol>	<p>Working group established by October 2012.</p> <p>Complete Research by November 2012</p> <p>Establish jam jar scheme prior to the introduction of universal credit</p>		<p>October 2012</p> <p>March 2013</p> <p>March 2013</p>	<p>Leonie McCarthy – Social Inclusion Manager</p> <p>RSL partners</p> <p>Financial Inclusion Forum</p> <p>Sharon Malia – Housing Programmes Manager</p>
<p>Improve partnership working, joined up services, communication and understanding at operational level.</p>	<ol style="list-style-type: none"> <li>1. Develop a joint training programme for front line staff.</li> <li>2. Ensure all forums and meetings focus on improving communication, dispelling myths, joint working and assessing good practice.</li> </ol>	<p>Establish a rolling training program for all partners.</p> <p>Encourage front line teams in customer services and children's services to introduce new starters to housing to gain an understanding of the systems and practices.</p> <p>Attendance at all housing related meetings.</p>		<p>October 2013</p> <p>Ongoing</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Sean Evans – Housing Needs Manager</p> <p>Rob Smith – Review &amp; Procedures Officer</p>

## Develop specific projects to tackle the main causes of homelessness

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
<p>Reduce number of homeless presentations as a result of private landlords taking possession through s.21 accelerated procedure to end of an Assured Shorthold Tenancy</p>	<ol style="list-style-type: none"> <li>1. Produce questionnaire to establish reasons for evictions, etc.</li> <li>2. Contact Court to establish top 10 private sector landlords applying for possession orders.</li> <li>3. Distribute questionnaires to Top 10 and through the Landlords Forum</li> <li>4. Responses collated and key findings used to develop prevention tools.</li> </ol>	<p>Questionnaire produced by June 2013.</p> <p>Details obtained from the court.</p> <p>Questionnaires sent by September 2013</p> <p>Findings recorded and reported produced with recommendations for the development of prevention tools.</p>		<p>June 2013</p> <p>May 2013</p> <p>September 2013</p> <p>November 2013</p>	<p>Carole Wheatley – Information &amp; Data Officer</p> <p>Gareth Brighton – HNO Tenancy Relations</p> <p>Private Sector Landlords</p>
<p>Provide tailored advice to homeowners at risk of homelessness Reduce the number of homeless presentations due to mortgage arrears.</p>	<ol style="list-style-type: none"> <li>1. Continue to maximise the Governments Mortgage Rescue Scheme</li> <li>2. Develop systems to identify households at risk of homelessness due to mortgage arrears at an early stage</li> <li>3. Develop the role of a Housing Needs Officer specialising in mortgage advice.</li> </ol>	<p>Promote the Governments mortgage rescue scheme amongst partners and increase uptake by 20% until the scheme ceases</p> <p>Develop procedures for dealing with pre action notifications received from mortgage lenders to engage with households before possession action in the courts is taken</p> <p>Provide training to the mortgage specialist to assist clients in exiting homeownership where homelessness prevention is not possible</p>		<p>Annually</p> <p>October 2013</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Hayley Flaxman – HNO Mortgage Specialist</p> <p>Rob Smith – Review &amp; Procedures Officer</p>



Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Reduce the number of homeless presentations due to parents no longer willing to accommodate.	<ol style="list-style-type: none"> <li>1. Develop literature to dispel myths with regard to youth homelessness</li> <li>2. Work with supported housing providers to maximise opportunities for young people to access accommodation</li> <li>3. Work with voluntary sector organisations to support a bid to re-establish education in schools programme</li> <li>4. Work with social services to develop a protocol to ensure all 16/17 year olds who present to the authority are dealt with via joint assessment process at the point of crisis</li> </ol>	<p>Literature produced and distributed.</p> <p>Develop referral processes and pathways to ensure appropriate allocations of accommodation at supported housing projects</p> <p>Appropriate bids supported and funding used to deliver education in schools.</p> <p>Protocol created and implemented.</p>		<p>January 2014</p> <p>On-going</p> <p>October 2013</p> <p>March 2013</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Peterborough Foyer</p> <p>YMCA Timestop</p> <p>Voluntary sector</p> <p>PCC Children services</p> <p>Education services</p> <p>Connexions</p> <p>Sean Evans – Housing Needs Manager</p>
Review the prison release procedure to maximise the opportunities to prevent homelessness	<ol style="list-style-type: none"> <li>1. Investigate number of applications to join the housing register from HMP Peterborough</li> <li>2. Investigate the total number of homeless presentations following release from HMP Peterborough</li> <li>3. Work with HMP Peterborough to develop a procedure for persons due to be released with no fixed abode</li> <li>4. Draft, agree and implement prison discharge protocol</li> </ol>	<p>Report demonstrating demand on housing services from HMP Peterborough produced</p> <p>Procedure for NFA persons agreed and implemented.</p> <p>Protocol implemented.</p> <p>A reduction in the number of homeless presentations from people leaving prison with no local connection with Peterborough or without accommodation.</p>		<p>May 2013</p> <p>June 2013</p> <p>August 2013</p> <p>September 2013</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>HMP Peterborough</p> <p>The One Service</p> <p>Hope into action</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Take steps to reduce the number of homeless presentations due to friends and relatives no longer willing to accommodate	<p>1. Integrate home visits into the process of taking a homeless application.</p> <p>2. Consider options for developing a bond scheme for this particular client group to enable them to move directly into private sector accommodation.</p>	<p>Integrated visits established.</p> <p>Bond Scheme implemented.</p> <p>Reduction in the number of homeless presentations due to friends and relatives no longer able to accommodate.</p>		<p>October 2013</p> <p>January 2014</p>	<p>Sarah Hebblethwaite - Deputy Housing Needs Manager</p> <p>Voluntary Sector</p>

Promotion of prevention of homelessness through an effective Housing Needs Service and a strengthened safety net.

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Take steps to reduce the number of homeless presentations due to hospital discharges.	<p>1. Refresh, agree and implement Hospital Discharge Protocol.</p> <p>2. Stop Hospital discharges to Bayard Place</p>	<p>Hospital Discharge Protocol implemented</p>		<p>October 2013</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Peterborough City Hospital</p> <p>CPMHT</p> <p>Jeanette Gibson – Housing Medical Advisor</p> <p>Adult Social Care</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Research the development of an eviction prevention fund using funds from Homelessness Grant to prevent families becoming homeless.	<ol style="list-style-type: none"> <li>1. Carry out research to establish average level of rent arrears for families presenting as homeless.</li> <li>2. Project cost of piloting scheme to provide interest free loan to repay rent arrears and stay in current accommodation.</li> <li>3. Present cost of establishing scheme against cost of accommodating in temporary accommodation.</li> <li>4. Establish scheme.</li> </ol>	<p>Research completed.</p> <p>Report produced with clear recommendations.</p> <p>Scheme established.</p> <p>Reduction in homeless presentations and use of temporary accommodation.</p>		<p>May 2013</p> <p>December 2013</p> <p>January 2014</p> <p>March 2014</p>	<p>Sarah Hebblethwaite - Deputy Housing Needs Manager</p> <p>Carole Wheatley – Intelligence &amp; Data Officer</p>
Carry out quarterly Mystery shopper exercise of the Housing Needs Service.	<ol style="list-style-type: none"> <li>1. Work with partner agencies to carry out quarterly mystery shopper exercise.</li> <li>2. Utilise results of mystery shopping experience to improve service</li> </ol>	<p>Mystery shopper exercises completed.</p> <p>Effective Housing Needs Service.</p>		Ongoing	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Partner Agencies</p>
Research reasons for repeat homelessness and develop an action plan to work to reduce levels	<ol style="list-style-type: none"> <li>1. Analyse applications and produce report for the reasons of repeat homelessness within the last 12 months.</li> <li>2. Develop action plan</li> </ol>	<p>Reasons for repeat homelessness established</p> <p>Action plan developed</p> <p>Repeat Homelessness numbers reduced</p>		April 2014	<p>Sean Evans – Housing Needs Manager</p> <p>Carole Wheatley – Intelligence &amp; Data Officer</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Review staff training and requirements for all Housing Needs staff and develop staff training plan	<ol style="list-style-type: none"> <li>1. Review individuals training history and training needs.</li> <li>2. Establish individuals training plan.</li> </ol>	Training identified and completed by all staff.		Ongoing	Sean Evans – Housing Needs Manager  Rob Smith – Review & Procedures Officer
Invest time and resources into regional and national joint working through appropriate representation.	<ol style="list-style-type: none"> <li>1. Attend Regional Homelessness meetings.</li> <li>2. Attend national and regional seminars.</li> <li>3. Work with Homeless Link to ensure knowledge of national and regional good practice.</li> </ol>	Attendance at both regional meeting and national and regional seminars.  Good practice used to shape Housing Needs service.		Ongoing	Sean Evans – Housing Needs Manager  Sarah Hebblethwaite - Deputy Housing Needs Manager
Promote homelessness prevention as the cornerstone of the Housing Needs Service and & maximise prevention opportunities through utilisation of the available homelessness prevention grant	<ol style="list-style-type: none"> <li>1. Maximise opportunities to prevent homelessness by Housing Needs staff utilising Homelessness Prevention Fund in innovative and creative ways.</li> <li>2. Promote homelessness prevention amongst other council departments and partners</li> </ol>	Reduction in homeless presentations.  Homelessness Prevention Fund utilised to prevent homelessness.		Ongoing	Sean Evans – Housing Needs Manager  Sarah Hebblethwaite - Deputy Housing Needs Manager  All Housing Needs Officers

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Carry out a review of the current homelessness prevention tools and their effectiveness	<ol style="list-style-type: none"> <li>1. Map prevention tools and impact on reducing homelessness through statistical data.</li> <li>2. Produce report to highlight effective prevention tools.</li> <li>3. Utilise report to identify gaps and further develop current prevention tools.</li> </ol>	<p>Report produced outlining impact of prevention tools.</p> <p>An increase in homelessness prevention by utilising prevention tools.</p>		<p>October 2013</p> <p>January 2014</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Carole Wheatley – Intelligence &amp; Data Officer</p>
Maximise opportunities for persons accessing private rented sector accommodation	<ol style="list-style-type: none"> <li>1. Promote and develop Rent Deposit Scheme.</li> <li>2. Work with Peterborough Streets to maximise referrals of single persons to Crisis Private Rented Sector scheme.</li> <li>3. Work with partners to make best use of funding sources</li> </ol>	<p>Increase in the number of Rent Deposits awarded.</p> <p>Increase in the number of persons assisted by Peterborough Streets.</p> <p>Increase in the number of persons accessing the private rented sector.</p>		<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Sarah Hebblethwaite - Deputy Housing Needs Manager</p> <p>Peterborough Streets</p> <p>Axiom Housing Association</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
<p>Ensure applicants experiencing difficulties in meeting their housing costs are able to access appropriate specialist advice</p>	<ol style="list-style-type: none"> <li>1. Map current debt advice provision available in the city and analyse referral data</li> <li>2. Investigate the possibility of prioritised advice for those who are threatened with homelessness within the next 28 days because of debt management issues</li> <li>3. Consider funding where necessary to facilitate prioritised debt advice.</li> <li>4. Produce an information leaflet for service users to advise what is available and where</li> <li>5. Ensure all clients experiencing financial difficulties are referred to debt advice service.</li> </ol>	<p>Increase in the number of clients accessing debt advice services.</p>		<p>April 2014</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Hayley Flaxman – Housing Needs Officer</p> <p>Citizens Advice Bureau</p> <p>Salvation Army</p>
<p>Take appropriate steps to ensure the removal of the eligibility for the 1 bedroom LHA rate for people aged between 25 – 34 does not lead to an increase in homelessness.</p>	<ol style="list-style-type: none"> <li>1. Establish who is affected by the LHA reforms.</li> <li>2. Communicate with those affected and invite them to make contact with the service for advice and assistance.</li> <li>2. Create and maintain a list of hostels that meet the DWP guidance to be excluded from housing benefit reforms.</li> </ol>	<p>Affected clients register established</p> <p>All affected claimants written to or visited</p> <p>List produced</p>		<p>April 2014</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Sarah Hebblethwaite - Deputy Housing Needs Manager</p> <p>All Housing Needs Officers</p> <p>Serco – Housing Benefits</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
<p>Work with partner RSL's and private sector landlords to develop a tenant at risk panel to identify at earliest opportunity vulnerable tenants at risk of homelessness.</p>	<ol style="list-style-type: none"> <li>1. Establish a working group including RSL's and key private sector landlords in the city.</li> <li>2. Develop procedures to increase opportunities to prevent homelessness.</li> <li>3. Utilise information through a Task and Targeting working group.</li> <li>4. Pilot procedures for 3 months and review.</li> </ol>	<p>At risk panel established.</p> <p>Maximise opportunities for preventing homelessness.</p> <p>Pilot project established</p>		<p>December 2014</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Gareth Brighton – HNO – Tenancy Relations</p> <p>RSL partners</p> <p>Private Sector Landlords</p> <p>Sarah Scase – HNO – Rough Sleeper Outreach</p>
<p>Work with RSL partners to develop a training flat for those who have experienced previous tenancy failure.</p>	<ol style="list-style-type: none"> <li>1. Contact LA's and Homeless Link to establish good practice when setting up training flat.</li> <li>2. Investigate outcomes from MEAM training flat in Cambridge.</li> <li>3. Establish a working group including partner agencies and RSL's to develop training flat.</li> </ol>	<p>Pathway developed for those who are excluded from accommodation because of behaviour or previous tenancy sustainment issues</p> <p>Accommodation and support is available for vulnerable persons whose behaviour does not meet social norms and who are currently excluded from hostels.</p> <p>MEAM flat established.</p>		<p>March 2013</p> <p>December 2013</p> <p>January 2013</p>	<p>Sarah Hebblethwaite - Deputy Housing Needs Manager</p> <p>RSL partners</p> <p>CPMHT</p> <p>Housing Related Support</p> <p>Adult Social Care</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Develop a preventative approach and challenges through education programme.	<ol style="list-style-type: none"> <li>Investigate funding streams to enable voluntary sector organisation to bid to deliver schools program.</li> <li>Support voluntary sector to submit bid for funding.</li> </ol>	Funding stream identified and voluntary sector bid supported		Ongoing	Sarah Hebblethwaite – Deputy Housing Needs Manager  Serco – Central Funding Team  All Voluntary Sector partners
Utilise the media to maximise opportunities to prevent homelessness, Publicise welfare reform, the Housing register, and the Private rented sector	<ol style="list-style-type: none"> <li>Work with the media team to establish a plan for promoting homelessness prevention, welfare reforms, housing register, and the options within the private rented sector.</li> <li>Update the PCC website to display all the required information</li> <li>Investigate the possibility of advertising accredited private landlords properties through the PCC housing needs website pages</li> </ol>	Working relationship established with local media to promote homelessness prevention.		Ongoing	Sean Evans – Housing Needs Manager  Christine Spooner – Homeless Link  PCC Media Team
Explore options for Housing Needs Service to utilise part of DHP pot as homelessness prevention tool.	<ol style="list-style-type: none"> <li>Research good practice with regard to utilising DHP pot to prevent homelessness.</li> <li>Ensure that Housing Needs contributes to the review and development of the DHP policy.</li> </ol>	DHP pot used to prevent homelessness.		October 2013	Sean Evans – Housing Needs Manager  Christine Spooner – Homeless Link  Serco – Housing Benefit



Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Raise awareness of Impact of welfare benefit reforms and discharging of duty into the private rented sector.	1. Deliver information workshop to partner agencies.	Information workshops delivered. Dispel myths.		Ongoing	Ruth Price, Sarah Morrison – Housing Needs Officers
Set up and facilitate quarterly Homelessness Strategy review & steering group meetings	1. Facilitate Homelessness Strategy Steering Groups on a quarterly basis.	Strategy Steering Groups delivered.		Ongoing	Sarah Hebblethwaite – Deputy Housing Needs Manager
Promote homelessness prevention on a strategic level with partner RSL's through the CBL Operations Board	1. Continue to develop prevention agenda through the RSL partners Operations Board 2. Develop and implement prevention protocols with all partners	A reduction in RSL arrears, tenancy failure		Ongoing	Sean Evans – Housing Needs Manager RSL Partners

**Strategic Aim 2** - Maximise the opportunities for differing accommodation choices for persons seeking accommodation.

To continue to increase the accommodation choices available to persons in housing need.

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Maximise use of the Care & Repair service to assist people to remain in his home	1. Continue to utilise Care and Repair as a homelessness prevention tool.	Increased take up of scheme.		Ongoing	Sean Evans – Housing Needs Manager  Janette Gibson – Housing Needs Medical Advisor  Russell Carr – Care & Repair Manager
Mortgage Scheme for first time buyers	1. Maximise opportunities for first time buyers to access Lloyds TSB Mortgage Scheme through promotion of scheme as a 'real' option.	An increase in the number of first time buyers accessing Lloyds TSB Mortgage Scheme.		Ongoing	Hayley Flaxman
Research alternatives to the rent deposit scheme in order to maximise the available funds to assist as many households as possible.	1. Carry out research to establish good practice.  2. Produce report highlighting savings to make alongside costs for administering Bond Scheme.  3. Identify and implement appropriate scheme.	Research carried out and report produced.  Bond Scheme established.		December 2013  February 2014  August 2014	Sarah Hebblethwaite – Deputy Housing Needs Manager

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Develop relationships with private sector landlords.	1. Improve relations with private sector landlords through education delivered by Tenancy Relations Officer. 2. Ensure attendance at the Housing benefit private sector landlords forum & the quarterly NLA meetings. 3. Carry out survey with private sector landlords to establish barriers and suitable solutions in encouraging them to rent to households who may be in receipt of benefit.	Increase in the number of private sector landlords working with the Housing Needs service.		April 2014 April 2013 December 2014	Gareth Brighton – HNO Tenancy Relations Private Sector Landlords
To promote and support Empty Homes Strategy	1. Work with Empty Homes officer to maximise opportunities for bringing empty homes back into use.	Increase in the number of empty homes brought back into use annually.		Ongoing	Adam Cliff – Empty Homes Officer Sean Evans – Housing Needs Manager
Train housing needs staff to Utilise the Disabled Facilities Grants to prevent homelessness	1. Promote Disabled Facilities Grant as homelessness prevention tool. 2. Maximise opportunities for disabled persons to remain in their current accommodation.	Disabled facilities grants used to prevent homelessness.		Ongoing	Sean Evans – Housing Needs Manager Sharon Malia – Housing Programmes Manager

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Ensure the needs of homeless people are considered in relevant strategies	1. Attend meeting and events to ensure homeless persons are considered in all local strategies.	Housing representations at key meetings and events		Ongoing	Belinda Child – Strategic Housing Manager  Sean Evans – Housing Needs Manager
Ensure effective referral processes between Housing Needs and Children’s Specialist Services	1. Develop protocol and joint working procedures. 2. Deliver joint training to Housing Needs and Children’s Services. 3. Implement protocol and joint working. 4. Review on a quarterly basis.	Protocol and joint working procedures established.  Joint training delivered.  Protocol implemented.  Quarterly reviews completed.		May 2013  August 2013  September 2013  Quarterly from December 2013	Sean Evans – Housing Needs Manager  Wendi Ogle Welbourne - Children’s Services
Continue on-going support, advice and enforcement with private sector landlords to improve housing conditions and management.	1. Continue to work with private sector landlords providing both support and enforcement to improve housing conditions.	Fewer homeless presentations as a result of accommodation being unreasonable for persons to continue to occupy.		Ongoing	Jo Hodges – Senior Housing Enforcement Officer  Housing Needs Team

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Investigate the viability of introducing a private sector leasing scheme	<ol style="list-style-type: none"> <li>1. Research good practice in this area.</li> <li>2. Produce report establishing feasibility of scheme in Peterborough.</li> </ol>	Report produced outlining feasibility of scheme in Peterborough.		December 2014	Belinda Child – Strategic Housing Manager  Sean Evans – Housing Needs Manager
Promote and encourage private landlords to become accredited with the NLA and develop an Approved Register of Private Sector Landlords in the city.	<ol style="list-style-type: none"> <li>1. Investigate and produce report to establish the feasibility for establishing an Approved Private Sector Landlords list.</li> <li>2. Reintroduce landlord accreditation scheme to promote and encourage good practice within the private rented sector in the city.</li> </ol>	<p>Report produced with clear recommendations.</p> <p>Landlord accreditation scheme introduced with a substantial base of landlords to further market and promote the scheme</p>	<p>Increased access to private rented sector.</p> <p>Launched in February 2013, with some landlords already signed up, and further enquiries received</p>	December 2014	Adam Cliff – Empty Homes Officer
Work with Regional LA Partners to investigate a Local Lettings Agency	<ol style="list-style-type: none"> <li>1. Work with regional partners to utilise regional homelessness grant to develop a regional Social Lettings Agency</li> </ol>	Social Lettings Agency established.		January 2015	Sean Evans  Sarah Hebblethwaite – Deputy Housing Needs Manager  Regional Local Authority Partners  Homeless Link

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
To increase housing stock availability through the reuse of empty homes.	<ol style="list-style-type: none"> <li>1. To promote and actively market the Empty Homes Partnership to empty home owners.</li> <li>2. To increase interest in the scheme through members, the public and through media release</li> </ol>	<p>To increase stock availability by introducing a minimum of 100 properties to the scheme, and have them let through the CBL system.</p> <p>Promote the scheme so that all those eligible are aware of what is on offer to them.</p>	<p>Currently, there is one lease signed and in the hands of Cross Keys for refurbishment, with a further two in the pipeline to join the scheme in the near future.</p>	March 2015	Adam Cliff – Empty Homes Officer
To encourage bids from registered charities and providers, for funding from central government through the empty homes programme.	<ol style="list-style-type: none"> <li>1. To make aware those eligible and suitable for funding that the programme is available to them, and actively help with the bidding process and procedures.</li> <li>2. Work with those who bid to source and locate suitable properties from the empty homes database, and encourage the purchase or lease if successful in bidding.</li> </ol>	<p>To help in the bidding for two properties to be secured by the charity Hope Into Action, building on their success of the previous round of funding.</p> <p>Source and encourage charities of a similar nature to those who have secured funding, to bid for the available funding.</p>	<p>Hope Into Action have secured their first of two properties under the first round of funding gained, and are currently working on a second bid to secure funding for a further two properties, with the potential to house 3 people at any one time.</p>	March 2015	Adam Cliff – Empty Homes Officer
Explore options for the development of supported lodgings scheme	<ol style="list-style-type: none"> <li>1. Contact YMCA to discuss the feasibility of establishing supported lodging in line with model currently operated in Cambridgeshire.</li> <li>2. Develop report to outline costs, savings to be made and recommendations for establishing model of supported lodgings.</li> <li>3. Establish a supported lodging scheme in Peterborough.</li> </ol>	Supported Lodgings Scheme established.		<p>January 2015</p> <p>March 2015</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>YMCA</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Maximise the opportunities for the best use of social housing stock	1. Refresh of Bedrooms Standards Policy in line with welfare reforms. 2. Promote the benefits of CBL2 and maximise the opportunities it brings to improve the CBL experience for customers	Bedroom Standards Policy refreshed. CBL2 established.		August 2013	Sean Evans – Housing Needs Manager
Dogs Trust supporting people to move into accommodation	Provide statements of positive impact dog has on clients stability Dog reference Veterinary certificates Pathway working group to pursued housing providers to develop positive pet policies	1. Create template to be used. 2. Establish procedure for providing statements		February 2014 April 2014	Sarah Scase – HNO – Rough Sleeper Outreach Dogs Trust
Refresh of allocations policy	1. Re-write allocations policy to reflect Localism Bill, and housing needs within the city.	New Allocation Policy agreed and implemented.		Ongoing	Sean Evans – Housing Needs Manager
Explore options for rooms in a Home where the Landlord befriends	1. Investigate good practice in this area. 2. Explore feasibility through voluntary and faith based groups. 3. Identify suitable Landlords and pilot for 6 months.	Investigations complete. Feasibility established. Scheme piloted.		December 2014 January 2015 April 2015	Sarah Hebblethwaite – Deputy Housing Needs Manager All voluntary sector and faith based partners

### Strategic Aim 3 - Continue to reduce levels of rough sleeping

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Reduce flow of rough sleepers	<ol style="list-style-type: none"> <li>1. Work with partner agencies to identify persons at risk of rough sleeping.</li> <li>2. Deliver training sessions to partner agencies to prevent homelessness including tenant rights and responsibilities.</li> </ol>	<p>Training delivered.</p> <p>Reduction in the number of rough sleepers and street based activities.</p>		Ongoing	<p>Sarah Scase – HNO Rough Sleeper Outreach</p> <p>Peterborough Streets</p> <p>Aspire</p> <p>Drinksense</p> <p>Police</p> <p>UKBA</p> <p>Housing Forum members</p>
Reduce incentives for people to remain in street based lifestyles	<ol style="list-style-type: none"> <li>1. Work with police and city centre services to reduce begging and busking.</li> <li>2. Work with faith-based sector to ensure services are accessed by the needy not the greedy to sustain street based lifestyles.</li> <li>3. Work with police and UKBA to continue to carry out enforcement action.</li> </ol>	Reduction in anti social behaviour in anti social behaviour and the numbers of persons becoming entrenched in street based lifestyle		Ongoing	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Police</p> <p>City Centre Manager</p> <p>Safer Peterborough Partnership</p> <p>UKBA</p>



Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Develop point of arrest service to persons with no fixed abode.	<ol style="list-style-type: none"> <li>1. Contact police to discuss risks, positives, negatives of establishing a point of arrest service.</li> <li>2. Create and agree protocol using good practice evidence.</li> <li>3. Establish services to enable all rough sleepers in custody are contacted by the rough sleeper outreach officer.</li> </ol>	<p>Meet with police to discuss feasibility of the service.</p> <p>Protocol agreed.</p> <p>Service established.</p>		<p>January 2015</p> <p>March 2015</p> <p>June 2015</p>	<p>Sarah Scase – HNO Rough Sleeping Outreach</p> <p>Police</p> <p>UKBA</p>
Work with voluntary sector organisations to deliver 'No Second Night Out.'	<ol style="list-style-type: none"> <li>1. Support partner agencies to deliver NSNO through the funding of the HTF.</li> </ol>	NSNO implemented.		Ongoing	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Partner Agencies</p> <p>Axiom Housing Association</p> <p>Peterborough Streets</p>
Continue to work with faith Sector to develop services to empower rough sleepers to leave the streets and not sustain street based lifestyles.	<ol style="list-style-type: none"> <li>1. Map current service provision provided by Faith Sector.</li> <li>2. Identify gaps and duplicated services.</li> <li>3. Contact all Faith Based Groups to deliver information training including service awareness and referral routes.</li> </ol>	Faith sector provision mapped, gaps identified and training delivered.		<p>January 2014</p> <p>May 2014</p> <p>Ongoing</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Sarah Scase – HNO Rough Sleeper Outreach</p> <p>All faith based groups</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Develop personalised budgets for entrenched rough sleepers	<ol style="list-style-type: none"> <li>1. Research and produce reports identifying good practice and cost based outcomes for personalised budgets.</li> <li>2. Identify persons to be considered for personalised budgets and project cost in line with pilot projects.</li> <li>3. Produce report on outcomes, associated costs and feasibility of establishing in Peterborough.</li> </ol>	Personalised budgets established for entrenched rough sleepers.		October 2013	<p>Sarah Hebblethwaite – Deputy Housing Needs Manger</p> <p>Christine Spooner - Homeless Link</p>

## Strategic Aim 4 - Promoting settled lifestyles and sustainable communities

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Work with Job Centre Plus to identify key persons as a contact for all homeless persons	<ol style="list-style-type: none"> <li>1. Identify contact at Jobcentre and arrange to meet.</li> <li>2. Establish joint working procedures.</li> <li>3. Protocol agreed and implemented.</li> </ol>	Contact identified and protocol established.		<p>October 2013</p> <p>December 2013</p> <p>January 2013</p>	Sarah Scase – HNO Rough Sleeper Outreach
Explore options for developing resettlement programme for people with substance misuse	<ol style="list-style-type: none"> <li>1. Arrange meeting with Aspire to discuss resettlement programme.</li> <li>2. Conclude on feasibility of establishing programme.</li> </ol>	<p>Meeting arranged, and discussions completed.</p> <p>Feasibility established.</p>		<p>November 2014</p> <p>January 2014</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Aspire</p>
Work with Drink sense to consider options for community detox for alcohol dependant tenants at risk of homelessness	<ol style="list-style-type: none"> <li>1. Arrange meeting with Drinksense to establish feasibility of community detox.</li> <li>2. Conclude on feasibility of establishing community detox for this group.</li> </ol>	<p>Meeting arranged and discussions completed.</p> <p>Feasibility established.</p>		<p>November 2014</p> <p>January 2014</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Drinksense</p> <p>RSL Partners</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Work with partners on a strategic level to promote and develop access to mental health services for homeless persons	<ol style="list-style-type: none"> <li>1. Identify referral routes into mental health assessment services</li> <li>2. Ensure clients are referred into services where required</li> </ol>	<p>Referral routes identified.</p> <p>Referrals made and mapped to progress provision</p>		Ongoing	<p>Sean Evans – Housing Needs Manager</p> <p>CPMHT</p>
Work with partners to improve mental health amongst homeless persons	<ol style="list-style-type: none"> <li>1. Identify level of support and map services alongside opportunities for improving mental health.</li> </ol>	Supported mapped and opportunities identified.		Ongoing	<p>Sarah Hebblethwaite Adult Social Care Assertive Outreach Team</p>
Explore the need for detoxification facilities in Peterborough	<ol style="list-style-type: none"> <li>1. Identify key partner agencies.</li> <li>2. Map existing services and levels of need.</li> <li>3. Quantify cost of alcohol misuse to the city.</li> <li>4. Produce report outlining findings and detailing clear recommendations</li> </ol>	Aims to enable that detoxification facility are accessible to vulnerable adults in the city.	The investment in detox services should reduce costs to homelessness and health service by contributing to minimising harm and chaos experienced by service users.	<p>March 2013</p> <p>July 2013</p> <p>January 2014</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Drinksense</p> <p>Safer Peterborough partnership</p>

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Explore options for employment of unemployed homeless persons	1. Carry out survey to explore the feasibility of housing needs service or partner agencies employing ex- service users	The service may decide that the risks out weigh the benefits	Value for money savings to the public purse moving people out from benefit reliance	November 2013	Sarah Hebblethwaite - Deputy Housing Needs Manager Peterborough Streets PCVS Salvation Army
Work with partner agencies to refresh the Youth Homelessness Strategy	1. Identify lead officers in Children's Services 2. Work with Children's Services to ensure that the housing needs of young people are identified and met	Strategy reviewed and refreshed		December 2013 August 2014	Sean Evans - Housing Needs Manager Youth Offending Service Adolescent Intervention Service Connexions

Objective	Key Actions/Milestones	SMART targets	Progress	Timescales	Lead Officer/Key Partners
Continue to develop joint working with the Learning Disabilities Partnership	<ol style="list-style-type: none"> <li>1. Continue representation on the learning disabilities partnership board and associated forums</li> <li>2. Ensure that service users with learning disabilities receive the required support to make applications and obtain suitable accommodation through the choice based lettings scheme</li> <li>3. Develop literature relating to services offered by Housing Needs in easy read formats</li> </ol>	<p>Continued attendance at the LDPB</p> <p>Link into the service for the accommodation officer in adult social care to assist clients in applying for accommodation</p> <p>Literature produced and uploaded to the PCC website</p>		December 2014	<p>Hayley Flaxman – Housing Needs Officer</p> <p>Learning Disabilities Partnership Board</p>
Supporting People to maximise the opportunities for creating a flexible floating support service to address the changing needs of vulnerable client groups.	<ol style="list-style-type: none"> <li>1. Carry out review of current floating support provision.</li> <li>2. Identify gaps in current provision.</li> <li>3. Produce report detailing gaps and provision identified.</li> </ol>	<p>Focused services who are focused on homelessness prevention</p>		<p>November 2013</p> <p>January 2014</p> <p>February 2014</p>	<p>Sean Evans – Housing Needs Manager</p> <p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Sharon Malia – Housing Programs Manager</p>
Work with Peterborough Streets to develop effective day centre services	<ol style="list-style-type: none"> <li>1. Arrange visits to effective day centres with Peterborough Streets and Homeless Link.</li> <li>2. Utilise good practice to develop Peterborough Streets day centre services.</li> </ol>	<p>Visit arranged.</p> <p>Good practice identified and delivered at Peterborough Streets.</p>		<p>October 2013</p> <p>January 2014</p>	<p>Sarah Hebblethwaite – Deputy Housing Needs Manager</p> <p>Peterborough Streets Day Centre</p> <p>Christine Spooner - Homeless Link</p>

<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 7</b>
<b>7 MARCH 2013</b>	<b>Public Report</b>

## **Report of the Executive Director of Operations**

**Contact Officer – Annette Joyce, Head of Commercial Operations**  
**Contact Details - 01733 452280**

### **COMMERCIAL OPERATIONS**

#### **1. PURPOSE**

- 1.1 To provide the Committee with an overview of Commercial Operations and forthcoming plans for the City Centre. An additional presentation to supplement the information in the report will be given to the Committee at the meeting.

#### **2. RECOMMENDATIONS**

- 2.1 The Committee is recommended to note and comment on the work of Commercial Operations and propose further scrutiny in relation to its business fields.

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

- 3.1 Peterborough's Sustainable Community Strategy is the plan for the future of our city and the surrounding villages. It sets the direction for the overall strategic development of Peterborough. Commercial Operations remit directly links to the council's strategic priorities;
- Creating Opportunities – Tackling inequality.
  - Creating strong and supportive communities.
  - Delivering substantial and truly sustainable growth.
  - Creating the UK's Environment Capital.

#### **4. BACKGROUND**

- 4.1 Commercial Operations provides a framework for the day to day operations of the city and to focus strategic efforts to enhance the city in the long term. The department's vision is to provide a high quality, safe and easily accessible environment that underpins commercial and social success. The following areas of business make up Commercial Operations:

##### **The Enterprise Centre**

The Enterprise Centre has been designed to provide an overarching structure to support the Social Enterprise Sector in Peterborough. Its specific aim is to increase the number, sustainability and growth of new and existing social enterprises in Peterborough. The centre is located within St Peters Arcade.

##### **Parking Services**

Commercial Operations are responsible for ensuring that the parking provision in Peterborough is used correctly, responsibly and that the best use is made of on and off street car parking space to the maximum benefit of the local community. We also ensure that the Council's car parks are maintained to an appropriate standard within the constraints of the available budget.

##### **CCTV**

CCTV Improves the safety and security of residents, visitors and the business community. Peterborough's CCTV service is managed by Commercial Operations and comprises 144

cameras, with surveillance 24 hours a day.

Additional cameras have been added in recent years and further cameras are to be installed at Stanground. We also upgraded existing cameras (x11) to newer technology this current financial year, financed from capital budgets.

### **General Market**

The General Market supports local business and creates significant employment in the city. Managed by Commercial Operations, it is an integral part of the local community, providing an assortment of goods, from furniture and clothing to fresh fruit and vegetables.

There are 55 individual traders occupying 112 market stalls on the Market which is open Tuesday, Wednesday, Thursday, Friday and Saturday from 8.30am to 4pm.

### **City Centre Management and Tourism**

Commercial Operations via its Visitor Destination Centre promote Peterborough as a place to visit and enjoy and manages Tourism in the city.

The Visitor Information Centre and Bus Station services are both open Monday to Saturday 9.30 – 5.00pm. Both sites sell a combination of the following.

- Local event ticket sales
- Key Theatre tickets
- Bus Station tickets
- National Express tickets
- Railcards
- Bus Passes
- Holidays
- Shaws Holidays
- Maps
- Gifts

City centre management host a business forum for local businesses each month, at which 60 to 80 businesses and or city centre stakeholders attend to discuss issues, including marketing plans and overall performance of the city.

### **Events**

Creating high quality events, creating a vibrant atmosphere, as well as a memorable and positive visitor experience. As well as organise small scale events, such as Jazz on the Square, Classical music recitals and street markets.

### **Key Strategic Objectives**

Objective 1 - Promoting the city

- Broadening the visitor offer of the city by extending the events diary and marketing existing attractions more extensively.

Objective 2 - Managing the City

- To communicate and co-ordinate the work of all city stakeholders and monitor outputs.
- To communicate and engage effectively with businesses.

Objective 3 - Improving the Environment and the public spaces

- To encourage and facilitate improvements to the environment and public spaces that is inviting, clean, and is safe environment to be enjoyed.

Objective 4 - A Prosperous City

- Diversifying and strengthening the economic base. The city should be the catalyst for encouraging the growth of both new and existing business within the city.



## **5. KEY ISSUES**

### **5.1 Redevelopment**

Urban design determines the very shape of the streets and public spaces which make up our city. It influences how easy and pleasant it can be to move from area to area. During 2012, both Bridge Street and Cowgate will undergo redevelopment.

The proposed works provide an opportunity to emphasise the historic character of Cowgate and help revitalise Bridge Street. Both areas are viewed as main commercial parts of the city centre. It is envisaged that we will help to bring some of the open space element of the scheme alive by expanding the events, street market and trading offers to both schemes.

## **6. IMPLICATIONS**

6.1 Securing sponsorship for projects and events during the current economic climate could prove challenging.

## **7. CONSULTATION**

7.1 None

## **8. NEXT STEPS**

8.1 Any recommendations from the Committee for changes should be referred to the Cabinet Advisor to the Leader for Business Engagement, Tourism and International Links.

## **9. BACKGROUND DOCUMENTS**

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

None

## **10. APPENDICES**

10.1 None

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<b>STRONG AND SUPPORTIVE COMMUNITIES SCRUTINY COMMITTEE</b>	<b>Agenda Item No. 8</b>
<b>7 MARCH 2013</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

### **NOTICE OF INTENTION TO TAKE KEY DECISIONS**

#### **1. PURPOSE**

- 1.1 This is a regular report to the Strong and Supportive Communities Scrutiny Committee outlining the content of the Notice of Intention to Take Key Decisions.

#### **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 Notice of Intention to Take Key Decisions is attached at Appendix 1. The Notice contains those key decisions, which the Leader of the Council believes that the Cabinet or individual Cabinet Member(s) can make after 25 March 2013.
- 3.2 The information in the Notice of Intention to Take Key Decisions 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.
- 3.4 As the Notice is published fortnightly any version of the Notice published after dispatch of this agenda will be tabled at the meeting.

#### **4. CONSULTATION**

- 4.1 Details of any consultation on individual decisions are contained within the Notice of Intention to Take Key Decisions.

#### **5. BACKGROUND DOCUMENTS**

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

None

#### **6. APPENDICES**

Appendix 1 – Notice of Intention to Take Key Decisions

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# **PETERBOROUGH CITY COUNCIL'S NOTICE OF INTENTION TO TAKE KEY DECISIONS**

PUBLISHED: 25 FEBRUARY 2013

## NOTICE OF INTENTION TO TAKE KEY DECISIONS

In the period commencing 28 days after the date of publication of this notice, 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.

If the decision is to be taken by an individual cabinet member, the name of the cabinet member is shown against the decision, in addition to details of the councillor's portfolio. If the decision is to be taken by the Cabinet, it's members are as listed below:  
Cllr Cereste (Leader); Cllr Lee (Deputy leader); Cllr Scott; Cllr Holdich; Cllr Hillier; Cllr Seaton; Cllr Fitzgerald; Cllr Dalton; Cllr Walsh.

This Notice should be seen as an outline of the proposed decisions for the forthcoming month and it will be updated on a fortnightly basis. Each new notice supersedes the previous notice and items may be carried over into forthcoming notices. Any questions on specific issues included on the Notice should be included on the form which appears at the back of the Notice 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.

Whilst the majority of the Executive's business at the meetings listed in this Notice will be open to the public and media organisations to attend, there will be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. In these circumstances the meeting may be held in private, and on the rare occasion this applies this is indicated in the list below. A formal notice of the intention to hold the meeting, or part of it, in private, will be given 28 clear days in advance of any private meeting in accordance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

The Council invites members of the public to attend any of the meetings at which these decisions will be discussed (unless a notice of intention to hold the meeting in private has been given).

You are entitled to view any documents listed on the notice, or obtain extracts from any documents listed or subsequently submitted to the decision maker prior to the decision being made, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on the notice and relevant documents subsequently being submitted can be requested from Alex Daynes, Senior Governance Officer, Chief Executive's Department, Town Hall, Bridge Street, PE1 1HG (fax 01733 452483), e-mail to [alexander.daynes@peterborough.gov.uk](mailto:alexander.daynes@peterborough.gov.uk) or by telephone on 01733 452447. For each decision a public report will be available from the Governance Team one week before the decision is taken.

All decisions will be posted on the Council's website: [www.peterborough.gov.uk/executive/decisions](http://www.peterborough.gov.uk/executive/decisions). If you wish to make comments or representations regarding the 'key decisions' outlined in this Notice, 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 notice.

## KEY DECISIONS FROM 25 MARCH 2013

KEY DECISION REQUIRED	DECISION MAKER	MEETING OPEN TO PUBLIC	RELEVANT SCRUTINY COMMITTEE	CONSULTATION	CONTACT DETAILS / REPORT AUTHORS	DOCUMENTS RELEVANT TO THE DECISION SUBMITTED TO THE DECISION MAKER (IF ANY OTHER THAN PUBLIC REPORT)
<p><b>Sale of Craig Street Car Park - KEY/25MAR13/01</b> To approve the sale of land known as Craig Street Car Park.</p>	<p><b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b></p>	N/A	Sustainable Growth and Environment Capital	Relevant Internal and External Stakeholders and ward councillors.	<p>David Gray Capital Projects Officer Tel: 01733 384531 david.gray@peterborough.gov.uk</p>	It is not anticipated that there will be any further documents.
<p><b>Restructure of Neighbourhood Services - KEY/25MAR13/02</b> To approve the details of the restructure in order for it to contribute to the financial savings required and to further enhance service delivery arrangements.</p>	<p><b>Councillor Peter Hiller</b> <b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	N/A	Strong and Supportive Communities	Relevant Staff and internal departments.	<p>Adrian Chapman Head of Neighbourhood Services Tel: 01733 863887 adrian.chapman@peterborough.gov.uk</p>	It is not anticipated that there will be any further documents.
<p><b>Local Welfare Provision - KEY/25MAR13/03</b> To approve the establishment of the new Local Welfare Provision offer which replaces the Department for Work and Pensions Social Fund.</p>	<p><b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b></p>	N/A	Strong and Supportive Communities	Relevant Internal Departments and External Stakeholders.	<p>Adrian Chapman Head of Neighbourhood Services Tel: 01733 863887 adrian.chapman@peterborough.gov.uk</p>	It is not anticipated that there will be any further documents.

<b>Supporting People Programme - KEY/25MAR13/04</b> To approve service reductions.	<b>Councillor Peter Hiller</b> <b>Cabinet Member for Housing, Neighbourhoods and Planning</b>	<b>N/A</b>	Strong and Supportive Communities	Relevant internal departments and external stakeholders.	<b>Adrian Chapman</b> Head of Neighbourhood Services Tel: 01733 863887 adrian.chapman@peterborough.gov.uk	It is not anticipated that there will be any further documents.
<b>Library Services - KEY/25MAR13/05</b> To agree the outcome of the consultation on proposals to revise the library opening hours at Bretton, Orton, Werrington and Central Libraries and proposals to revise the frequencies and stopping times for the mobile library service.	<b>Cabinet</b>	<b>Yes</b>	Strong and Supportive Communities	Will be undertaken with members of public and relevant stakeholders.	<b>Dominic Hudson</b> Strategic Partnerships Manager Tel: 01733 452384 dominic.hudson@peterborough.gov.uk	It is not anticipated that there will be any further documents.
<b>Redesign of the Direct Intervention Service - KEY/25MAR13/06</b> To approve the re-design of the Direct Intervention Service to enable the realisation of the savings as detailed in the Medium Term Financial Plan.	<b>Councillor Sheila Scott OBE</b> <b>Cabinet Member for Children's Services</b>	<b>N/A</b>	Creating Opportunities and Tackling Inequalities	Direct Intervention Service staff, Legal Services, Human Resources and Finance.	<b>Lou Williams</b> Head of Commissioning, Specialist Services Tel: 01733 864139 lou.williams@peterborough.gov.uk	It is not anticipated that any further documents will be used.
<b>PREVIOUSLY ADVERTISED DECISIONS</b>						
<b>Moy's End Stand Demolition and Reconstruction - KEY/03APR/12</b> Award of Contract for the Demolition of the Moy's End Stand and Reconstruction	<b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b>	<b>N/A</b>	Sustainable Growth and Environment Capital	Internal and External Stakeholders as appropriate.	<b>Richard Hodgson</b> Head of Strategic Projects Tel: 01733 384535 richard.hodgson@peterborough.gov.uk	It is not anticipated that there will be any further documents.



<p><b>Delivery of the Council's Capital Receipt Programme through the Sale of Dickens Street Car Park - KEY/03JUL/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 Resources, to negotiate and conclude the sale of Dickens Street Car Park.</p>	<p><b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b></p>	<p>N/A</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Consultation will take place with the Cabinet Member, Ward councillors, relevant internal departments &amp; external stakeholders as appropriate.</p>	<p>Richard Hodgson Head of Strategic Projects Tel: 01733 384535 richard.hodgson@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Rolling Select List - Independent Fostering Agencies - KEY/01 JUL/12</b> To approve the list for independent fostering agencies.</p>	<p><b>Councillor Sheila Scott OBE</b> <b>Cabinet Member for Children's Services</b></p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Write off approval for debts over £10,000 in relation to Non Domestic Rates - KEY/31OCT12/01</b> Authorise the write off of debt shown as outstanding in respect of non domestic rate accounts.</p>	<p><b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b></p>	<p>N/A</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Internal and External Stakeholders as appropriate.</p>	<p>Richard Godfrey ICT and Transactional Services Partnership Manager Tel: 01733 317989 richard.godfrey@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Expansion and Refurbishment of Hampton Vale Primary School - KEY/31OCT12/04</b> Award of Contract for the expansion and refurbishment of Hampton Vale Primary School.</p>	<p><b>Councillor John Holdich OBE</b> <b>Cabinet Member for Education, Skills and University</b></p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and external stakeholders including ward councillors as appropriate.</p>	<p>Brian Howard Programme Manager - Secondary Schools Development Tel: 01733 863976 brian.howard@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>

<p><b>Mental Health Services at Clare Lodge - KEY/13NOV12/05</b> Undertake a tender to secure Mental Health Services for Clare Lodge Secure Unit.</p>	<p><b>Councillor Sheila Scott OBE Cabinet Member for Children's Services</b></p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and External Stakeholders as appropriate.</p>	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborou.gh.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Clare Lodge Service Review Outcome - KEY/13NOV12/06</b> To approve the outcome of the service review of Clare Lodge Secure Unit.</p>	<p><b>Councillor Sheila Scott OBE Cabinet Member for Children's Services</b></p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and External Stakeholders as appropriate.</p>	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborou.gh.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Residential Approved Provider List - KEY/13NOV12/08</b> Create a compliant Approved Provider List for Residential units for children and young people.</p>	<p><b>Councillor Sheila Scott OBE Cabinet Member for Children's Services</b></p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities</p>	<p>Internal and external stakeholders as appropriate.</p>	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborou.gh.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Future of Children's Play Services - KEY/13NOV12/09</b> To determine the future of Play Services in the city</p>	<p><b>Councillor Sheila Scott OBE Cabinet Member for Children's Services</b></p>	<p>N/A</p>	<p>Creating Opportunities and Tackling Inequalities.</p>	<p>To be undertaken with key stakeholders.</p>	<p>Oliver Hayward Commissioning Officer - Aiming High Tel: 01733 863910 oliver.hayward@peterborou.gh.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>

<p><b>Care and Repair Framework Agreement - KEY/18DEC12/01</b> To approve a framework agreement and schedule of rates to deliver disabled facility grant work. specifically providing disabled access to toilet and washing facilities and associated work in domestic properties.</p>	<p><b>Councillor Peter Hiller</b> <b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	<p>N/A</p>	<p>Strong and Supportive Communities</p>	<p>Relevant Internal Departments.</p>	<p>Russ Carr Care &amp; Repair Manager Tel: 01733 863864 russ.carr@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Capital Programme of Works - KEY/18DEC12/02</b> To agree the Capital Programme of Works for 2013-14.</p>	<p><b>Councillor Peter Hiller</b> <b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	<p>N/A</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Members of public, external stakeholders and internal departments.</p>	<p>Mark Speed Transport Planning Team Manager Tel: 317471 mark.speed@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Award of Contract for the 413 Bus Service - KEY/27DEC12/01</b> Award of Contract for Route 413 (Maxey to City Centre) from 1 April 2013.</p>	<p><b>Councillor Peter Hiller</b> <b>Cabinet Member for Housing, Neighbourhoods and Planning</b></p>	<p>N/A</p>	<p>Sustainable Growth</p>	<p>Relevant internal departments and external stakeholders.</p>	<p>Mark Speed Transport Planning Team Manager Tel: 317471 mark.speed@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Award of Insurance Contract - KEY/10JAN13/01</b> To authorise the awarding of the contract for provision of the Council's insurances for the next five years.</p>	<p><b>Councillor David Seaton</b> <b>Cabinet Member for Resources</b></p>	<p>N/A</p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant Internal Departments.</p>	<p>Sue Addison Insurance Manager Tel: 01733 348560 sue.addison@peterborough.gov.uk</p>	<p>It is not anticipated that any further documents will be required.</p>

<p><b>Extension to various Highways Related Contracts to July 2013 - KEY/24JAN13/01</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><b>Councillor David Seaton Cabinet Member for Resources</b></p>	<p><b>N/A</b></p>	<p>Sustainable Growth and Environment Capital</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>It is not anticipated that there will be any further documents.</p>
<p><b>Environment Capital Action Plan - KEY/24JAN13/02</b> Approve the Plan for public consultation.</p>	<p><b>Cabinet</b></p>	<p><b>Yes</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Four week public consultation.</p>	<p>Charlotte Palmer Climate Change Team Manager charlotte.palmer@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Risk Based Verification Policy - KEY/24JAN13/03</b> To approve the policy for online Housing/Council Tax Benefit claim forms.</p>	<p><b>Cabinet</b></p>	<p><b>No</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant Internal and External Stakeholders.</p>	<p>Amanda Stevens Head of Shared Transactional Services Tel: 01733 317941 amanda.stevens@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Fletton Parkway Junction 17 to 2 improvement scheme - KEY/24JAN13/07</b> To agree funding is brought forward between 2012 and 2015 in Medium Term Financial Strategy and the contract awarded for the works.</p>	<p><b>Councillor Peter Hiller Cabinet Member for Housing, Neighbourhoods and Planning, Cabinet Member for Resources</b></p>	<p><b>N/A</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal and external stakeholders.</p>	<p>Mark Speed Transport Planning Team Manager Tel: 317471 mark.speed@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>

<p><b>Eco Funding and Community Energy Program - KEY/07/MAR13/01</b>  Authority to enter into Heads of Terms with a utility company to develop local funding arrangements.</p>	<p><b>Councillor Gr. Uff. Marco Cereste</b>  <b>Leader of the Council and Cabinet Member for Growth, Strategic Planning, Economic Development, Business Engagement and Environment Capital</b></p>	<p><b>N/A</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant internal stakeholders.</p>	<p>John Harrison  Executive Director-Strategic Resources  Tel: 01733 452398  john.harrison@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Hampton Leisure Facilities - KEY/07/MAR13/02</b>  To approve the financial model and lease option for the Hampton Leisure Centre.</p>	<p><b>Councillor Matthew Lee</b>  <b>Deputy Leader and Cabinet Member for Culture, Recreation and Strategic Commissioning</b></p>	<p><b>N/A</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant Internal and External stakeholders.</p>	<p>Dominic Hudson  Strategic Partnerships Manager  Tel: 01733 452384  dominic.hudson@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>
<p><b>Affordable Housing Capital Funding Policy - KEY/07/MAR13/03</b>  Revision to the Affordable Housing Capital Funding Policy</p>	<p><b>Cabinet</b></p>	<p><b>Yes</b></p>	<p>Sustainable Growth and Environment Capital</p>	<p>Relevant Internal Departments.</p>	<p>Richard Kay  Policy and Strategy Manager  richard.kay@peterborough.gov.uk</p>	<p>It is not anticipated that there will be any further documents.</p>

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

Communications  
Strategic Growth and Development Services  
Legal and Governance 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

**CHILDREN'S SERVICES DEPARTMENT** Bayard Place, Broadway, PE1 1FB

Safeguarding, Family & Communities  
Education & Resources  
Strategic Commissioning & Prevention

**OPERATIONS DEPARTMENT** Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG

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

**ADULT SOCIAL CARE** Director's Office at Town Hall, Bridge Street, Peterborough, PE1 1HG

Care Services Delivery (Assessment & Care Management; Integrated Learning Disability Services and HIV/AIDS; Regulated Services)  
Strategic Commissioning (Mental Health & Integrated Learning Disability; Older People, Physical Disability & Sensory Impairment; Contracts, Procurement & Compliance)

Quality, Information and Performance (Performance & Information; Strategic Safeguarding; Business Support & Governance; Business Systems Improvement; Quality and Workforce Development)

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