

NOTICE OF MEETING

MEETING	CABINET
DATE:	MONDAY 30 MARCH 2009
TIME:	10.00 am
VENUE:	BOURGES/VIERSEN ROOM - TOWN HALL
CONTACT:	Lindsay Tomlinson Telephone: 01733 452238 e-mail address lindsay.tomlinson@peterborough.gov.uk
<i>Despatch date:</i>	<i>20 March 2009</i>

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Circulation
Cabinet Members
Scrutiny Committee Members
Directors, Heads of Service
Press

*Any agenda item highlighted in bold and marked with an * is a 'key decision' involving the Council making expenditure or savings of over £500,000 or having a significant effect on two or more wards in Peterborough. These items have been advertised previously on the Council's Forward Plan (except where the issue is urgent in accordance with Section 15 of the Council's Access to Information rules).*



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MINUTES OF CABINET MEETING HELD 2 FEBRUARY 2009

PRESENT

Councillor Peach - Leader of the Council, Councillor Collins, Councillor M Dalton, Councillor Fitzgerald, Councillor Lee, Councillor Murphy, Councillor Sanders and Councillor Scott.

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Goldspink and Lamb.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES

The minutes of the meeting held 15 December 2008 were agreed as an accurate record and signed by the Leader.

4. CABINET MEMBER UPDATES

Cabinet Members provided the following updates relating to activities within their individual portfolios:

- Bridge Street was to be the focus of the second phase of the city's Streets, Squares and Spaces project to revitalise the city centre as part of Peterborough's Public Realm Strategy
- The City Centre Action Plan consultation into proposals that could shape the development of the city centre to 2012 and beyond had been hailed a success after hundreds of residents and business people attended feedback events.
- The Chief Executive and Mayor would be visiting customer service centre staff at Bayard Place as part of a wider tour of the city council's strategic resources department
- The property design and maintenance team had achieved an internationally recognised standard for quality management. The team had to demonstrate it had excellent process management systems in place to meet regulatory requirements and ensure customer satisfaction and continual improvement
- The city council's libraries had received glowing praise in a customer satisfaction survey. More than 1,000 people who belonged to city libraries had been questioned about the level of service provided at Peterborough City Council's 10 libraries and two mobiles, and 91% had rated it as good.
- Delegates from the Japan Local Government Centre had visited Peterborough to learn about Peterborough City Council's innovative business transformation programme.
- Peterborough City Council had recently submitted plans for new recycling and energy-from-waste facilities that would produce electricity and hot water using non-recycled household waste as fuel, and reducing the amount of waste going to landfill.

- Peterborough and Stamford Hospitals NHS Foundation Trust was taking part in a pilot initiative which would benefit people in Cambridgeshire who suffered a heart attack. The pilot, introduced in partnership with Papworth Hospital, meant that patients who dialled 999, present at the Trust's accident and emergency department with a heart attack, or who suffered a heart attack whilst undergoing treatment at the Trust, would be transferred direct to Papworth Hospital, where they would receive immediate specialist cardiac treatment. Patient recovery was expected to improve where travelling time was less than two hours.
- Dr Will Cavendish from the Department of Health was to be the key speaker at the Healthy Weight Peterborough Celebration being held at the Town Hall on 12 February. The event was also to be attended by the Mayor of Peterborough, Councillor Pat Nash. The event would focus on reducing childhood obesity in Peterborough and on encouraging people to live healthier lives.
- A new survey had been launched by the NHS aimed at finding out what people in Peterborough thought about drink. The online survey was designed to stimulate debate about alcohol-related issues, to reflect how people living in the region thought, felt and behaved around alcohol.

5. ITEMS FROM SCRUTINY PANELS

5.1 Budget 2009/10 and Medium Term Financial Plan to 2011/12

At its meeting on 15 December Cabinet had approved for consultation purposes its draft budget. Cabinet received a further report on the budget proposals detailing comments made during the consultation exercise and also received further comments tabled at the meeting.

The new medium-term financial plan proposed council tax increases of 2.5% each year for the next three years whereas the previous medium-term financial plan had assumed 1.4% annual increases. The medium-term financial plan built on the council's successful business transformation programme, the recent senior management review and the council's improved financial management capability to provide a balanced budget across a three-year period in spite of the demanding financial climate. Some variations to service policy were proposed alongside a large number of efficiencies.

The council, along with all other local authorities and businesses, had been negatively affected by the credit crunch and its consequences. In 2009/10 income was projected to reduce by £2.6m whereas increased input costs and new government legislation had added £13.8m of pressure. The strength of the business transformation programme, however, significantly mitigated the negative impact of this combination of increased costs and reduced income. By the end of 2008/09, £10m cash savings had been achieved which had been re-invested in front-line services, and the capability the council had built would drive further savings of £4.8m during 2009/10.

The budget provided the resources to continue a programme of investment in service improvement and in the facilities and infrastructure needed to enhance Peterborough as a place to live, work, do business and enjoy leisure. The budget set out proposals to invest in:

- New secondary schools in the south of the city
- A sixth-form extension to Hampton College
- Facilities for waste recycling and the retrieval of energy from waste
- Better management of capital projects
- Better and less expensive facilities management across the council's buildings estate
- A Leisure Trust to operate the council's leisure facilities in a more tax-efficient manner
- Significant operations improvements within City Services
- The migration of City Services to an arms-length management organisation (ALMO) to deliver better value-for-money for local taxpayers by growing income streams through winning more business
- The introduction of a managed service through a commercial partner for the council's information and communications technology platforms
- An extension of the flagship co-location, flexible and agile working scheme

- Efficient, integrated, customer-focused team-working in localities through a new joint approach from the Children's Services and Operations directorates
- Better deployment of front-line staff through multi-skilling within Operations

The Council Tax implications from the proposals in the report were:

For 2009/10 an increase of 2.5%

For 2010/11 an indicative increase of 2.5%

For 2011/12 an indicative increase of 2.5%

These excluded the impact of other precepting bodies, i.e. Police, Fire and Parish Councils.

CABINET RESOLVED TO:

Having regard to the consultation comments and the statutory advice detailed in the report when determining the following budget recommendations;

1. Agree that the following be approved and recommended to Council on the 25th February 2009:
 - (a) That the MTFP is set in the context of the community strategy (attached at appendix 5 of the report)
 - (b) The budget monitoring report for Period 9 as the probable outturn position for 2008/09
 - (c) The revenue budget for 2009/10, indicative figures for 2010/11 and 2011/12 (including capacity and savings proposals)
 - (d) The capital programme for 2009/10 to 2011/12, associated capital strategy and asset management plan
 - (e) The medium term financial plan for 2009/10 to 2011/12
 - (f) The council tax increase of 2.5% for 2009/10 and indicative increases of 2.5% in 2010/11 and 2011/12
 - (g) To spend at the level of the Dedicated Schools Grant for 2009/10 to 2011/12
 - (h) The proposals for reserves and balances
 - (i) The Prudential Code, Treasury Management Strategy and Minimum Revenue Provision Policy
 - (i) The proposed extent of delegation, (within the 'budget and policy framework procedures rules'), to be requested from council to ensure that the financial targets in the MTFP are delivered.
 - (k) the draft Annual Accountability Agreement with the Peterborough Primary Care Trust, with the authority to finalise the agreement following Council being delegated to the Director of Adult Social Care.

REASONS

- The Council must set a lawful and balanced budget.
- The Council is required to set a Council Tax for 2009/10 within statutory prescribed timescales.
- Before setting the level of Council Tax, the Council must have agreed a balanced budget.

ALTERNATIVE OPTIONS

Alternative levels of Council Tax increase and areas for growth/savings can be considered but this must be seen in the context of the Corporate Plan and other constraints. Each 0.1% change (increase or decrease) is equivalent to approximately £54,000.

6. STRATEGIC DECISIONS

6.1 Consultation from the Secretary of State for Energy on an Application under the Electricity Act 1989, Proposed Energy Park, Land off Storeys Bar Road, Peterborough

Peterborough City Council had been consulted by the Department for Energy and Climate Change (DECC), in relation to an application by Peterborough Renewable Energy Limited (PREL) concerning a proposed Energy Park on land at Storeys Bar Road, Peterborough.

The Council was not the determining authority for this application, but was a consultee. An application such as this under the Electricity Act 1989 was an executive function.

The report was submitted to Cabinet for decision following formal consultation on the proposal with councillors, the applicant and members of the public at an extraordinary meeting of the Council on 13th January 2009.

Over 5,000 local business and local residents within 2km of the site had been notified by letter and there had also been site notices and press releases. Over 40 statutory consultees, as well as internal officers and Departments, had been consulted, and their advice sought in relation to the application. In all there had been approximately 70 consultation responses, the majority of which supported the proposal.

Objectors had raised the following concerns:

- The potential for health problems due to the burning of domestic and commercial waste products in large quantities, 24 hours a day – leading inevitably to the discharge of significant quantities of materials of unknown toxicity;
- Increased levels of traffic and the affect of diesel vehicles on residents' health and wellbeing;
- Risks relating to untested and unproven technology,
- Risk to the environment, e.g. land and water pollution and impact on climate change;
- Concerns regarding the true potential and benefit of selling energy produced

Supporters had raised the following points:

- Opportunity to help meet waste emissions and carbon targets, helping to promote Peterborough as a centre of environmental expertise;
- Potential to establish environmental leadership and to assist the Council in meeting its emissions and carbon targets;
- Proposal offers a host location for practical engineering, technology developments and information exchange needed to promote Peterborough as a centre of environmental expertise;
- Requires little or no financial input from local or central government;
- Potential to 'pull through' other green initiatives in wind and bio-energy which would benefit the local economy;
- Proposed location is in the correct quarter of the city to create a truly green industrial environment;
- Scheme would generate hydrogen as a by-product of the process – this would enable a significant step towards PP20 of the draft LDF DPDs: the realisation of a local Hydrogen Economy and support for distributed energy installations;
- Proposed scheme would reduce levels of waste going into landfill;
- Proposal would create employment opportunities and result in improvements to the local cycleway infrastructure;
- Proposal is unique in that it includes many innovative technologies to address environmental concerns. It will extract plastics for recycling which will reduce dioxin emissions and will include plasma enhanced melters which would atomise the waste normally produced by incinerators, turning it into useful material which can be reused.
- Production of power which would be from a genuine renewable source.

CABINET RESOLVED TO:

Inform the Secretary of State for Energy and Climate Change that the City Council does not object to the application made by PREL for an Energy park at Storey's Bar Road subject to:

1. the matters set out in Appendix D (annex 1) to the report being satisfactorily resolved;
2. the conditions in Appendix E to the report being attached to any permissions granted
3. a Section 106 obligation being agreed as part of any permission granted;
4. an independent review being commissioned of the applicant's traffic study and proposed traffic mitigation measures in the light of the significant concerns expressed during consultation;
5. the Secretary of State be advised that the highway contribution sought by the city council as part of the S106 obligation as contained in Appendix F to the report is £2000 per vehicle trip proposed, irrespective of the type of vehicle; and
6. given the significant concerns expressed, that the council's Planning, Transport and Legal officers clarify and resolve any ambiguities in the language used in the conditions set out in Appendix E to the report before the council's view is submitted to the Secretary of State.

Peterborough City Council will work expeditiously with the applicant to resolve the issues at Appendix D, but requires the assurance of conditions being applied to any permission in order to be able to protect local residents' amenity and interests and to align with the city's proposed Environmental Capital status.

REASONS

As Local Planning Authority, the recommendations were made in line with national, emerging regional, and adopted local planning policy. They also took into account the views expressed by the public at Council on 13 January 2009.

ALTERNATIVE OPTIONS

Alternative options would be to

- Object to the application on the basis of lack of information and policy conflicts (as outlined in Appendix D of the report to Council), or
- Recommend unconditional approval

Neither alternative course could be recommended having assessed the application under planning law and policy. A conditional recommendation was proposed due to the nature and extent of the planning issues that remained outstanding, as set out in Appendix D (Annex 1) to the report.

7. MONITORING ITEMS

Cabinet received a report following the Commission for Social Care Inspection's (CSCI) assessment of adult social care services in 2007-08, along with an action plan that had been developed to support key areas for development.

Social care services for adults were deemed to be "good" at delivering outcomes with "promising" capacity for improvement, and retained a two star overall judgement.

CABINET RESOLVED TO:

1. Note the Commission for Social Care Inspection's Performance Assessment letter and summary of Adult Social Care; and
2. Endorse the action plan that has been developed to support the key areas for development.

REASONS

The CSCI's performance assessment summary was required to be submitted to an open meeting of the authority.

ALTERNATIVE OPTIONS

The report was presented for monitoring purposes.

Meeting closed at 12.20 p.m.

Chair.....

Date.....

CABINET	AGENDA ITEM No. 5.1
30 MARCH 2009	PUBLIC REPORT

Cabinet Member(s) responsible:	Councillor Stephen Goldspink, Cabinet Member for Education and Children's Services	
Contact Officer(s):	Elaine Fulton, Assistant Director – Commissioning and Performance	Tel. 864023

PETERBOROUGH'S CHILDREN & YOUNG PEOPLE PLAN 2009

R E C O M M E N D A T I O N S	
FROM : Elaine Fulton, Assistant Director – Commissioning and Performance, Children's Services Department	Deadline date : Full Council – 8 April 2009
1. Cabinet is asked to endorse the Peterborough Children and Young People Plan and to recommend that Full Council gives it consideration at its meeting on 8 April 2009.	

1. ORIGIN OF REPORT

- 1.1 This report is submitted to Cabinet following a referral from Councillor Goldspink, the Cabinet Member for Education and Children's Services.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to seek Cabinet's recommendation of the reviewed Children and Young People Plan for Peterborough to Full Council.
- 2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.1 'to take collective responsibility for the delivery of all strategic executive functions within the Council's major policy and budget framework and lead the Council's overall improvement programmes to deliver excellent services'.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	YES	If Yes, date for relevant Cabinet Meeting	30 March 2009
Date for relevant Council meeting	8 April 2009	Date for submission to Government Dept <i>(please specify which Government Dept)</i>	Submitted to Ofsted – July 2009

4. CHILDREN AND YOUNG PEOPLE PLAN

- 4.1 Peterborough's first statutory Children and Young People Plan (CYPP) was published in April 2006 by Peterborough City Council Children's Services department and its partners in the Children and Young People's Strategic Partnership, in line with the Children Act (2004).
- 4.2 The three-year rolling plan has, in line with statutory requirements, been reviewed annually with a revised plan published in 2007 and 2008. The CYPP has been reviewed through the Children's Trust, for whom the CYPP is their primary strategic document, setting out their vision and priorities for children and young people in the city. Legislation is currently being

tabled in Parliament to switch the statutory ownership of the plan from the local authority to the statutory Children's Trust Partnership Board. A new style CYPP will be required from 2011 to reflect these changes and, as such, the Children's Trust Partnership Board has agreed to a light-touch review for 2009 ahead of the revised arrangements expected in 2010/11.

- 4.3 The Children and Young People Plan, and the detail within its annexes, incorporates the children's element of the current Local Area Agreement (LAA), with the Children's Trust and its underpinning outcome focussed partnerships responsible for monitoring and challenge to drive forward performance in key areas and ensure the implementation of improvement plans.
- 4.4 The third annual review of the CYPP has been completed, ensuring that the priorities within the plan reflect the changing needs of children and young people in the city.
- 4.5 The CYPP is made up of a number of different documents. They are:
- The Overview Plan – outlining the vision and key priorities for children and young people in the city
 - The Annual Report – providing an overview of the progress in delivering the 2008 CYPP, as well as outlining the key actions to delivering the key priorities
 - The Needs Assessment – providing an overview of data and performance information relating to the needs of children and young people at a citywide, locality and ward-based level
 - Young people's version of the CYPP
- 4.6 The Overview Plan will be published in April 2009, with the further three documents due to be published in July 2009, incorporating year-end performance information.
- 4.7 Following an extensive consultation programme, assessment of need and negotiation with partners and key stakeholders, the 2009 Children and Young People Plan will outline a number of broad, outcome-focused priorities. They are:
- Be Healthy
- Children and young people are supported to make healthy choices
 - Children and young people have the best possible emotional health
- Stay Safe
- Children and young people have a safe environment in which to grow up
 - Children and young people are safeguarded from harm
- Enjoy and Achieve
- Children and young people have enjoyable learning opportunities
- Make a Positive Contribution
- Children and young people are engaged and supported within their communities
 - Children and young people resist engaging in crime and anti-social behaviour
- Achieve Economic Wellbeing
- Children and young people achieve their potential and succeed economically
 - All young people have access to appropriate housing
- Cross Cutting Priority
- Vulnerable children and young people achieve the best possible outcomes
- Underpinning Enabling Priority
- Deliver an effective infrastructure to ensure services continue to improve outcomes for children and young people

- 4.8 Each of the key priorities within the CYPP is underpinned by a number of key areas of focus which will provide the focus for partnership activity throughout 2009/10.

5. CONSULTATION

- 5.1 Consultation with children and young people, parents and carers, professionals and the wider community were central to the development of the plan and directly feed into the priorities outlined within this plan.
- 5.2 The Children and Young People Plan has been circulated for consultation to the Cabinet Member for Education and Children's Services, the Children's Trust Partnership Board and its underpinning partnerships, the Primary Care Trust Board and the Children and Lifelong Learning Scrutiny Panel. The draft was considered by Peterborough City Council's Corporate Management Team on 10 March 2009 before being presented to Cabinet on 30 March 2009 and Full Council on 8 April 2008.

5 ANTICIPATED OUTCOMES

- 6.1 The anticipated outcome is the development of a revised Children and Young People Plan to shape the work of all agencies and deliver better outcomes for children and young people over the next three years (2009-2012).

7 REASONS FOR RECOMMENDATIONS

- 7.1 To ensure that Cabinet have an opportunity to consider the reviewed Children and Young People Plan and make recommendations to Full Council.

8 ALTERNATIVE OPTIONS CONSIDERED

- 8.1 The preparation and annual review of a Children and Young People Plan is a statutory duty.

9 IMPLICATIONS

9.1 Financial Implications

There are no new financial implications arising from this plan. The plan outlines strategic priorities for all those delivering services for children and young people in Peterborough. Action to deliver against these priorities will be addressed through normal council and partner agency service and budget planning arrangements.

9.2 Legal Implications

The production of the plan and its annual review is a statutory responsibility as outlined in the Children Act (2004).

9.3 Other Implications (Human Rights Act, Human Resources, ICT, Property, Contract Services and Cross Service implications)

The Children and Young People Plan outlines strategic priority actions for all those delivering services for children and young people in Peterborough. Priorities within the plan will be delivered through normal business planning procedures within the relevant organisations. The plan has been widely consulted upon, with cross-service working arrangements managed through the existing partnership arrangements (including the Children's Trust and the Greater Peterborough Partnership).

Consequently, there are no implications through the development of this plan that would not be considered within normal business practice within the council.

9.4 Risk Assessment

Risk management of the Children and Young People Plan is owned and managed by the Children's Trust and its supporting partnerships.

Risk management of work arising out of the plan is managed through normal city council risk management arrangements, including through departmental and project risk registers.

9.5 Community Implications

An Equality Impact Assessment has been completed for the Children and Young People Plan which will be updated to reflect the revised plan. Vulnerable and disadvantaged groups have been identified and engaged with through the consultation underpinning this plan. Actions to improve outcomes for vulnerable groups have been identified within the plan.

10 BACKGROUND DOCUMENTS

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

None

Building a Better Future

Peterborough's Children and Young People Plan

2009-2012

Peterborough Children's Trust Partnership Board

**Draft
Version 7.0**

1. Introduction

Welcome to Peterborough's Children and Young People Plan. The government have asked all local areas to produce a plan to make sure that children can:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic wellbeing

This plan is owned by Peterborough's Children's Trust Partnership. Many different organisations work with children and young people in Peterborough. To bring about long lasting change we know we have to work together. This is why the Children's Trust was created, to help us work together and improve our services.

In preparing this plan we have talked to lots of people: professionals, parents, carers and most importantly of all, children and young people.

The aim of this document is to set out where we're trying to get to (our vision), what we're going to tackle first to get there (our priorities) and which areas we need to focus upon to meet those priorities (our key areas of focus).

There are several different sections to the Children and Young People Plan. This is to allow people to find the information they

need without having to search through a very large document. The elements of the plan are:

- **The Overview Plan** (this document) introduces the plan and sets out our key priorities for children and young people in Peterborough.
- **The Annual Report** examines how well we are doing in meeting the needs of children and young people, what difference our work has made and what we need to do over the coming year.
- **The Needs Assessment** contains lots of information about our children and young people, including data, the results of consultations and professional research. This is used to inform our key areas of focus, which tells us what we need to do to improve the lives of children and young people.

All of these documents will be available on our website www.peterborough.gov.uk/cypp

Peterborough's Children and Young People Plan is closely linked to Peterborough's Sustainable Community Strategy. This document sets out our joint priorities for the city as a whole. We have signed a Local Area Agreement (LAA) with government, which sets out how as a city we will improve the lives of our citizens. The key targets from the Local Area Agreement are highlighted throughout this plan.

2. Our Vision

Our vision is simple: to create an environment where children and young people are safe and healthy, can enjoy what life has to offer them and have ambition and aspirations, where they achieve their goals and make a positive contribution for themselves, their family and their community.

In order to achieve this vision, we're going to have to do a number of things. We need to make sure that children, young people and their families are at the centre of the work we do and that we deliver services in the way that they need them. This may require some of our services to join up to work more effectively and become more accessible.

Our vision is for all children and young people and we need to make sure that those who aren't doing so well are supported to achieve their potential. We need to work together to make sure that the most vulnerable are kept safe and we need to make sure we can tackle problems early so that they don't become more serious.

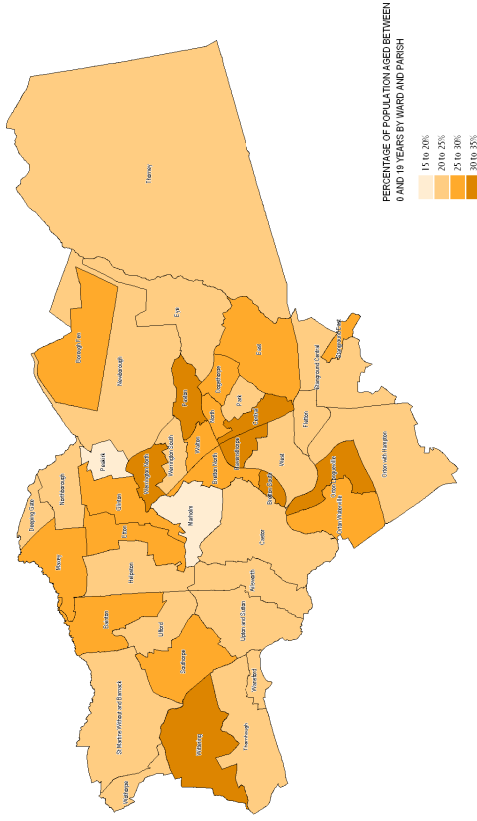
We can't do this on our own. We need to work with all of our communities to make a real difference. Most of all, we need to keep listening to children and young people to make sure we're doing things right.

3. What is Peterborough like?

Peterborough is a mix of old and new. It is a long established city, with a cathedral dating back to pre-Norman times, but it was also a new Town in the 1960s and is going through a period of rapid growth that will continue to transform the city over the coming years.

Our city is home to 158,000 people, 42,000 of which are aged between 0–19. This means Peterborough has a high percentage of children and young people when compared to other areas across the UK.

In order to meet the changing needs of our city's young people, two new secondary schools opened in September 2007: The Thomas Deacon Academy and The Voyager school. Since the Children and Young People Plan was last produced, these two schools have been open for one academic year and there is much to celebrate. The Voyager has seen the amalgamation of pupils from two very different schools and in a recent Ofsted inspection was praised for its clear vision, strong school community and the outstanding contribution of the school to its local community. The Thomas Deacon Academy has won three awards and a commendation in recognition of innovative achievements nationally and internationally.



Map showing 0-19 year olds as a percentage of total population
Source: 2001 Census

Peterborough's children and young people come from very diverse backgrounds. We have both rural and urban communities, our population includes a wide range of ethnic backgrounds and statistically we know there is big difference in levels of deprivation across the city.

During 2008, it became clear we are living in increasingly difficult times. The effects of the current economic downturn are becoming more apparent and the full force of the recession is likely to be felt by all of our communities in the coming months and years. We know a large number of people across the city have lost their jobs, businesses have closed and figures released by JobCentre Plus have shown a rise in the number of claimants

across all occupations during late 2008 and early 2009. The Citizens' Advice Bureau has reported an increase in the numbers of new clients seeking advice on debt, housing, employment and family law. Children and young people are directly affected by changes in the economy and we need to make sure they have the support and help they need.

We face some real challenges in Peterborough: life expectancy is too low, as is educational attainment; teenage pregnancy and obesity rates are too high and there are too many of our young people who are not in education, employment or training (NEET). However, Peterborough is a dynamic place where many of our children and young people achieve amazing things and we want all of our children and young people to achieve their potential.

4. Our key priorities

At the heart of the Children and Young People Plan are our key priorities. These are the areas where we need to do more to ensure that children and young people achieve better outcomes. Each priority is underpinned by several key areas of focus. These are the areas where we need to jointly strive to improve. The priorities, and key areas of focus, are summarised below:

Be Healthy

1. Children and young people are supported to make healthy choices, so that, working together, we can cut rates of **teenage pregnancy**, reduce levels of **obesity** and tackle **substance misuse**, focussing particularly upon the use of illegal drugs and alcohol misuse.

2. Children and young people have the best possible emotional health, ensuring that all children and young people have **emotional wellbeing** and access to comprehensive **Child and Adolescent Mental Health** services which meet their particular needs.

Stay Safe

3. Children and young people have a safe environment to grow up in, free from the threat of **domestic violence** and living in **cohesive** communities where people get on.

4. Children and young people are safeguarded from harm. Safeguarding is the responsibility of everyone, protecting children from abuse, harm and neglect. We need to ensure our **Child Protection, Contact, Intake and Assessment** systems are effective to identify those at risk of harm. We need to protect vulnerable children, such as **young runaways**, provide **specialist family support** to families in need and, for those children who are in care, ensure they have **stability and security**.

Enjoy and Achieve

5. Children and young people have enjoyable and appropriate learning opportunities, raising attainment and achievement from the **Early Years Foundation Stage to Key Stage 5**, whilst **narrowing the gap** between those who do least well and the rest and ensuring effective learning for those **outside of mainstream education**. We want children to be free from **bullying** and able to enjoy learning through **play and informal learning opportunities**.

Make a Positive Contribution

6. Children and young people are engaged and supported within their communities, supported during key **transitions** and changes in their lives, with parents receiving the **right parenting support** to help them give their children the best chances, with children **participating** in decisions that effect them, and contributing to society through **active citizenship**.

7. Children and young people resist engaging in crime and anti-social behaviour by supporting young people before they **enter the youth justice system**, tackling **anti-social behaviour** and helping those who have offended to avoid **re-offending**.

Achieve Economic Wellbeing

8. Children and young people achieve their potential and succeed economically, with the right opportunities through the **14-19 agenda**, so that they have good **qualifications by age 19** to prepare them for work; ensuring young people are in **education, employment and training (EET)**, with access to the **transport** they need. We also want to ensure children, young people and families affected by **poverty** are given the support they need.

9. All young people have access to appropriate housing, focussing in particular upon known groups of **vulnerable young people**, such as care leavers, young offenders and teenage mothers.

10. Vulnerable children and young people are supported to achieve the best possible outcomes. We have identified some groups of children and young people who face a number of challenges, including **New Arrivals, Children in Care, children with disabilities, young carers and children and young people from Gypsy and Traveller communities**. We want all of our services to work together to ensure that these children and young people can achieve their potential in all aspects of their lives.

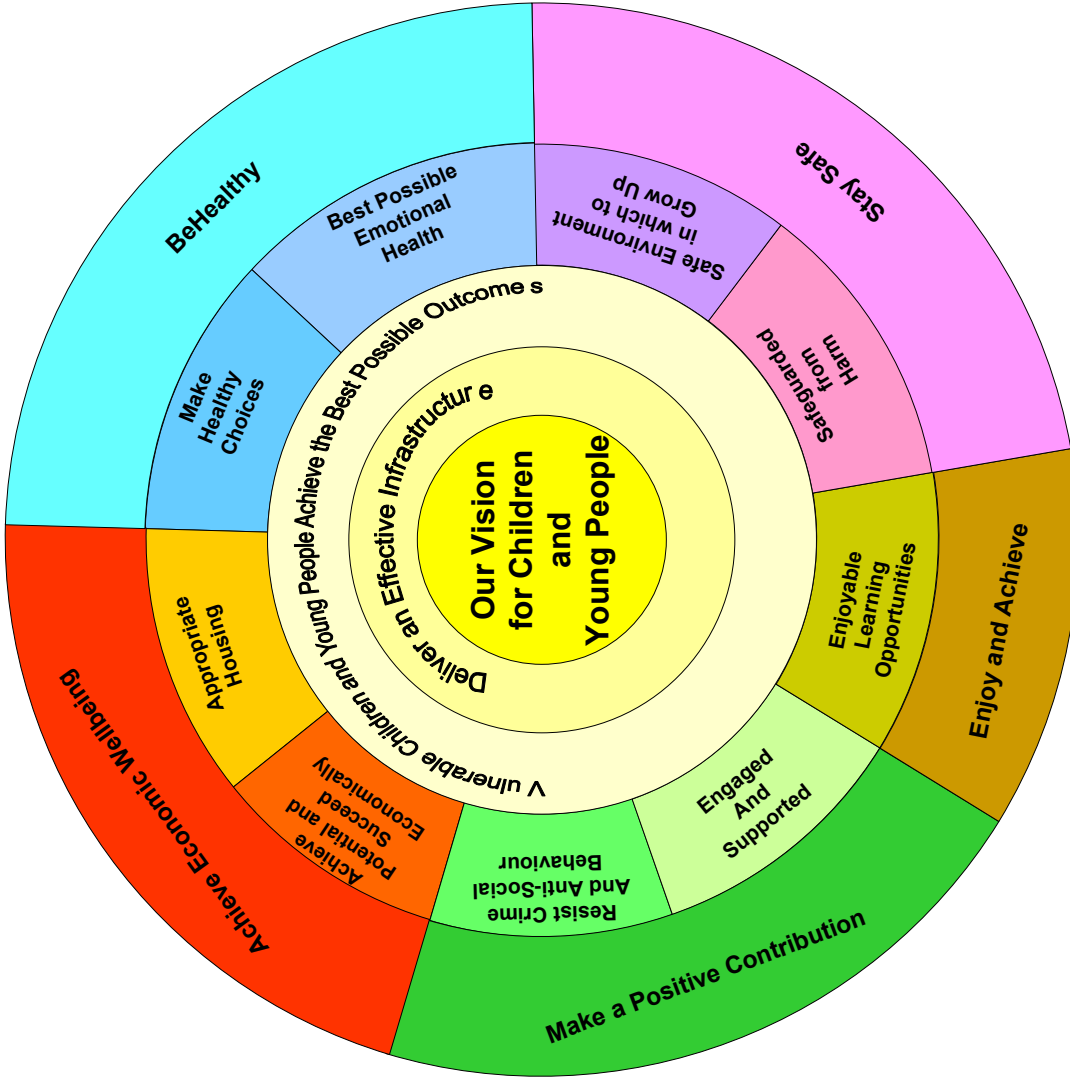
11. Deliver an effective infrastructure to ensure services can continue to improve outcomes for children and young people. We need to make sure we have the right systems in place to make sure we can make a difference. We want truly **integrated delivery of services**, based in local areas. To do this, we will need to have common, **integrated processes** across agencies, a highly skilled and effective **workforce**, clear **governance** that provides accountability and decision making and **strategic joint commissioning** to make sure we deliver services that meet the needs of children. We want to ensure our services deliver **Value for Money**, always taking full account of **equality and diversity**.

Underpinning Priorities

We believe that, if we can make a real impact in these priority areas, then we will improve the lives of all our children and young people in the five areas that the government has targeted:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic wellbeing

We have set up a partnership for each of these five areas and they have been tasked with delivering the priorities set out in this plan. All of our priorities and the partnerships responsible for them are shown in the following diagram:



Peterborough's Children and Young People Plan – 'Onion Diagram'

We will talk a bit more about these partnerships later, but in the following chapters, we will tell you a little bit more about each of these five areas, and about our priorities.

5. Be Healthy

Introduction

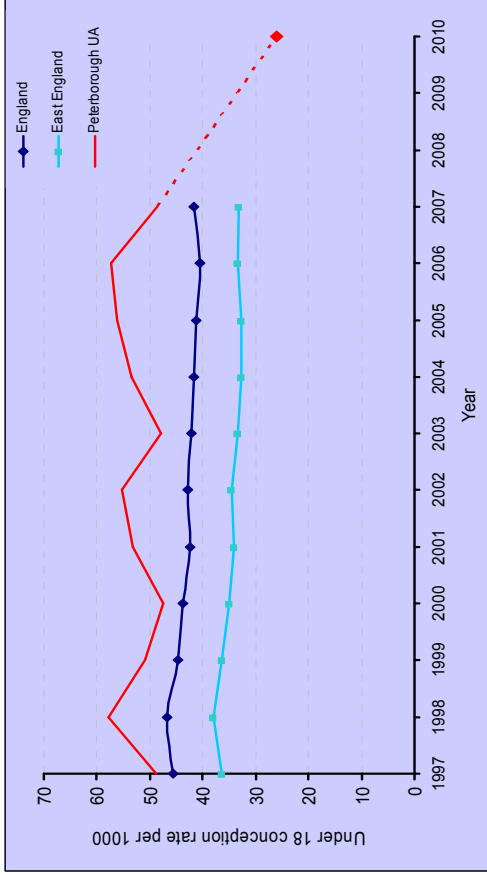
We know that children and young people will find it harder to achieve their full potential if they suffer from poor health. That is why we need to make sure that children and young people have the right support and services. This includes being physically healthy, being mentally and emotional healthy, being sexually healthy, living healthy lifestyles and choosing not to drink alcohol or take illegal drugs.

Sometimes, being healthy is about making the right decisions and doing the right things. We need to make sure that children and young people have the right information, support and guidance to help them make those important decisions. It is always better to prevent ill-health than cure it so we need to make sure we have the right preventative services in place. When children and young people do suffer from poor health, we need to make sure they get access to services that are right for them as soon as possible.

[What's going on in Peterborough?](#)

What does the data tell us?

- In 2007, teenage conception rates fell to 48.5 conceptions per 1000 15-17 girls. This was a reduction from 57.4 in 2006, but is still above the national average of 41.7. We have been set a target of reducing our rates by 55% from the rate in 1998, and we still have a long way to go:



Local and National Teenage Pregnancy Rates

- Peterborough's rate of childhood obesity is higher than the national average. During the 2007/08 school year, 12.6% of children measured in the reception class of primary school were obese, compared to 9.8% nationally. Similarly, 19.1% of children measured in Year 6 were obese, compared to 17.4% nationally.
- In a national survey, 10.7% of Peterborough's young people reported taking drugs or being drunk more than once in the preceding four weeks. This was just below the national average (10.9%).
- A national survey of emotional health revealed that Peterborough's children have poorer emotional health than the national average, scoring 62.9% of positive responses compared to 63.3% nationally. The survey found children in Peterborough were less likely to have one or more good friends.

What have you told us?

Peterborough has conducted a wide-scale Health Related Behaviour survey of children and young people. Some of the results are:

- 17% of children have 'low' to 'medium' self esteem. 80% of Year 10 boys reported that they 'often feel lonely at school' and 28% of respondents reported that 'there are lots of things about myself that I would change'.
- Worrying, 11% of Year 10 girls admitted to drinking alcohol on three or more days out of the previous seven. 7% of Year 10 boys also admitted to frequent drinking. 9% of both boys and girls reported drinking more than 15 units of alcohol in the last week.
- 42% of Year 10 girls boys are 'certain' they know someone personally who takes illegal drugs. A further 17% are 'fairly sure' they know someone.
- 54% of pupils questioned did not know where they could get condoms free of charge and 58% of pupils were unaware that there was a special contraception and advice service for young people available in the city.

The TellUs survey is a national survey of children and young people. Some of the results are:

- 11% of children do not consider themselves very healthy.
- Only 23% of children eat the recommended five or more portions of fruit and vegetables a day.
- Peterborough's children are less likely to be involved in sport and exercise than the national average.
- Joshua Lovell was recently elected as the city's new Youth MP. He campaigned on several issues, and in particular highlighted a need for being earlier education about the effects of alcohol and improved sex education.

What have our inspectors told us?

Every year, services for children and young people are inspected by Ofsted. In 2008, the inspectors identified a number of major strengths around Be Healthy:

- Good performance on the health assessments of looked after children. The proportion of looked after children receiving a dental and annual health check has increased and at 92% is higher than similar councils and the national average.
- Good partnership with schools in promoting healthy lifestyles. 59 of the 73 schools have achieved Healthy School status with almost all schools participating, which is well ahead of target.
- There is good access to child and adolescent mental health services by vulnerable groups.

However, they also identified a number of important weaknesses and areas for development:

- The rate of teenage conceptions remains higher than that of similar councils and the national average.
- The prevalence of obesity amongst children is higher than the national average.
- A low proportion of young people are accessing specialist substance misuse services.

What have we already done?

A huge amount of work has been undertaken to address these areas, including:

- Following an extensive analysis through Peterborough's innovative 'solution centre', we have been undertaking a number of pilot projects to evaluate different approaches to tackling teenage conceptions. This includes launching Peterborough's first pharmacy based Emergency Hormonal Contraceptive scheme, running targeted courses to raise aspirations and provide sexual health advice, and delivering a 'baby real' project, where girls can find out what it is really like to care for a young baby. The pilots are being evaluated, and will inform how we deliver services in the future.
- We have used Peterborough's 'solution centre' to examine the issue of childhood obesity. The solution centre brings together experts from across services to examine new ways to tackle the issue in Peterborough.
- We have improved support for mothers to breastfeed, providing a daily drop in clinic at the city's maternity unit and training 36 women to act as peer supporters. In recognition of this work, the Primary Care Trust and the Maternity Unit have achieved Stage 1 of UNICEF's 'Baby Friendly' accreditation.
- We have raised the number of young people being screened for Chlamydia through a range of initiatives including outreach work, and a new text request service which offers young people an easy way to have a postal testing kit sent to them.
- Construction is underway at the Ida Darwin site in Cambridge to increase the facilities available for young people with mental health difficulties

- Progress in delivering Healthy Schools continues to be excellent, with 89% of schools achieving National Healthy Schools Status.
- Access to Child and Adolescent Mental Health Services (CAMHS) for children in care has improved across tiers 2 and 3 with the recruitment of two part time staff members with dedicated sessions for children in care

A full report about the work that has been undertaken to improve the health of children and young people will be available in our Annual Report. This will be published on our website, www.peterborough.gov.uk/cypp.

What are our priorities and key areas of focus for 2009?

Having looked at the data on Be Healthy, we have identified the following priorities and key areas of focus:

1: Children and young people are supported to make healthy choices

- Teenage pregnancy
- Obesity
- Substance misuse

2: Children and young people have the best possible emotional health

- Comprehensive CAMHS
- Emotional wellbeing of all children and young people

Who is responsible for improving 'Be Healthy'?

The Be Healthy outcome is owned by the Be Healthy Partnership, which reports into the Children's Trust Partnership Board.

The Be Healthy Partnership is co-chaired by Peterborough's Director of Public Health, and the Director of Children's Services and Nursing from the Cambridge and Peterborough Foundation Trust. This partnership is responsible for ensuring that work is done to address the priorities and key areas of focus identified within the Children and Young People Plan.

The Be Healthy Partnership will be publishing an Annual Workplan, which will explain what actions they will be taking to ensure that we make the improvements needed. This Annual Workplan will be published as part of our Annual Report on our website, at www.peterborough.gov.uk/cypp.

How will we measure whether we're improving?

The government have identified 198 performance indicators against which they will monitor how well services are improving the lives of people who live in Peterborough. The Be Healthy Partnership will be responsible for monitoring those relating to the health of children and young people. In relation to the identified priorities and key areas of focus, they will be required to closely monitor the following national indicators:

- **NI 50 – Emotional Health of Children**
- NI 51 – Effectiveness of child and adolescent mental health services (CAMHS)
- NI 55 - Obesity amongst primary school age children in reception year
- **NI 56 – Obesity amongst primary school age children in year 6**

- NI 58 – Emotional and behaviour health of looked after children
- **NI 112 – Under 18 Conception Rate**
- NI 115 – Substance misuse by young people

The indicators that are in bold, above, are some of the key indicators that are in our Local Area Agreement and have been jointly agreed as priorities between all partners in the city and central government.

As well as monitoring the national indicators, the Be Healthy Partnership will continually review local information about the needs of children and young people to ensure that we respond to and tackle issues as soon as possible.

6. Stay Safe

Introduction

The safety of children and young people is of absolute importance for Peterborough. We want to make sure that in Peterborough, our children and young people are:

- Safe from maltreatment, neglect, violence and sexual exploitation
- Safe from accidental injury and death
- Safe from bullying and discrimination
- Safe from crime and anti-social behaviour in and out of school
- Have security, stability and are cared for

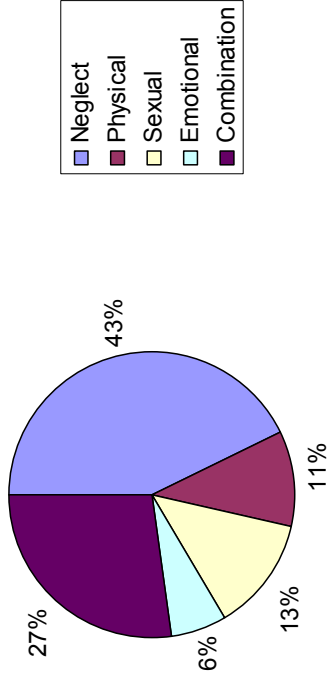
The only way to achieve this is for all those who work with children and young people to work together and to co-ordinate our efforts. Safeguarding children is everybody's responsibility and we need to make sure that, from ensuring safe recruitment to ensuring the effective sharing of important information, we have the right processes in place to protect children.

What's going on in Peterborough?

What does the data tell us?

- At the end of February 2009, there were 110 children with child protection plans. Of these, just under half had child protection plans due to neglect.

Category of abuse or neglect which triggered the Child Protection Plan



- By the end of February 2009, 60% of our initial assessments and 61.3% of our core assessments had been completed within recommended timescales. This was a rise from 36% and 40.6% respectively since April 2007, but is still below our targets and national averages.
- 99% of looked after children cases and 100% of child protection cases were reviewed within recommended timescales.
- Early indications of 2008/09 data show a decrease in children and young people under the age of 20 being victims of crime, with 685 being recorded between 1 April and 30 September 2008 compared to 889 in the same period the previous year.
- The stability of children in care placements has improved. In February 2009, only 3.1% of children had had three or more

placements in the previous 12 months, a reduction from 17.9% in April 2007 and lower than the national average.

- Between 2000/01 and 2005/06, Peterborough had the highest rate of hospital admission following assault by a partner, parent or spouse in the East of England. The rate was three times higher than the regional average.
- Reporting by the police in 2007 found between 120 and 190 children per month who were present during recorded incidents of Domestic Violence.
- The peak age group of children reported missing from home in Cambridgeshire Constabulary Northern Division was 13-15 years. This is similar to the peak age for children running away nationally.
- Research was completed into young runaways in early 2008. The research examined runaways over a six month period during which 113 young people ran away from home.

What have you told us?

In our TELLUS survey, 30% of respondents reported feeling 'a bit' or 'very unsafe' on public transport. 25% reported feeling unsafe in their local area. However, only 10% felt unsafe in school and 61% felt very safe, significantly higher than the national average (55%).

Focus groups carried out to support the review of the Children and Young People Plan consistently highlighted the issue of bullying and the impact of local environments on how safe people feel, including street lighting, busy roads, broken glass, graffiti and dog mess. References were made to particular areas that some young people felt as unsafe such as underpasses. Older children and gang culture was also highlighted as an issue.

What have our inspectors told us?

Every year, services for children and young people are inspected by Ofsted. In 2008, the inspectors identified a number of major strengths around Stay Safe:

- Good reduction in the numbers of children who have been killed or seriously injured on the roads when compared with the England average.
- All children who are the subject of a child protection plan are allocated to a qualified social worker and all are reviewed on time.
- The proportion of looked after children who have been adopted is higher than that of similar councils and the national average.
- The proportion of looked after children who were reviewed on time exceeded that of similar councils and the national average.

However, they also identified a number of important weaknesses and areas for development:

- The rate of social care referrals and re-referrals is higher than that in similar councils and the national average.
- Performance on the timeliness of initial and core assessments remains below that of similar councils and the national average.
- The proportion of looked after children remains higher than that of similar councils and the national average.

What have we already done?

- Inspections carried out in 2008 have shown the significant progress made to ensure children stay safe. Ofsted's 2008 Annual Performance Assessment scored Stay Safe as '2' – satisfactory, which was an improvement on 2007. Similarly, both Adoption and Fostering services improved their inspection ratings in 2008, both being rated satisfactory. Ofsted particularly praised the way the fostering service helped children in care be healthy, enjoy and achieve and make a positive contribution.
- We have co-located our social care teams in a modern, fit for purpose office at Bayard Place. This is not only more efficient, but is helping our services work better together.
- We have reviewed all our services against the Haringey Joint Area Review and are implementing an action plan to ensure that we learn any lessons relevant to Peterborough.
- In order to reduce the number of social care vacancies, we have run an extremely successful workforce development project. This has helped reduce our vacancy rate from 31% in April 2006 to just 14% in February 2009.
- Partners have been working together to deliver 'Operation Stay Safe', where police, youth workers and social workers remove vulnerable young people from the streets late at night and provide them with the support they need.
- A School's Community Cohesion Group has been launched to develop projects and good practice that promotes community within schools.
- The Safer Schools Project continues to be developed, with officers working with children and young people to reduce crime, promote cohesion, tackle bullying and racism and promoting personal safety.

A full report about the work that has been undertaken to improve

the safety of children and young people will be available in our Annual Report. This will be published on our website, www.peterborough.gov.uk/cypp.

What are our priorities and key areas of focus for 2009?

3: Children and young people have a safe environment in which to grow up

- Domestic violence
- Cohesion

4: Children and young people are safeguarded from harm

- Safeguarding
- Young runaways
- Child protection - contact, intake and assessment
- Specialist family support
- Stability and security of Children in Care

Who is responsible for improving Stay Safe?

The Stay Safe outcome is owned by the Stay Safe Partnership, which reports into the Children's Trust Partnership Board.

The Stay Safe Partnership is co-chaired by the Head of Children's Social Care, Peterborough City Council, and the Divisional Commander, Cambridgeshire Constabulary. This partnership is responsible for ensuring that work is done to address the priorities and key areas of focus identified within the Children and Young People Plan.

The Stay Safe Partnership will be publishing an Annual Workplan, which will explain what actions they will take to ensure that we make the improvements needed. This Annual Workplan will be published as part of our Annual report on our website at www.peterborough.gov.uk/cypp

In addition to the work of the Stay Safe Partnership, other partnerships within the city will be important in delivering in this area. The Safer Peterborough Partnership will be leading the delivery of work through their Community Safety Plan. The Greater Peterborough Partnership's Community Cohesion Board will lead cohesion work across the city. The Peterborough Safeguarding Children Board has an important role in ensuring that children and young people across the city stay safe. Finally, several of the areas within Stay Safe are included within our Local Area Agreement. These areas have key delivery plans which will be monitored by the Children's Trust and the Greater Peterborough Partnership.

You can find out more about these partnerships and their work at www.peterborough.gov.uk/cypp.

How will we measure if we are improving?

The Stay Safe Partnership will be responsible for monitoring those National Indicators relating to the safety of children and young people. In relation to the identified priorities and key areas of focus, they will be required to closely monitor the following national indicators:

- **NI11 % people who believe people from different backgrounds get on well together**
- **NI32 Repeat incidents of domestic violence**
- **NI59 – % initial assessments for children's social care carried out within seven working days of referral**
- **NI60 - % of core assessment for children's social care that were carried out within 35 working days of their commencement**
- NI62 Stability of placements of looked after children: number of moves

- **NI63 Stability of placements of looked after children: length of placement**

- NI 64 Child protection plans lasting 2 years or more
- NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time
- NI66 Looked after children cases which were reviewed within required timescales
- NI67 Child protection cases which were reviewed within required timescales
- NI68 Referrals to children's social care going on to initial assessment
- NI69 Children who have experienced bullying
- NI71 Children who have run away from home/care overnight

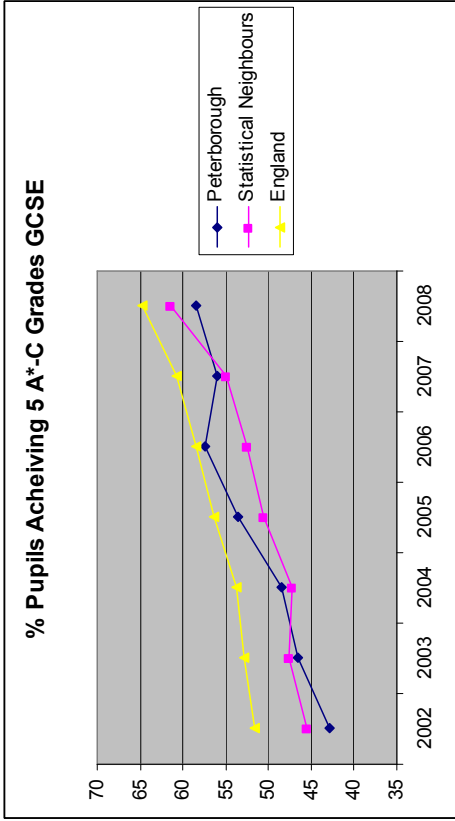
The indicators that are in bold, above, are some of the key indicators that are in our Local Area Agreement and have been jointly agreed as priorities between all partners in the city and central government.

As well as monitoring the national indicators, the Stay Safe Partnership will continually review local information about the needs of children and young people to ensure that we respond to and tackle issues as soon as possible.

7. Enjoy and achieve

Introduction

Having high quality learning and education is a key way in which our children and young people can achieve their goals and potential in life. We need to work together to ensure that all children and young people have the opportunity to enjoy education and achieve their potential. This means making sure that children are ready for school, that they attend and enjoy school, that they achieve their best at both primary and secondary school, and also that they have the best possible personal and social development, taking advantage of informal learning opportunities such as cultural and heritage, play and recreation.



What's going on in Peterborough?

What does the data tell us?

- The percentage of children who achieved a 'good' level across the Early Years Foundation Stage in 2008 was 42.3%, a 9% increase on 2006.
- Provisional data from Key Stage 2 shows that the percentage of children achieving a Level 4 qualification in English and Maths at Key Stage 2 fell to 66% in 2008 (from 68%). This is 6% below the provisional national average.
- 10% fewer children in Peterborough achieved 5 or more A*-C grades including English and Maths compared to the national average. However, there was a rise in the percentage of children achieving 5 A*-C grades not including English and Maths

- There is significant variation in the performance in exams of different groups, with children from some ethnic backgrounds, those living in some poorer parts of the city, and those with a statement of special educational needs all performing more poorly than their peers. Conversely, other groups performed much better than average.

Peterborough's secondary school persistent absence rate dropped from 6.9% to 4.8% in 2007/08. This puts us below national average (5.6%) and all of our statistical neighbours. Overall secondary absence fell to below the national average but overall primary absence rose slightly, although it is only 0.02% higher than the national average.

- Through the TELLUS survey, 50.3% of children reported being bullied in the past 12 months. This is slightly higher than the national average, although it appears our schools deal well with bullying, and perhaps encourage reporting (see below).

What have you told us?

- Results from our TELLUS 3 Survey show that 61% of respondents reported feeling very safe at school, compared to the national average of 55%. 20% of children and young people in Peterborough felt their school dealt 'very well' with bullying, compared to the national average of 14%.
- 11% of children say they enjoy school, 4% higher than the national average. 27% say they always learn a lot at school, again, 4% higher than the national average.
- However, 20% of children reported that they wanted more help from family and friends with homework.
- 80% of children reported that 'more fun/interesting lessons' would help them do better at school.
- Children and young people appear to have low aspirations in Peterborough. When asked about their aspirations after leaving school, the results indicate that Peterborough's young people are less inclined to study to gain a place at university (48% compared to 54% nationally).

What have our inspectors told us?

Every year, services for children and young people are inspected by Ofsted. In 2008, the inspectors identified a number of major strengths around Enjoy and Achieve:

- Good analysis and use of Early Years Foundation Stage data is leading to improving standards of achievement in childcare and early education settings. The proportion of childcare settings and nursery education classes receiving a good grading in inspections has risen by 4% and 23% respectively.
- At Key Stage 2 outcomes continue to improve. Targeted work with schools has led to steady improvement. For example, there are gains in all subjects at Level 4 with mathematics and science results rising above similar councils.

- The proportions of looked after children and young people leaving care with five or more GCSEs are well above similar councils and national comparators.

However, they also identified a number of important weaknesses and areas for development:

- The standards children reach in reading, writing and mathematics at Key Stage 1 are well below those in similar councils and the national figures.
- Progress is too variable in Key Stages 1 and 3 resulting in a series of peaks and troughs in children and young people's attainment.
- Outcomes for some vulnerable groups such as children and young people with learning difficulties and/or disabilities and those from Gypsy and Travelling communities are below national comparators.

What have we already done?

- Bushfield Community College has been confirmed as Peterborough's second academy. It will open on its existing site in September 2009, before moving to new buildings in September 2012. The council is continuing to work with Partnerships for Schools under the government's 'Building Schools for the Future' programme to provide new facilities at Orton Longueville and Stanground.
- In July, our READ.WRITE.inspire literacy initiative earned 'local authority of the month' recognition in the National Year of Reading's campaign to change the culture of reading in Britain.
- Early Years settings were introduced to the revised 'Early Years Foundation Stage Record of Achievement' in spring 2008. This document charts children's progress throughout the Early Years Foundation Stage, ensuring collaborative

working as well as providing appropriate information on transition into school.

- A range of targeted programmes on communication, language and literacy development are being delivered in schools to help improve educational attainment at Key Stages 1,2 and 3.
- A School Improvement Partner has been provided to every school in Peterborough to provide support and challenge to schools, with a particular focus upon supporting the effectiveness of school leadership teams in targeting underperformance and using tracking data effectively.
- The 'Being BRAVE' anti-bullying strategy continues to be implemented, including raising awareness of the Safe to Learn guidance and conducting a widespread Anti-bullying Alliance questionnaire with young people from across the city.
- The Education Welfare Service has been re-designed to deliver more effective services to schools to assess and record attendance and develop strategies for improvement. The success of this approach has been demonstrated through the reduction in persistent absence rates in Peterborough's schools.

A full report about the work that has been undertaken to ensure children and young people enjoy and achieve will be available in our Annual Report. This will be published on our website, www.peterborough.gov.uk/cypp.

What are our priorities and key areas of focus for 2009?

5: Children and young people have enjoyable and appropriate learning opportunities

- Achievement and attainment from the Early Years Foundation Stage to Key Stage 5
- Raising the aspirations of children and young people
- Bullying

- Narrowing the gap
- Children outside mainstream education
- Play and informal learning opportunities

Who is responsible for improving Enjoy and Achieve?

The Enjoy and Achieve outcome is owned by the Enjoy and Achieve Partnership, which reports into the Children's Trust Partnership Board.

The Enjoy and Achieve Partnership is co-chaired by the Assistant Director – Learning & Skills, Peterborough City Council and Programme Director – Performance and Improvement, Peterborough City Council. This partnership is responsible for ensuring that work is done to address the priorities and key areas of focus identified which is done within the Children and Young People Plan.

The Enjoy and Achieve Partnership will be publishing an Annual Workplan, which will explain what actions they will take to ensure that we make the improvements needed. This Annual Workplan will be published as part of our Annual report on our website at www.peterborough.gov.uk/cypp

In addition to the work of the Enjoy and Achieve Partnership, other partnerships within the city will be important in delivering improvements in this area. In particular, the 14-19 Educational Planning Partnership will be leading the delivery of the important 4-19 reform agenda, which will fundamentally change the way young people access learning.

You can find out more about this partnerships and their work at www.peterborough.gov.uk/cypp.

How will we measure if we're making progress?

The Enjoy and Achieve Partnership will be responsible for monitoring those national indicators relating to this aspect of the lives of children and young people. In relation to the identified priorities and key areas of focus, they will be required to closely monitor the following national indicators:

- **NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal and Social and Emotional**
- **NI73 Achievement at level 4 or above in both English and maths at Key Stage 2**
- **NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths**
- **NI84 Achievement of 2 or more A*-C grades in Science GCSEs or equivalent**
- **NI87 Secondary school persistent absence rate**
- **NI92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest**
- **NI93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2**

- **NI94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2**
- **NI102 Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4**
- **NI104 The Special educational Needs (SEN)/non- SEN gap achieving Key Stage 2 English and maths threshold**
- **NI104 The Special educational Needs (SEN)/non- SEN gap achieving 5 A* - C GCSE inc. English and maths**
- **NI107 Key Stage 2 attainment for black and minority ethnic groups**
- **NI108 Key Stage 4 attainment for Black and minority ethnic groups**

The indicators that are in bold, above, are some of the key indicators that are in our Local Area Agreement and have been jointly agreed as priorities between all partners in the city and central government.

As well as monitoring the national indicators, the Enjoy and Achieve Partnership will continually review local information about the needs of children and young people to ensure that we respond to and tackle issues as soon as possible.

8. Make a positive contribution

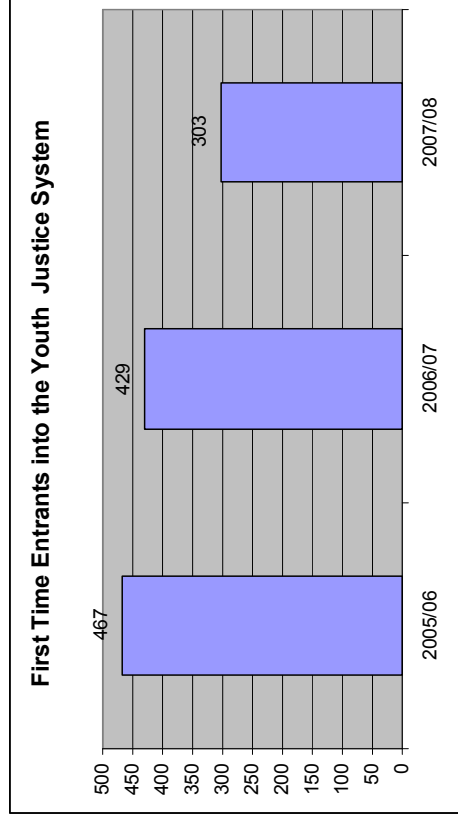
Introduction

It is important that we give children and young people opportunities to take an active part in, and make a positive contribution to, their communities. This means making sure they can engage in decision making about things that affect their lives. It means supporting the community and the environment to engage in law-abiding and positive behaviour, developing positive relationships with others and developing enterprising behaviour.

What's going on in Peterborough?

What does the data tell us?

- The number of first time entrants into the youth justice system has reduced significantly over the past three years.



- 65.5% of young people reported taking part in positive activities over the previous four weeks, compared to a national average of 69.5%.
- Peterborough is well on target to meet its national targets for delivering extended school and children's centre provision.

What have you told us?

- In the TELLUS survey, Peterborough did very well when it came to children and young people feeling that their views were taken into account during the decision making process. 7% said they thought they were listened to 'a great deal' compared to the national average of 4%, and 26% said 'a fair amount' compared to the national average of 22%. This demonstrates that children and young people feel influential in making decisions about the local area. Similarly, more children felt they were listened to in decisions about their school compared to national average.
- The Place Survey is a large scale community survey conducted by the Government. Participants are asked about how big a problem various elements of anti-social behaviour are, such as 'teenagers hanging around the streets' or 'vandalism'. When conducted in Peterborough, the overall score for anti-social behaviour being a problem was 20.5%, which was higher than our statistical neighbours, whose average was 19.27%.
- 58% of children said in the last year they had given their time to help a charity, a local voluntary group, a neighbour or someone else in the local area, which is slightly lower than the national average of 61%.

What have our inspectors told us?

Every year, services for children and young people are inspected by Ofsted. In 2008, the inspectors identified a number of major strengths around Make a Positive Contribution:

- Children and young people, including the most vulnerable, make a valuable contribution in shaping the future of services in Peterborough. For example, their elected representatives on the Youth Council inform and influence Cabinet policy and decision-making.
- Successful action is taken to identify children and young people at risk of participating in anti-social behaviour and to reduce numbers of those already involved. Partnership work in supporting young offenders is very effective resulting in a significant reduction in the rate of recidivism and rising numbers of young offenders involved in education, training and employment.
- Looked after children and young people play a full part in making decisions about their future and are listened to. For example, 'Viewpoint' enables looked after children to record their views of their care plans. Councillors meet with children and young people regularly to ensure their views are heard.

However, they also identified a number of important weaknesses and areas for development:

- Insufficient access to specialist services and out-of-school activities for some vulnerable children and young people, especially those who are hard-to-reach such as young carers.

What have we already done?

- In February 2009, the Peterborough's Youth Council (made up of representatives from Peterborough's secondary and special schools) debated the council's budget proposals, directly questioning and challenging the Head of Strategic Finance and Leader of the Council.
- The Multi-Systemic Therapy pilot was launched in August 2008. This work delivers intensive services to support and change families' behaviour. It is targeted at those children at risk of being taken into care and custody.
- Recruitment is underway to appoint three Parenting Co-ordinators who will provide support, advice and guidance to parents and carers.
- Two members of the Youth Council are attending Peterborough City Council's Children and Lifelong Learning Scrutiny Panel.
- The Youth Offending Service's overall performance, as assessed by the Youth Justice Board, was 76%. This placed Peterborough 27th out of 157 Youth Offending Services across the country
- The Youth Volunteering Strategy is being delivered, providing opportunities for young people to get involved in volunteering activities.

A full report about the work that has been undertaken to ensure children and young people can make a positive contribution will be available in our Annual Report. This will be published on our website, www.peterborough.gov.uk/cypp.

What are our priorities and key areas of focus for 2009?

6: Children and young people are engaged and supported within their communities

- Transitions
- Engagement, participation and active citizenship
- Universal and targeted parenting support

7: Children and young people resist engaging in crime and anti-social behaviour

- Reducing first time entrants to the youth justice system
- Reducing re-offending
- Reducing anti-social behaviour

Who is responsible for improving Make a Positive Contribution?

This outcome is owned by the Make a Positive Contribution Partnership, which reports into the Children's Trust Partnership Board.

The Make a Positive Contribution Partnership is co-chaired by the Assistant Director – Families and Communities, Peterborough City Council and the Chair of Voluntary Sector Forum. This partnership is responsible for ensuring that work is done to address the priorities and key areas of focus identified within the Children and Young People Plan.

The Make a Positive Partnership will be publishing an Annual Workplan, which will explain what actions they will take to ensure that we make the improvements needed. This Annual Workplan will be published as part of our Annual report on our website at www.peterborough.gov.uk/cypp

In addition to the work of the Make a Positive Contribution Partnership, other partnerships within the city will be important in delivering in this area. In particular, the Safer Peterborough

Partnership will be leading the delivery of work around anti-social behaviour through their Community Safety Plan. In addition, several of the areas within Make a Positive Contribution are included within our Local Area Agreement. These areas have key delivery plans which will be monitored by the Children's Trust and the Greater Peterborough Partnership.

You can find out more about these partnerships and their work at www.peterborough.gov.uk/cypp.

How will we measure if we're improving?

The Make a Positive Contribution Partnership will be responsible for monitoring those national indicators relating to that aspect of children and young people's lives. In relation to the identified priorities and key areas of focus, they will be required to closely monitor the following national indicators:

- **NI 17 Perceptions of anti-social behaviour**
- NI19 Rate of proven re-offending by young offenders
- NI 44 Ethnic composition of offenders on Youth Justice System disposals
- NI110 Young people's participation in positive activities
- **NI111 First time entrants into the youth Justice System aged 10-17**

The indicators that are in bold, above, are some of the key indicators that are in our Local Area Agreement and have been jointly agreed as priorities between all partners in the city and central government.

As well as monitoring the national indicators, the Make a Positive Contribution Partnership will continually review local information about the needs of children and young people to ensure that we respond to and tackle issues as soon as possible.

9. Achieve economic wellbeing

Introduction

Economic stability and security are important in ensuring that children and young people can achieve their potential. It has long been known that children from poorer backgrounds often do less well in education, health and their adult life. We need to ensure that families from these backgrounds have the support that they need to thrive.

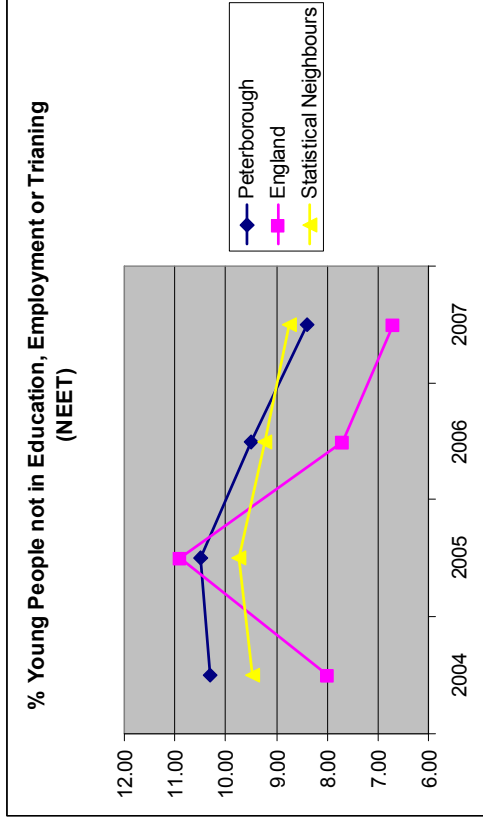
Achieving economic wellbeing is also about making sure that young people are ready for work, with the right skills, training and employment opportunities to have good careers.

In these difficult economic times, it is especially important that we ensure that we support families so that children and young people live in decent homes and have to transport and the services that they need.

What's going on in Peterborough?

What does the data tell us?

- The number of young people not in education, employment or training (NEET) has been falling over the past few years in Peterborough. However, provisional data for the end of 2008 suggests that this figure may rise to 9.1%.



- There are big variances in NEET levels, with poorer areas of the city having higher levels than those who are more affluent. Similarly, vulnerable groups, such as young people with learning difficulties or disabilities and teenage mothers, have very high NEET rates.
- Young people in Peterborough are less likely to have good qualifications than nationally. In particular, young people are less likely to have a Level 2 (equivalent qualification to 5 good GCSEs) or Level 3 (equivalent to A Level) qualifications by the time they are 19.
- Peterborough's Strategic Housing Market Analysis (SHMA) Needs Analysis 2007 found that a quarter of households in Peterborough (25.8%) contained children. Around 5% were lone parent households.
- Local homeless data shows that the most common cause of people who were found to be 'eligible, unintentionally homeless and in priority need' was that parents were no

longer willing or able to accommodate the individuals concerned, suggesting that these were primary young people.

What have you told us?

- The issue of transport has been identified as a key priority for both the Youth Council and the Youth MP.
- In our health related behaviour survey, a total of 58% of respondents worked for between two and five hours for money in the previous week.

What have our inspectors told us?

Every year, services for children and young people are inspected by Ofsted. In 2008, the inspectors identified a number of major strengths around Achieve Economic Wellbeing:

- Year-on-year improvement in the participation rate of 17-year-olds in education and training which is now closer to the national average.
- Good advice and support for looked after children and care leavers, through pathway plans and personal advisors, leading to very good rates of entry to education, employment and training.
- Good improvements in the standard of housing and support for care leavers and other vulnerable young people. For example, the proportion of care leavers living in suitable accommodation has improved significantly and is now above that of similar councils and the England average.

However, they also identified a number of important weaknesses and areas for development:

- The proportion of young people with learning difficulties and/or disabilities and young parents who are not in education, training and employment is too high.
- The proportions of post-16 young people achieving Level 2 and Level 3 qualifications, at 64.2% and 38.6% respectively, are below those of similar councils.

What have we already done?

- A successful mediation service has been introduced whereby young people identified as homeless at 16 – 17 are automatically referred to mediation with Relate. This draws out family issues and seeks to place the young person, through negotiation, back in the family home wherever possible.
- A new Young People's Homelessness Prevention, Resettlement and Tenancy Sustainment Service has been commissioned. The operates a Monday to Friday service with weekend call-out to provide support for care leavers, young offenders and other vulnerable young people.
- An Employer Engagement Strategy has been developed and is currently under consultation. This strategy will allow us to help young people get into employment.
- Peterborough hosted a 'NEAT not NEET' conference, chaired by the MP for Peterborough, Stewart Jackson. Attendees included statutory agencies, housing associations, local businesses and voluntary sector organisations. Action Plans were developed during the 'NEAT not NEET' conference to address: Reaching Young People who are NEET; Youth Crime and Anti-Social Behaviour; Employer Engagement; and Young People's Achievement at all levels.
- A range of targeted programmes have been delivered with young people who are at risk of becoming NEET. This includes Change-It, the NEET projects and CLIPS.

- Over 2,000 students at Key Stage 3 have used 'Plan-it', the web-based tool that helps support students' career and learning planning.
- We have increased capacity within the 14-19 team to deliver this challenging reform programme. We have been working with our partners to deliver our first range of Diplomas from September 2009. These will include: **Creative and Media; Society Health and Development; IT and Hair and Beauty**

A full report about the work that has been undertaken to ensure children and young people achieve economic wellbeing will be available in our Annual Report. This will be published on our website, www.peterborough.gov.uk/cypp.

What are our priorities and key areas of focus for 2009?

8: Children and young people achieve their potential and succeed economically

- Qualifications by age 19
- Reducing the number of young people not in education, employment and training (NEET), focusing upon those young people most vulnerable
- Delivery of 14-19 Agenda
- Transport
- Providing targeted support to children, young people and families in poverty

9: All young people have access to appropriate housing

- Housing for vulnerable young people, focusing upon care leavers, young offenders and teenage mothers

Who is responsible for improving Economic Wellbeing?

This outcome is owned by the Achieve Economic Wellbeing Partnership, which reports into the Children's Trust Partnership Board.

The Achieve Economic Wellbeing Partnership is co-chaired by the Partnership Director, Learning and Skills Council and Head of Young People's Service, Peterborough City Council. This partnership is responsible for ensuring that work is done to address the priorities and key areas of focus identified within the Children and Young People Plan.

The Achieve Economic Wellbeing Partnership will be publishing an Annual Workplan, which will explain what actions they will need to take that we make the improvements needed. This Annual Workplan will be published as part of our Annual report on our website at www.peterborough.gov.uk/cypp

In addition to the work of the Achieve Economic Wellbeing Partnership, other partnerships within the city will be important in delivering improvements in this area. In particular, the 14-19 Educational Planning Partnership will be leading the delivery of the important 14-19 reform agenda, which will fundamentally change the way young people access learning. In addition, several of the areas within Achieve Economic Wellbeing are included within our Local Area Agreement. These areas have key delivery plans which will be monitored by the Children's Trust and the Greater Peterborough Partnership.

You can find out more about these partnerships and their work at www.peterborough.gov.uk/cypp.

How will we measure if we're improving?

The Achieve Economic Wellbeing Partnership will be responsible for monitoring those national indicators relating to that aspect of children and young people's lives. In relation to the identified priorities and key areas of focus, they will be required to closely monitor the following national indicators:

- NI145 Young offenders engagement in suitable education, employment or training
- NI146 Young offenders access to suitable accommodation
- NI179 Achievement of a Level 2 qualification by the age of 19
- NI180 Achievement of a Level 3 qualification by the age of 19
- NI190 Take up of 14-19 learning diplomas
- NI116 Proportion of children in poverty
- **NI117 16 – 18 year olds who are not in education, training or employment**
- NI141 Number of vulnerable people achieving independent living
- **NI142 Number of vulnerable people who are supported to maintain independent living**
- NI 147 Care leavers in suitable accommodation
- NI148 Care leavers in employment, education or training

The indicators that are in bold, above, are some of the key indicators that are in our Local Area Agreement and have been jointly agreed as priorities between all partners in the city and central government.

As well as monitoring the national indicators, the Achieve Economic Wellbeing Partnership will continually review local information about the needs of children and young people to ensure that we respond to and tackle issues as soon as possible.

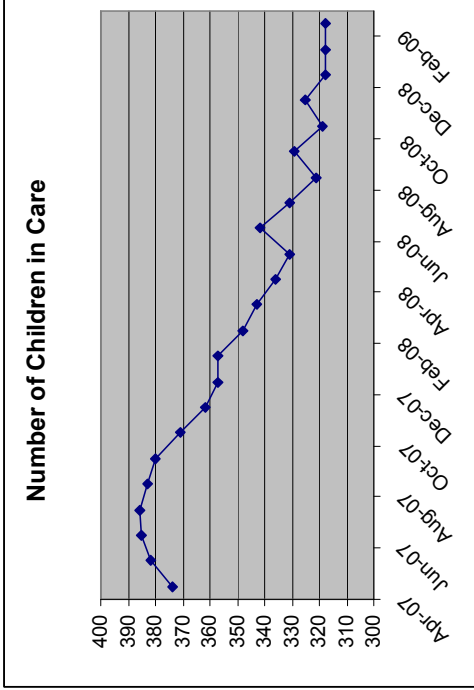
10 Vulnerable Children and Young People

Introduction

There are some children and young people in Peterborough who face particular challenges, making it harder for them to achieve the outcomes set out in this document.

Children and young people who are in care are some of the most vulnerable in Peterborough. We know they face many challenges and are more likely to end up committing crimes, less likely to achieve good exam results and less likely to find a job when they become an adult.

In February 2008, there were 318 children in the care of the local authority. This was a reduction from 386 in July 2007. However, as a rate of the total population, there are 82.9 children in care per 10,000 children, which is significantly higher than our statistical neighbours (69.3 in 2007/08) and the national average (54.1 in 2007/08). Their ages ranged from 19 who were under one year of age, to three who were over 16.



Children with disabilities and additional needs often require the support of a number of services to ensure that they have the highest possible quality of life. Information collected from health, social care and special educational needs data suggests that there are just over 1,800 children with disabilities in Peterborough:

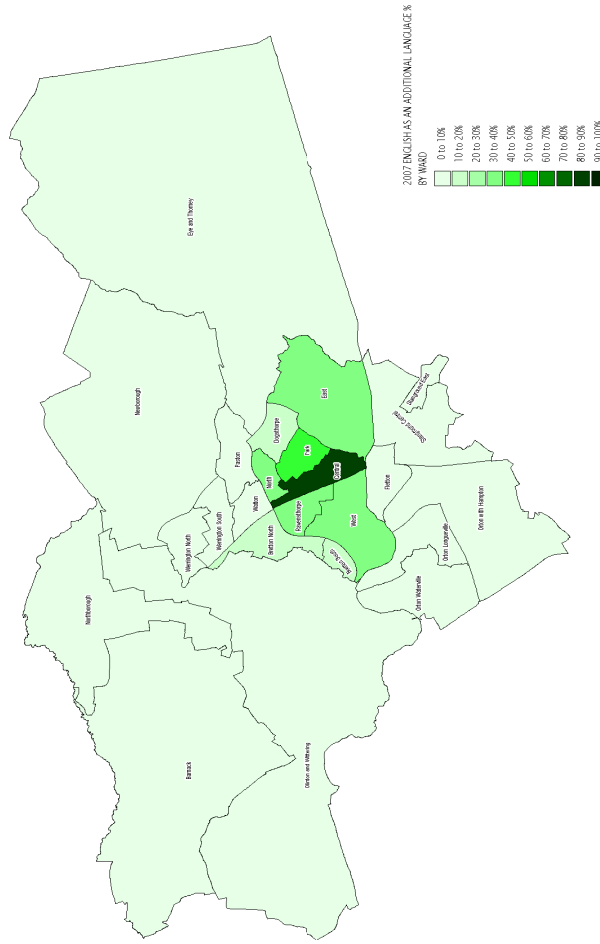
Age band	Number
0-5	605
5-16	1,017
Post-16	229
Total	1,851
Total 0-19 population	40,386
% with disability	4.6%

Children and young people from Gypsy and Traveller communities are at a greater risk of poor educational achievement than any other children. They are also at risk of other poor outcomes and can often be the victims of discrimination and bullying. Often, children from Gypsy and Traveller communities find it harder to access services than other children.

Young Carers face major challenges in their lives, often trying to balance their school work and own lives whilst caring for brothers, sisters, parents or other relatives. According to the 2001 census there were nearly 480 children in Peterborough aged 0-18 years who provided care, with 6% providing 50 hours or more. However, a report by Anglia Ruskin University into the needs of Young Carers in Peterborough suggested that there could be approximately 2,400 children and young people aged 5-16 who have not been formally assessed as young carers. Being a young carer can have an impact on education, finances and future aspirations and can lead to stress and worry.

There has been a large increase in the number of new arrivals to the city from abroad. Children who are new to the country face many challenges. Often they do not speak English very well and this means that they may have difficulty in school, or may feel isolated and find it hard to make friends. They often do not fully understand our culture, may find it hard to access services and do some of the things that we take for granted. New arrivals can offer a huge amount to the city culturally, economically and socially, but we need to ensure that there is the right support in place to help them.

There has been a steady rise in the numbers of pupils with English as an Additional Language (EAL) from 14.7% in 2003 to 19.4% in 2007. Most wards have experienced an increase in EAL and Central ward has 83.5% of its school population with EAL. Five other wards have over 30% with EAL needs.



Source: Peterborough PIES 2006

Our PIES education system records the first languages of children within our schools. It can provide a good indication of the numbers of languages spoken within our schools. The database records that 83 separate languages are spoken as first languages by students within our schools (not including separate dialects). The ten most commonly spoken languages are:

1. English
2. Punjabi
3. Urdu
4. Polish
5. Portuguese
6. Slovak
7. Lithuanian
8. Gujarati
9. Czech
10. Chinese

There are at least 24 different languages which are the first language for twenty or more students within our schools, and this figure is likely to be higher.

By offering the right kind of support for these groups we can make a big difference to their lives and give them the opportunity to achieve their potential

What have we already done?

- We have revised our Corporate Parenting Strategy, which sets out how we will promote and safeguard the welfare of all children in care through good quality care and education.
- Our Children in Care Council has been established and is going from strength to strength. Members have made a video to explain to staff who work with children what it is like to be a child in care. The CiC council were also featured in a recent edition of the local council paper, *Your Peterborough*.
- A new Head of Learning and Opportunity has been appointed in early 2009. His role will provide a lead for the education and wellbeing of all children in care in the city.
- Significant work has been undertaken through the Aiming High agenda to improve the availability of short break provision for children with disabilities and their families. We have held provider forums, conducted consultation events and set up a Parents' Forum to help develop our commissioning proposals for the coming year.
- We have been working to integrate our services for Children with Disabilities. A shadow management board has been set up with the aim of delivering integrated services from May 2009.
- We have identified a need to raise the attainment levels of children and young people who are minority ethnic new arrivals. A revised literacy framework has now been fully implemented in schools to support new arrivals.

- A protocol between Children's Services and the Primary Care Trust for Family Assessments is being developed through the Carers Steering group. This will help ensure that young carers are identified during assessments of the needs of adults.
- A survey has been conducted with schools to identify and provide support for young carers. Guidance about the needs of young carers has been developed and is being distributed to schools.
- Primary and secondary learning mentors have been appointed to support children and young people from Gypsy and Traveller communities and, in particular, provide support on the transfer between primary and secondary schools.

A full report about the work that has been undertaken to support vulnerable children and young people will be available in our Annual Report. This will be published on our website, www.peterborough.gov.uk/cypp.

What are our priorities and key areas of focus for 2009?

10: Vulnerable children and young people achieve the best possible outcomes

- New arrivals
- Children in Care
- Children with disabilities
- Young carers
- Children and young people from Gypsy and Traveller communities

Who is responsible for improving cross cutting issues?

All of our partnerships are responsible for ensuring that they consider the needs of these groups of children and young people

in all the work that they do. In addition, we have asked some of our partnerships to take a lead in co-ordinating services for each vulnerable group. These responsible partnerships are:

New Arrivals – Enjoy and Achieve Partnership

Children in Care – **Stay Safe Partnership**

Children with Disabilities – **Make a Positive Contribution Partnership**

Young Carers – **Make a Positive Contribution Partnership**

Children and Young People from Gypsy and Traveller communities – **Infrastructure Partnership**

How will we measure if we're improving?

Each of the partnerships will be responsible for monitoring both performance indicators and the delivery of key action plans. Key National Indicators include:

- **NI54 – Services for disabled children**
- NI58 – Emotional and behaviour health of looked after children
- NI99 Children in care reaching level 4 in English at Key Stage 2
- NI100 Children in care reaching level 4 in maths at Key Stage 2
- NI101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and maths)
- NI107 Key Stage 2 attainment for black and minority ethnic groups
- NI108 Key Stage 4 attainment for black and minority ethnic groups
- NI147 Care leavers in suitable accommodation
- NI148 Care leavers in employment, education or training

11. Infrastructure

Introduction

The only way that we will achieve the vision set out in this plan is to ensure that we deliver the right services, in the right way, at the right time. If we are to achieve this, we need to make sure we have the right infrastructure in place.

To deliver the best possible services, we need to have the best possible workforce. Workforce development is of central importance to the delivery of this plan. This is particularly important now, because we are changing the way we deliver services. For example, we have started joining up our services, with groups of professionals delivering in localities through children's centres and extended schools. We want to extend this approach, so that we have truly integrated services in the areas where they are needed. This requires a whole new way of working and so our staff will need to have the skills and knowledge to deliver in this new way.

We need to make sure we're spending our money wisely. Commissioning is all about getting the best service for our money, and is key to delivering value for money.

Integrated processes can make it easier and faster for children to access the services they need. We need to ensure that we have effective joined up governance – that our Children's Trust arrangements are working well and are making a difference to the lives of children and young people. Finally, we need to ensure that we are meeting our responsibilities with regard to equality and diversity.

What have our inspectors told us?

Every year, services for children and young people are inspected by Ofsted. In 2008, the inspectors identified a number of major strengths around Service Management:

- The council and its partners have a clear vision and a realistic set of priorities.
- A performance management system is in place and is beginning to improve performance and budgetary planning.

However, they also identified a number of important weaknesses and areas for development:

- Despite the implementation of several strategies and plans, many outcomes remain below those of similar councils and national averages.
- Progress towards joint commissioning and pooled budgets is relatively slow.
- Although gross expenditure on family support has increased, it remains at a lower proportion of the total budget than in comparable authorities.

What have we already done?

- We have conducted a thorough review of the partnerships that underpin the Children's Trust and have developed a more effective approach with clear accountability and effective governance arrangements.
- We have developed a revised Workforce Development Strategy, which will be presented to the Children's Trust Partnership Board in April 2009.

- We have developed a clear Strategic Commissioning Framework, which sets out how we will work together to jointly commission services, ultimately delivering better outcomes for children and young people.
- A project called 'Delivering through Localities' has been launched. This project will change the way services in Peterborough are delivered through more localised, co-ordinated services that respond directly to local need.

A full report about the work that has been undertaken to improve the infrastructure to support our delivery will be available in our Annual Report. This will be published on our website, www.peterborough.gov.uk/cypp.

What are our priorities and key areas of focus for 2009?

1: *Deliver an effective infrastructure to ensure services can continue to improve outcomes for children and young people*

- Equality and Diversity
- Joint Commissioning
- Workforce Development
- Integration of Services / Locality Working
- Governance
- Value for Money
- Integrated Processes

Who is responsible for improving infrastructure issues?

This outcome is owned by the Infrastructure Partnership, which reports into the Children's Trust Partnership Board.

The Infrastructure Partnership is co-chaired by the Assistant Director, Commissioning and Performance and Chief Executive of Young Lives.

This partnership is responsible for ensuring that work is done to address the priorities and key areas of focus identified within the Children and Young People Plan.

The Infrastructure Partnership will be publishing an Annual Workplan, which will explain what actions they will take to ensure that we make the improvements needed. This Annual Workplan will be published as part of our Annual report on our website at www.peterborough.gov.uk/cypp

How will we measure if they're improving?

There aren't any national performance indicators related to these areas. Instead, the Infrastructure partnership will be responsible for monitoring key milestones and action plans, to make sure that we are delivering the key policies, processes and activities that are needed to make a real difference.

12. Working together to deliver our plan

The Children and Young People Plan is the key document for all services who work with children, young people and their families in Peterborough. It is owned by the Children's Trust and it is only through working together that we will deliver the ambitious changes that we have set out.

The Children's Trust Partnership Board (CTPB) was launched in April 2008 and is chaired by the Director of Children's Services. Also sitting on the Board is the Lead Member for Children's Services, Cambridgeshire Constabulary, NHS Peterborough, Peterborough and Stamford Hospitals NHS Foundation Trust, Cambridgeshire and Peterborough Probation Service, Peterborough Safeguarding Children Board, Cambridgeshire and Peterborough Foundation Trust and the Learning and Skills Council. Three voluntary and community sector representatives from the Voluntary Sector Forum, Young Lives and Peterborough Racial Equality Council are also on the Partnership Board. Headteachers representing secondary schools, primary schools and special schools are members, as well as the chair of the Governor Reference Group.

The board has signed a formal Memorandum of Agreement, which sets out the way in which the board will work, including giving a commitment to sharing information and an agreement to move towards pooling resources and joint commissioning of services in order to improve outcomes.

In order to meet the requirements set out in section 10 of the Children's Act 2004, Peterborough's partnership structure has undergone a radical review. With the Children's Trust Partnership Board (CTPB) responsible for setting the strategic direction for all children's services, we have set up a series of 'Partnership

Groups' beneath it to ensure that the vision of the CTPB is delivered. These groups are based on the five outcomes from *Every Child Matters* in addition to a sixth group that focuses on infrastructure.

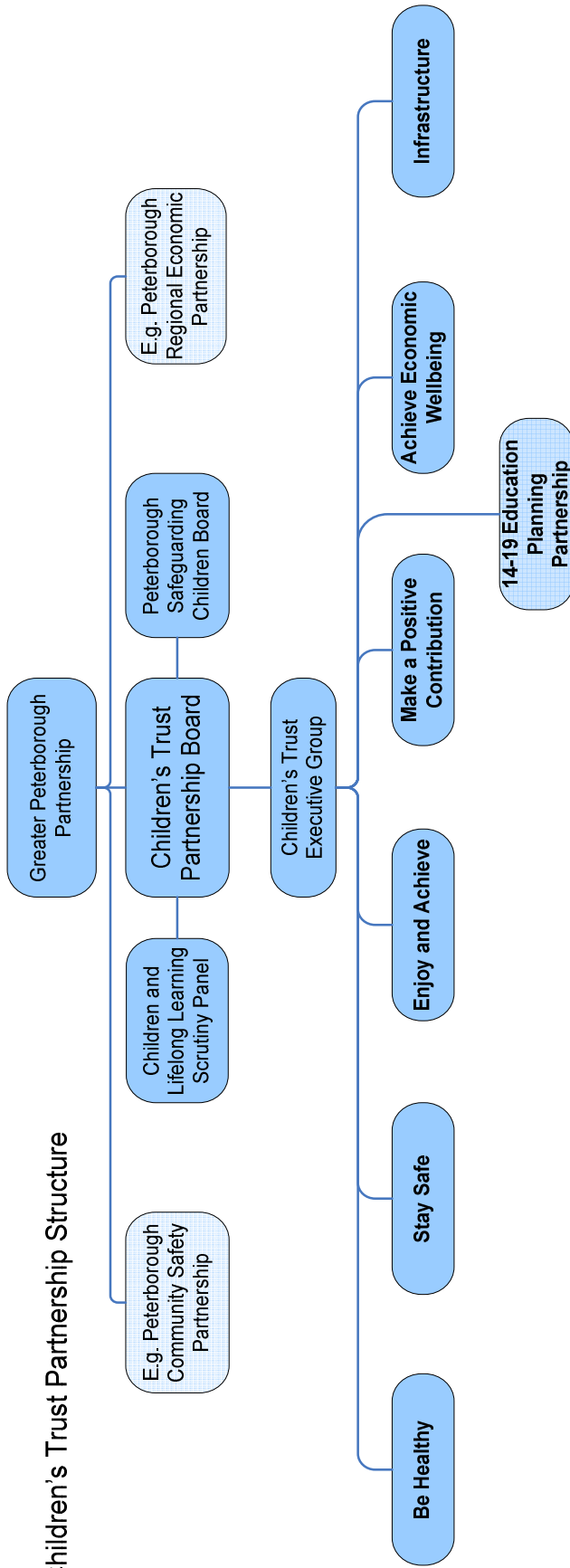
Sitting between the CTPB and its six Partnership Groups is the Children's Trust Executive Group. Its function is to ensure the Partnership Groups are making consistent progress towards their targets and that any problems get dealt with quickly and effectively.

Finally, to reflect the importance of the 14-19 agenda in leading the transformation of learning in the city, the 14-19 Educational Planning Partnership will feed directly into the Children's Trust Executive Group. This group is co-chaired by the Assistant Director for Resources and the Programme Director for 14-19 and Phase 2 of the Secondary School Review from Children's Services, Peterborough City Council.

The Children's Trust Partnership Board is one of several partnerships that sit within the wider Greater Peterborough Partnership (GPP) structure. The GPP is the overarching partnership for all of Peterborough and owns Peterborough's Sustainable Community Strategy, the key strategy for the whole of the city. To find out more about the GPP and Peterborough's Sustainable Community Strategy, please see <http://www.gpp-peterborough.org.uk/>

A diagram showing the new partnerships structure can be found below:

Children's Trust Partnership Structure



The partnerships that sit beneath the Children's Trust will all have a written 'contract' with the Children's Trust Partnership Board, clearly setting out the expectations for the group and the areas that they are responsible for monitoring, challenging and delivering. They will all be required to produce Annual Workplans, setting out how they will deliver the priorities within the Children and Young People Plan. These will be available at our website: www.peterborough.gov.uk/cvpp.

In addition to the Partnership workplans, there are a number of key strategies, plans and projects that will all contribute to the delivery of our Children and Young People Plan. Several of these partnerships, such as the Cohesion Board, the Safer Peterborough Partnership and Peterborough Safeguarding Children Board have been mentioned throughout this document. The Greater Peterborough Partnership have agreed Local Area

Agreement action plans which will see joint action taken to address the key areas of priority within the city. Finally, there are a number of key projects which we know we need to deliver. These include the Aiming High Short Breaks project, the integration of services for Children with Disabilities and the Delivering through Localities projects. The partnerships that underpin the Children's Trust must ensure that they are fully engaged with all these projects, plans and partnerships to ensure that we address our shared priorities in a co-ordinated and effective way.

Finally, a key way in which the Children and Young People Plan will be delivered will be through commissioning. Commissioning is the process by which we decide which services are bought and incorporates analysing need, consulting with children and young

people, identifying what services are required and purchasing services to meet the needs that have been identified.

Effective commissioning can lead to better value for money by pooling resources and aligning services to match the needs of children and young people.

The Children's Trust Partnership Board has agreed a Strategic Commissioning Framework and is building a Commissioning Team within the City Council Children's Services department to support and enable the commissioning process.

The Strategic Commissioning Framework will be available on our website at www.peterborough.gov.uk/cypp. The framework sets out the key priorities for commissioning in Peterborough. In brief, they are:

- Teenage pregnancy and sexual health
- Child and Adolescent Mental Health Services (CAMHS) and emotional health
- Community health services
- Obesity
- Substance misuse (drugs and alcohol)
- Children with disabilities
- Tier 4 placements (for children and young people with the most complex needs)
- Targeted youth support
- Youth offending
- Parenting support

Community Languages

Please contact us on 01733 747474 if you require this information in: large print, CD, audiotape or Braille or another language.

CZECH

“Laskavě nám zavolejte na 01733 747474 v případě, že tyto informace potřebujete: vytištěné větším tiskem, na kompaktním disku, na páse, v Braillově slepeckém písmu nebo v jiném jazyce.”

LITHUANIAN

“Prašome susisiekti su mumis 01733 747474 jeigu jums yra reikalinga informacija: dideliu šriftu, CD, garsajuostėje, Braille ar kitomis kalbomis.”

POLISH

“Prosimy o skontaktowanie się z nami pod numerem 01733 747474, jeżeli niniejsza informacja potrzebna jest w wydaniu: dużym drukiem, na płycie CD, na kasecie audio, w języku Braille'a lub w innym języku.”

PORTUGUESE

Por favor, contacte-nos através do tel.: 01733 747474 se necessitar desta informação em letras maiores, CD, cassette áudio, Braille, ou noutra idioma.

RUSSIAN

“Пожалуйста, обращайтесь к нам по телефону 01733 747474 если вам требуется эта информация: крупным шрифтом, на диске, на аудиокассете, шрифтом Брайля или на другом языке.

SLOVAKIAN

Kontaktujte nás na tel. čísle 01733 747474 ak potrebujete uvedené informácie: vytičené veľkým písmom, na CD, na audiokazete, v slepeckom písme alebo v inom jazyku.

Tell us what YOU think

Thank you for taking the time to read this document. We hope that you have found it interesting. If you have any comments or suggestions for improvements, we would love to hear them. Please complete the attached form and return it free of charge to: Children's Services, Peterborough City Council, FREEPOST NAT7922, Peterborough, PE1 1BR.

Comments

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Name (optional):

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Contact Details (optional)

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For more information about anything within the Children and Young People Plan, please see our website at www.peterborough.gov.uk/cypp or email us at childrenstrust@peterborough.gov.uk

CABINET	AGENDA ITEM No. 5.2
30 MARCH 2009	PUBLIC REPORT

Cabinet Member(s) responsible:	Councillor Graham Murphy		
Contact Officer(s):	Director of Operations, Paul Phillipson	Tel. 453455	
	Head of Neighbourhoods, Adrian Chapman	Tel. 863887	

SAFER PETERBOROUGH PARTNERSHIP PLAN

R E C O M M E N D A T I O N S	
FROM : Community Development Overview and Scrutiny Panel	Deadline date : To Full Council on 8 April 2009
1. Cabinet is asked to approve the Safer Peterborough Partnership Plan and recommend it to Full Council for approval.	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following consideration by the Safer Peterborough Partnership and Community Development Overview and Scrutiny Committee.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to allow Cabinet to approve this plan and recommend it to Full Council for approval.

2.2 It is a statutory responsibility that the Partnership adopts a Partnership Plan which is updated on an annual basis.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.1 To take collective responsibility for the delivery of all strategic Executive functions within the Council's Major Policy and Budget Framework and lead the Council's overall improvement programmes to deliver excellent services.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	YES	If Yes, date for relevant Cabinet Meeting	
Date for relevant Council meeting	8 April 2009	Date for submission to Government Dept	Home Office – beginning of April

4. COMMUNITY SAFETY PARTNERSHIP

4.1 The Crime and Disorder Act 1998 requires that a Community Safety Partnership is formed, bringing together agencies who are responsible for crime and disorder in the local area. It is acknowledged that far more can be achieved to making Peterborough a safer place if the agencies work together rather than in isolation. The Crime and Disorder Act specifies that responsible authorities are Peterborough City Council, Cambridgeshire Constabulary, NHS Peterborough, Cambridgeshire Fire Authority and Cambridgeshire Police Authority. These responsible authorities also invite other agencies who are able to contribute to the work to *co-operate* and these are Cambridgeshire Probation Service and Cross Keys Homes

(representing Registered Social Landlords in the city). Other agencies, particularly from the voluntary and community sector are also *invited to participate* in the work of the Partnership. At present Peterborough and Fenland MIND and Peterborough Racial Equality Council represent the voluntary sector on the Partnership Board. Other voluntary groups are represented on other partnership groups.

4.2 The Safer Peterborough Partnership is one of the partnerships that forms the Greater Peterborough Partnership. It also oversees the outcomes in the Making Peterborough Safer block of the Local Area Agreement.

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

5. SAFER PETERBOROUGH PARTNERSHIP PLAN

5.1 The Crime and Disorder Act 1998, revised by the Police and Justice Act 2006, requires that the Community Safety Partnership publishes a three year Partnership Plan in April 2008 which is reviewed and updated annually. This report brings the revised plan, updated for 2009/2010.

5.2 The priorities within the Partnership Plan are agreed following a Strategic Assessment which considers the performance in the previous twelve months and takes into account the concerns of the public.

5.3 It is not possible within this document to provide all of the improvement targets that will accompany this plan because some are still to be negotiated with central government and local indicators will be agreed when the individual action plans are approved to ensure these reflect the priority areas.

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

5.5 The priorities set out in the Plan attached are:

- *Serious acquisitive crime*
This means crimes where someone takes something that does not belong to them such as burglary from a house, theft from a car or theft of a car or robbery of personal property. We will be seeking to reduce these types of crime.
- *Anti social behaviour*
We will be seeking to reduce the anti social behaviour experienced in our communities. We will also be working hard to ensure that anti social behaviour does not concern the public to such an extent that it affects their quality of life.
- *Domestic abuse*
We will be working to increase reporting of domestic violence as we know that many people suffer in silence and never have access to the help that they need. Victims of domestic violence will also suffer abuse over and over again and we are going to work through our multi agency group to ensure that repeat incidents of domestic violence reduce for those victims who we are supporting.
- *Violent crime*
This area of work will focus upon violent crime, particularly in our city centre, which is often fuelled by alcohol. We will work with the licensed trade to improve safety in the pubs and clubs of our city. Young people using alcohol in public places in our neighbourhoods is an issue for many communities and we will be focusing upon reducing the harm caused by this behaviour.
This year, following a review by the Safer Peterborough Partnership, hate crime will now be included within violent crime.
- *Sexual offences*
Although the numbers of people who are victims of sexual offences is very low we recognise the devastating effect that this can have upon the victim and their family. We

will be working to increase reporting of this crime, which often goes unreported and improving the support provided to victims of sexual offences.

- *Road safety*

This area measures the national indicator for those who are killed or seriously injured on our roads.

5.6 For each of the priority areas, improvement targets will be identified that we believe will reflect the work that we are going to be doing and allow both the partnership and the public to measure whether or not we have been successful.

5.7 The Safer Peterborough Partnership Plan covers all the priorities of the Partnership for the coming three years. Indicators, both national and local, have been selected to effectively reflect the improvement that is planned. Some of these indicators have also been included with the Local Area Agreement.

6. CONSULTATION

6.1 A Members' briefing was held as part of the consultation for the Strategic Assessment where all members had the opportunity to comment upon the proposed priorities in the plan.

6.2 Consultation has been undertaken with the agencies within the Safer Peterborough Partnership and Community Development Scrutiny Panel. The Cabinet Member with responsibility for community safety is Vice Chair of the Community Safety Partnership and has therefore approved this plan.

6.3 The Safer Peterborough Partnership now has a Communications Strategy which sets out clearly how the Partnership will communicate with the public. The Partnership has also appointed a Communications Officer to oversee this vital area of work as it is recognised that there is discord between a person's chances of being a victim of crime and their fear of crime.

7. ANTICIPATED OUTCOMES

7.1 Cabinet is asked to endorse this plan and recommend it to Cabinet for approval.

8. REASONS FOR RECOMMENDATIONS

8.1 A Partnership Plan is a statutory requirement of the local Crime and Disorder Reduction Partnership.

8.2 This plan has undergone extensive consultation and has been agreed by the Safer Peterborough Partnership.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 Publishing a plan is a statutory requirement and continuing with the plan approved last year is not an option.

10. IMPLICATIONS

10.1 Financial Implications

The financial implications of this Plan will be considered by the Safer Peterborough Partnership as part of the implementation of the Plan.

10.2 Legal Implications

There is a statutory requirement on the Council to contribute to the Safer Peterborough Partnership and to produce a Partnership Plan.

10.3 Cross Service Implications

Section 17 of the Crime and Disorder Act 1998 also requires that the Council considers the community safety implications of all decisions that are taken. The Plan therefore has implications for all departments in the Council and the Plan will be made available to all departments.

11. BACKGROUND DOCUMENTS

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

Crime and Disorder Act 1998

Police and Justice Act 2006



SAFER PETERBOROUGH PARTNERSHIP¹

COMMUNITY SAFETY PLAN 2008 – 2011

Reviewed on an annual basis
2009-2010 refresh

1 OUR VISION STATEMENT

Peterborough Together: reducing crime, building safe and confident communities

2 SETTING THE SCENE

2.1 Legislative Framework

The Government has, over the past few years, undertaken an extensive review of the Crime and Disorder Act 1998 with a number of changes being made to this legislation. The improvements identified are reflected in the Police and Justice Act 2006 and subsequent regulations.

One of the requirements of the Act is that the Community Safety Partnership¹ is to prepare a Partnership Plan which should be informed by the Strategic Assessment² undertaken on an annual basis. The Partnership Plan will cover three years but be updated annually in light of the findings from the revised Strategic Assessment.

The Strategic Assessment and Partnership Plan replace the Crime and Disorder Audit and Strategy.

The Community Safety Partnership is responsible for the delivery of the outcomes in this Plan. The constitution of the Partnership sets out the principles of how the day to day business will be conducted. This will ensure that the decision making processes are efficient, transparent and accountable to the public whom it serves.

The Community Safety Partnership Board brings together the *responsible authorities*, as set down in the Crime and Disorder Act 1998 (amended by the Police and Justice Act 2006). Responsible authorities have a duty, under Section 17 of the Crime and Disorder Act, to consider the community safety implications of their actions. This poses a testing challenge to the designated authorities. Compliance with Section 17 can be seen as a means to demonstrate the overall local authority response to addressing crime and disorder and non-compliance could open up, in certain circumstances, the possibility of legal action against one of the responsible authorities.

Responsible authorities are:

- Cambridgeshire Constabulary
- Peterborough City Council
- NHS Peterborough
- Cambridgeshire Fire Authority
- Cambridgeshire Police Authority

¹ Sometimes referred to as Crime and Disorder Reduction Partnerships (CDRPs)

² The Strategic Assessment brings together data from all the partner agencies to allow us to paint a picture of crime and disorder in the city. This is then used to help us to identify our priorities.

Co-operating authorities are local groups or agencies that contribute significantly to community safety. The Crime and Disorder Act 1998 makes co-operating bodies key partners in the setting and delivery of objectives. Co-operating authorities should provide data and information to improve the understanding of the local crime and disorder problems, thereby benefitting the community and contributing to the core functions of their respective agencies.

Co-operating authorities are:

- Cambridgeshire Probation Service
- Cross Keys Homes (representing Registered Social Landlords)

The Board also invites others to join the partnership on the basis that they can assist in the delivery of goals of the Partnership. These are known as *Invitees to Participate*. These may sit on different areas of the Community Safety Partnership for example, the Community Safety Partnership, the Delivery Board or Task and Finish Groups. This provides the opportunity for the voluntary and community sector to be fully engaged in the work of the Partnership.

Invitees to co-operate are:

- Peterborough Racial Equality Council
- Drinksense
- Bridgegate Drug Services
- Victim Support
- Peterborough Mediation
- HMP Peterborough

As the new structures are developed these invitees to co-operate will be extended and clarified.

2.2 Links to other partnerships

2.3.1 The Sustainable Community Strategy

The Sustainable Community Strategy is the document, produced by the Greater Peterborough Partnership³, which sets out the direction for overall strategic development of Peterborough. There are many other strategic documents that support the overall development of Peterborough and the Community Safety Plan is one such plan.

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

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

2.3.2 Other strategies and plans

Whilst the Partnership Plan sets out the key priority areas for the Safer Peterborough Partnership, it is recognised that these priorities are not delivered entirely by the Community Safety Partnership but are contributed to by other plans and strategies such as:

National plans

- Youth Crime Action Plan

Local plans

³ Available at www.gpp-peterborough.org.uk

- Peterborough City Council Corporate Plan
- Peterborough PCT 5 year strategic plan
- Drug Treatment Plans
- Alcohol Harm Reduction Strategy
- Youth Justice Plan
- Local Policing Plan
- Children and Young People Plan
- Neighbourhood Investment Strategy
- Community Cohesion Strategy
- Cambridgeshire Probation Area Business Plan
- MAPPA⁴ Business Plan
- NHS Peterborough Five Year Strategic Plan – ‘Living Longer, Living Well’
- Peterborough Safeguarding Adults Board Action Plan 2009-12

2.4 Changes in Peterborough’s Population

Peterborough is a city that has a history of receiving waves of migration - from Irish immigrants who built the railways in the 1840s, to post war arrivals from Italy, and to a lesser degree Poland, Lithuania and the Ukraine. This was followed by further arrivals from the West Indies in the 1950s, Pakistan and India from the 1960s. The city also welcomed groups of Ugandan Asians and Vietnamese boat refugees in the 1970s.

After being designated an asylum dispersal area in 2001, Peterborough – with around 160,000 residents – was allocated an estimated 78% of all asylum seekers dispersed to the East of England region. Other new arrivals, granted refugee status, also moved to the city and the expansion of the European Union in May 2004 saw an influx of migrant workers from the eight new Accession states.

The city has become home to migrants from the European Union including around 6,000 Portuguese workers. The most recent official figures have recorded the number of migrant workers at 7,915⁵, representing one in eight of the total for whole of the Eastern Region. The arrival of large numbers of migrants, from over 50 nationalities, has changed the dynamics of our local communities.

However, the East of England Regional Assembly concedes that the number of EU migrants in the city may be as high as 16,000. This means that the indicative rise in population between 2003 and 2007 is likely to have been in excess of ten per cent.

In order that we ensure that our Partnership Plan effectively addresses the needs of all groups within our city we will undertake an Equality Impact Assessment on this plan to ensure that we are able to take these issues forward in the future.

2.5 Peterborough for the Future

Peterborough is a city undergoing enormous amounts of change. Over the next few years the city is set to expand considerably. The Regional Spatial Strategy identifies that by 2021 it is planned that there will be 20,000 net new jobs, 25,000 more homes and 40,000 more people.

There are a number of major improvements planned for the coming years which will be set out in detail in Peterborough City Council’s Core Strategy:

Housing

⁴ MAPPA – Multi Agency Public Protection Arrangements – this is a multi agency group that oversees the management of the most dangerous offenders in our community

⁵ Figures obtained from the most recent migrant workers registration scheme

We must plan for 27,535 more dwellings by 2026 which will be located broadly in the city centre, district centres, within the urban area, Hampton, Paston Reserve/Norwood, Stanground South, Great Haddon and a number of rural areas.

Employment

The Economic Development Strategy identifies the potential to create more than the indicative target of 20,000 additional jobs set by the East of England Plan, with an emphasis on job creation in the higher value-added sectors, particularly environmental industries. Over 80 hectares of employment land is proposed in addition to that already identified or committed. The principle locations for new employment development will be the city centre, Eastern Industry, Alwalton Hill, Stanground South, the Great Haddon urban extension and the Norwood urban extension.

Regeneration

The strategy for the future of Peterborough is as much about regeneration of existing neighbourhoods as it is about new developments.

These developments will have an impact upon the work of the Partnership and will be included within future plans.

Current economic crisis

The partnership is fully aware that the current economic downturn will impact upon the work of the partnership. We can speculate about what these effects might be but it is important that a full analysis of this situation is undertaken and that this is considered as we progress through the coming year. Currently, Greater Peterborough Partnership are undertaking some research to consider the effects across all blocks within the Local Area Agreement and the Safer Peterborough Partnership will contribute fully to this work and consider its findings in future planning.

Transformation of neighbourhood delivery

The Neighbourhood Investment Strategy, launched in 2006, was developed as a mechanism to manage and support communities in the context of growth and regeneration. The strategy has enjoyed a mixed response from both local communities and key stakeholders, with some embracing the concept of long term community planning whilst others have expressed a stronger desire to focus on current issues affecting the neighbourhood.

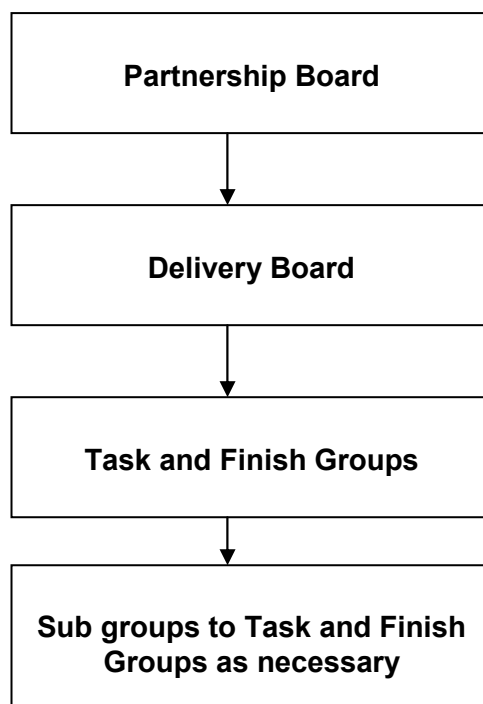
As a result of this, at time of writing a 'deep and wide' review of our approach to neighbourhood working across the Local Strategic Partnership is in progress. A new model, building on the existing Neighbourhood Investment Strategy but responding to local, regional and national policy changes, will be developed which will focus on delivering a neighbourhood management solution for our communities – essentially, a multi-partner approach to problem solving, community planning and driving the improvement agenda, which connects the 'bottom up' (i.e. community engagement, local aspirations, local needs), with the 'top down' (i.e. legislation, regional policy, data and intelligence).

Whilst a key focus of the new approach will be resolving the root causes of current issues affecting a neighbourhood, there will need to be an element of medium and long term planning to ensure the original values of the Neighbourhood Investment Strategy – to ensure all communities grow and regenerate sustainably – are maintained.

3 STRUCTURE OF SAFER PETERBOROUGH PARTNERSHIP

- 3.1 Following the reviews of the Partnership in 2008, 2009 has been a year in which the new structures for the partnership have been embedded into our day to day work and, although

there is still some development to be done by each of these groups, significant strides have been taken over the past year. The table below shows the structure of the Partnership:



3.1 Partnership Board

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

- Assessing the needs within the area
- Overseeing all planning and strategy
- Establishing the performance targets
- Resource management
- Delivery of the Safer and Stronger elements of the Local Area Agreement
- Compliance with the national guidance in relation to crime, drugs and anti social behaviour
- Provision of drug treatment services

3.2 Delivery Board

This Board is chaired by Adrian Chapman, *to be added*, Peterborough City Council. This Board carries out, on behalf of the Partnership Board, the following duties:

- Setting up Task and Finish Groups as needed to deliver the Partnership Plan
- Monitor the performance of the Task and Finish Groups against agreed performance targets and approved action plans
- report to the Partnership Board on a regular basis, identifying issues, challenges and barriers and seeking their guidance and direction in addressing these issues.
- Oversee the allocation of financial resources

3.3 Task and Finish Groups

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

- Serious Acquisitive Crime – DCI Donna Wass, Cambridgeshire Constabulary
- Anti Social Behaviour – Hayley Flaxman, Peterborough City Council
 - Arson Action Group – Mark Bennett-Tighe, Cambs Fire and Rescue Service
- Domestic Abuse – Dorothy Pocock, Peterborough City Council
- Serious Sexual Violence – Sue Mitchell, NHS Peterborough
- Violent Crime including alcohol related crime and disorder and hate crime – Debbie Sampson, Cambridgeshire Constabulary
- Road Safety – Peter Tebb, Peterborough City Council
- Prolific and Priority Offenders – Karen Kibblewhite, Peterborough City Council
- Finance – Christine Graham, Peterborough City Council
- Adult Drug and Alcohol Joint Commissioning Group – Howard Shoebridge, NHS Peterborough

The purpose of the Task and Finish Groups is to:

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

3.4 SAFER PETERBOROUGH PARTNERSHIP TEAM

Over the past twelve months, significant changes have been made to the delivery of the Partnership Plan by the teams within the police and local authority. The most significant change is that the two community safety teams (police and local authority) and the Drug and Alcohol Action Team have now all merged into one *Safer Peterborough Partnership Team*. We are working towards co-locating this team in the future.

Following a restructure the make up of the team is as below:

We are currently working towards a restructure of the team and this chart will be added when this can be shared publicly

4 WHAT PROGRESS HAVE WE MADE OVER THE LAST YEAR?

4.1 SERIOUS ACQUISTIVE CRIME

Serious Acquisitive Crime (SAC) is comprised of five crime types which fall under the broad category of people taking things that do not belong to them:

- Burglary dwelling

- Theft of motor vehicle
- Theft from motor vehicle
- Robbery of personal property
- Robbery of business property

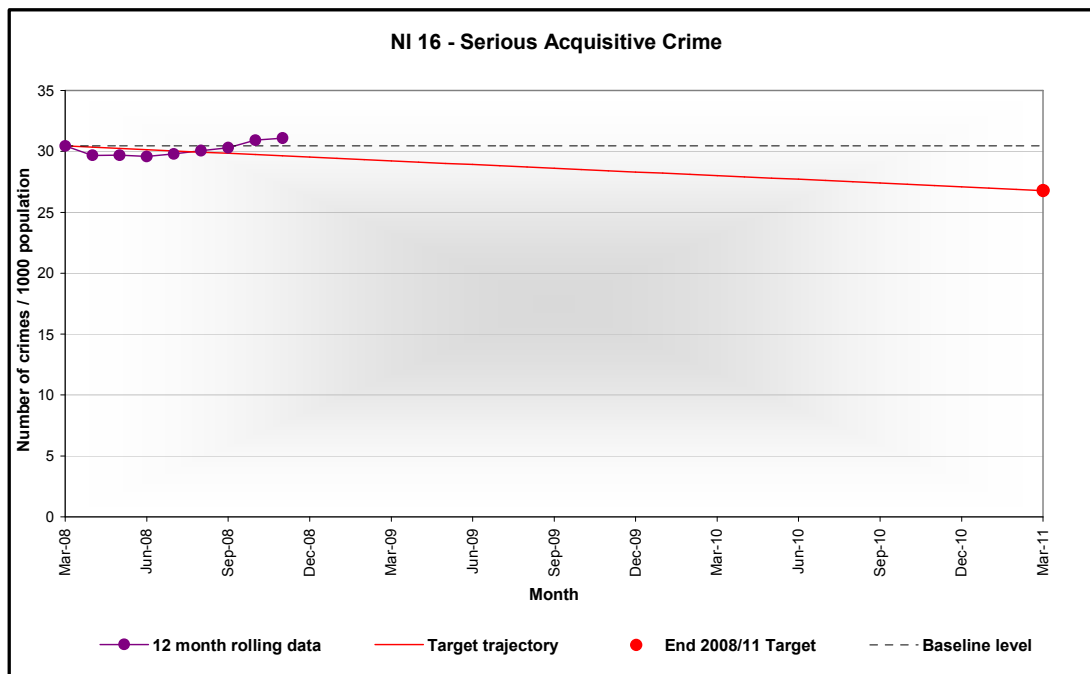
Over the analysis period⁶, 22.5% of all of Peterborough’s crimes fell into the category of SAC - as a result it is a high priority for the Safer Peterborough Partnership.

Serious acquisitive crime has decreased over the analysis period due to reductions in all offences which form part of this category. The most significant reductions have been in robbery of personal property; however over the last six months there has been an increasing trend.

4.1.1 Performance measures

NI 16 Serious acquisitive crime rate

The LAA target is a **12% reduction** in Serious Acquisitive Crime between 2008/09 and 2010/11.



NI30 Reoffending rate of prolific and priority offenders

Quarter two data:

- Baseline: 96 offences
- Target: 75 offences
- Actual: 106 offences to end of Q2**

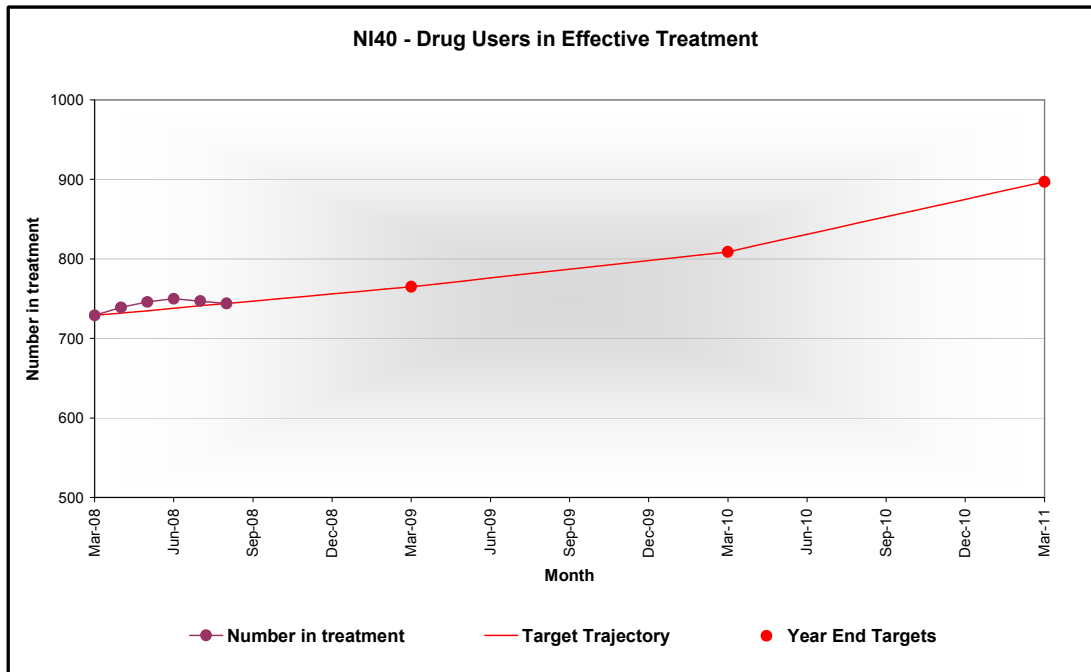
We remain on track with a Q2 reduction against baseline of 32% against a target of 22%

Rolling 12 month figure to end of Q2 is 261 offences versus a baseline of 384

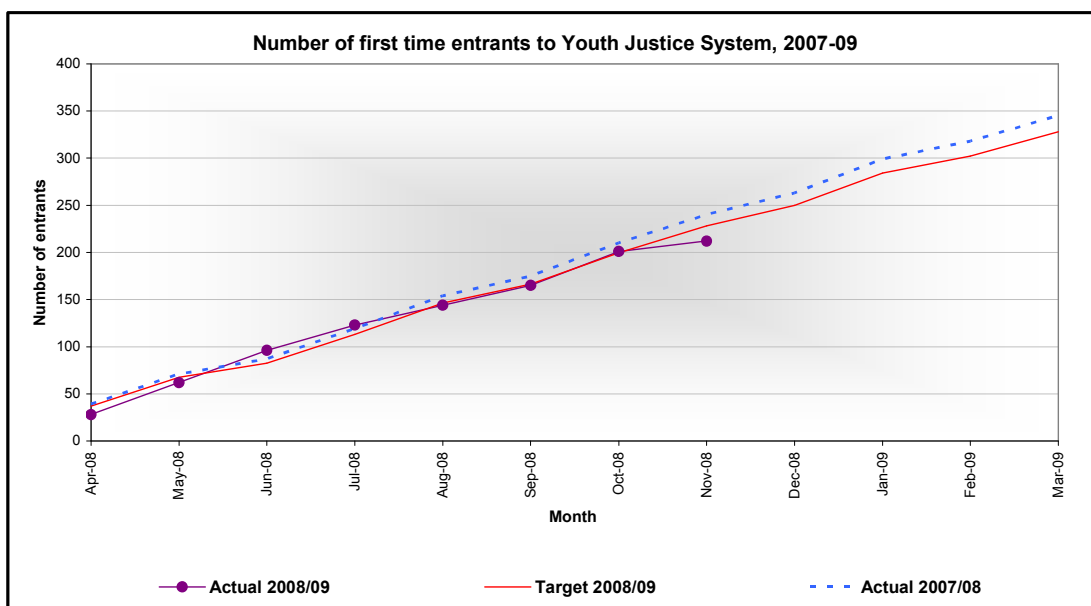
The 2009/10 target is to reduce the level of offences by 20% from the baseline figure; this baseline will be established in March 2009. The measure is against the number of offences committed by a specific cohort of PPOs – for 2008/09 we were measured against a cohort of 64 individuals.

NI40 Number of drug users recorded as being in effective treatment

⁶ Analysis period used in Strategic Assessment is September 2007 – August 2008



NI111 First time entrants into the Youth Justice System, aged 10-17 years



Target details to be added at a later date.

4.1.2 Focus of Task and Finish Group

The Action Plan has encompassed activity ranging from immediate impact around reducing risk to longer term problem solving by tackling the root causes of offending such as drug use.

An overriding goal has been to ensure that our communities feel safe and able to take the initiative to reduce the risk of them becoming a victim of crime. The Task and Finish group has identified a series of actions around positive marketing of crime prevention information and provision of crime reduction tools. These combined with other activities via a partnership approach will ultimately increase public confidence and reduce both risk and fear of crime.

Research shows that offenders who committed multiple offences often have a drug use and are committing crime to fund their habit. The action plan has included measures and initiatives around the use of drug testing on arrest and referral to drug treatment, drug treatment

measures for persons on bail and an integrated drug treatment system within HMP Peterborough.

The Task and Finish Group has sought to reduce risk by ‘designing out crime’. This has been achieved by active work with our local businesses, and vehicle users to reduce personal risk, combined with the implementation of policing and preventative measures to make these areas less vulnerable. When crime is committed, information and intelligence sharing measures will allow enhanced opportunities for offenders to be identified, arrested, convicted and rehabilitated.

4.2 ANTI SOCIAL BEHAVIOUR

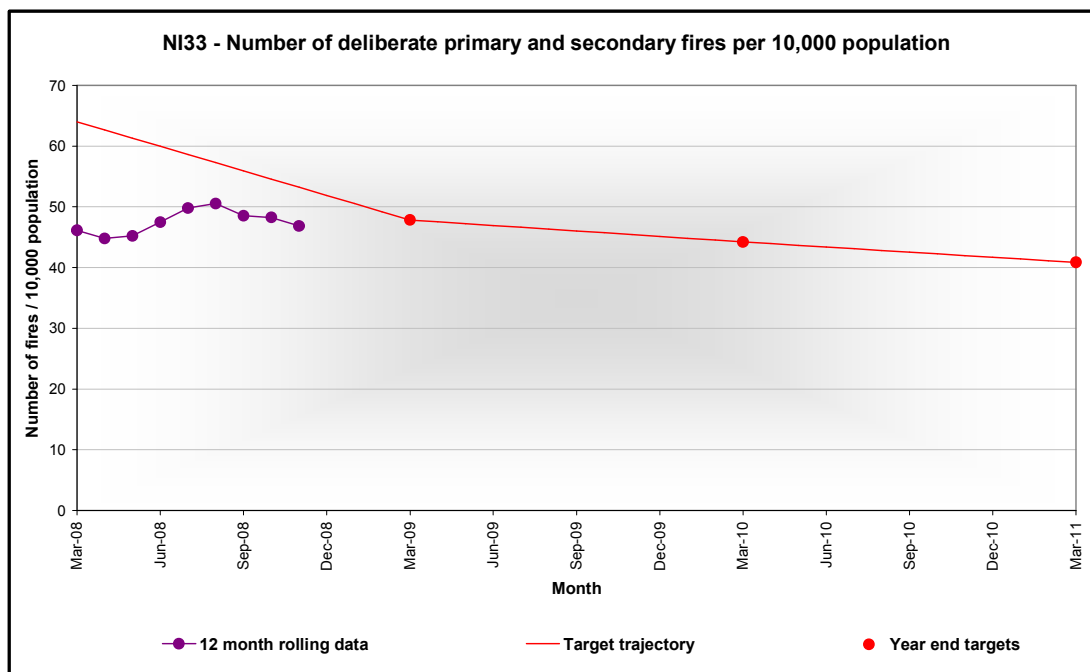
Anti-social behaviour blights people’s lives, seriously affects their quality of life and increases their fear of crime. Tackling anti-social behaviour is not the sole responsibility of one particular organisation or the partnership as a whole but of the whole community. Everyone in Peterborough, including citizens of the city, needs to play their part in order to ensure that anti-social behaviour is tackled and not tolerated. This means that anyone witnessing anti-social behaviour needs to report it and organisations who receive these reports need to ensure that they investigate these reports and take appropriate action to tackle the issues, while ensuring that victims and witnesses are supported fully throughout the process.

4.2.1 Performance measures

NI17 Perceptions of anti social behaviour

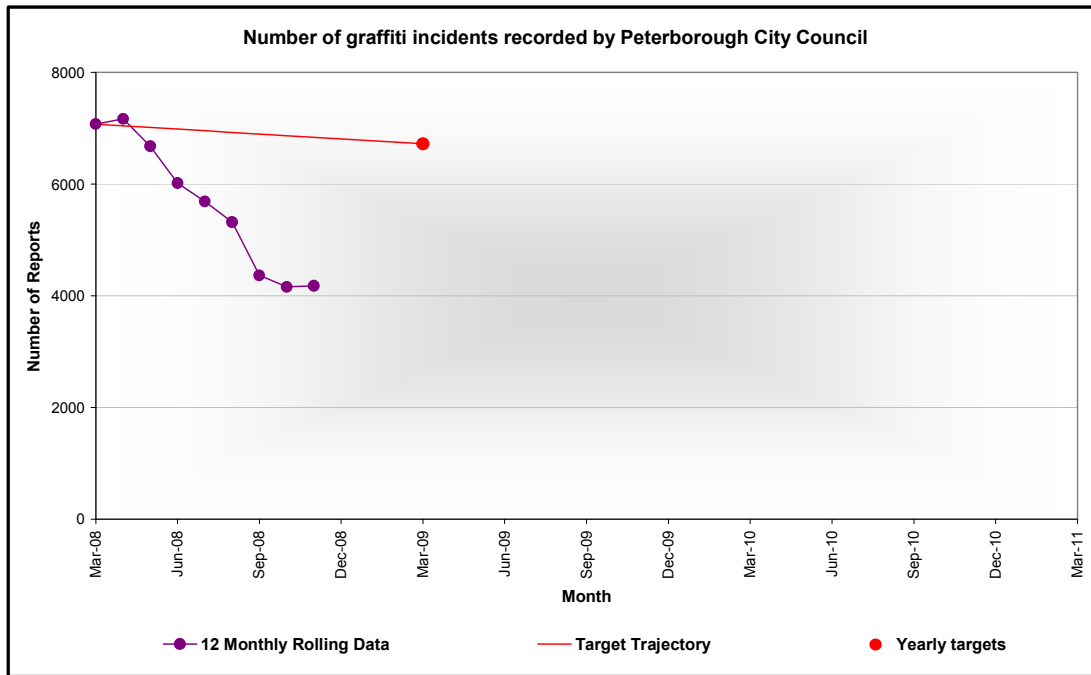
This is measured by the national ‘Place Survey’⁷ which has run for the first time in the autumn of 2008. The results of this survey will allow us to set our baseline and improvement targets for the next two years.

NI33 Number of deliberate primary and secondary fires per 10,000 population

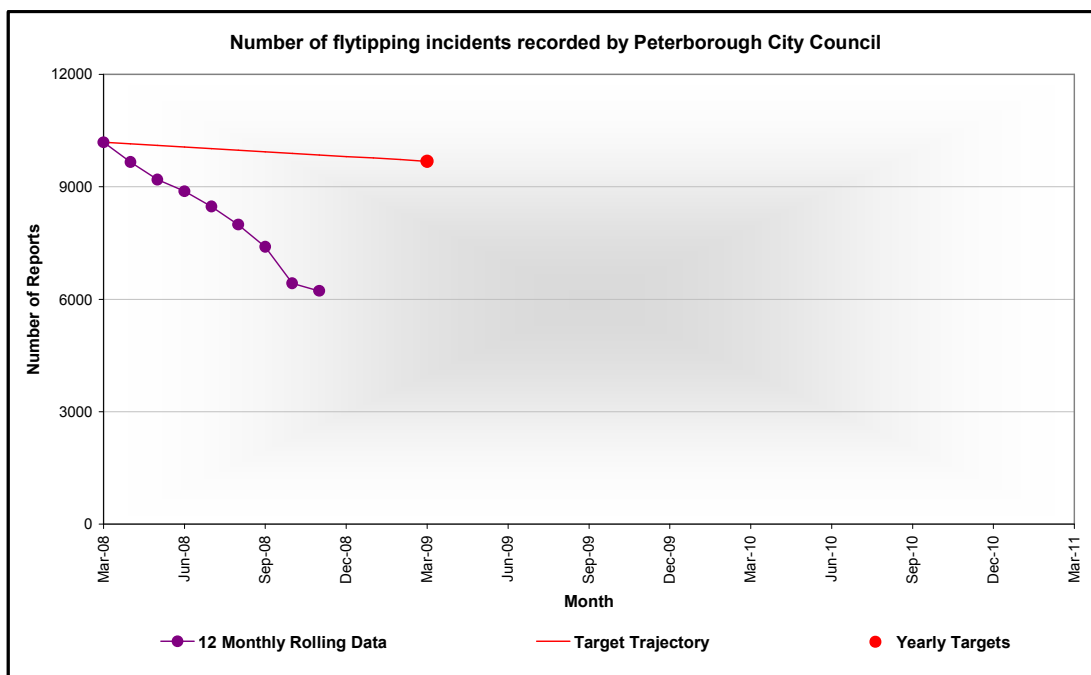


Reduction in number of graffiti incidents recorded by Peterborough City Council

⁷ The new National Indicator Set contains 25 indicators which are informed by citizens' views and perspectives. The Place Survey will ask people for their views about the area in which they live



Reduction in number of flytipping incidents recorded by Peterborough City Council



Number of volunteer street leaders recruited

Month	No. of Volunteers
July 08	11

Aug 08	40
Sept 08	58
Oct 08	118
Nov 08	141
Dec 08	146

4.2.2 Focus of Task and Finish Group

The Anti-Social Behaviour Task & Finish Group identified 5 priority areas for 2008-09:

Environmental crime

Crimes that are most visible (e.g. graffiti, fly-tipping) have a significant impact on how people feel about the area in which they live and about crime in general. We aim to reduce the level of this type of crime so that people feel more positive and less fearful about the area in which they live.

Community engagement

Due to the subjective nature of anti-social behaviour different people have different perceptions of what ASB is, who is causing it and how it should be tackled. We want to empower the community as a whole, including both citizens and organisations, to understand how ASB can be tackled so that we build confident communities.

Early identification and early intervention

Prevention is better than cure. We aim to identify young people involved in ASB (and therefore at risk of offending) early so that we can intervene to tackle root causes of ASB.

Victim focused service

It is important that victims of ASB know that they can report it and know how and where to report it.

Arson incidents

Arson is a particularly dangerous and destructive form of ASB which can threaten businesses, families and communities. A sub group to this Task and Finish Group – *Arson Action Group* – has been formed and has a full action plan focussing on wheelie bin fires in a number of priority areas in the city:

- Dogsthorpe Ward
- Paston Ward
- Orton Longueville Ward

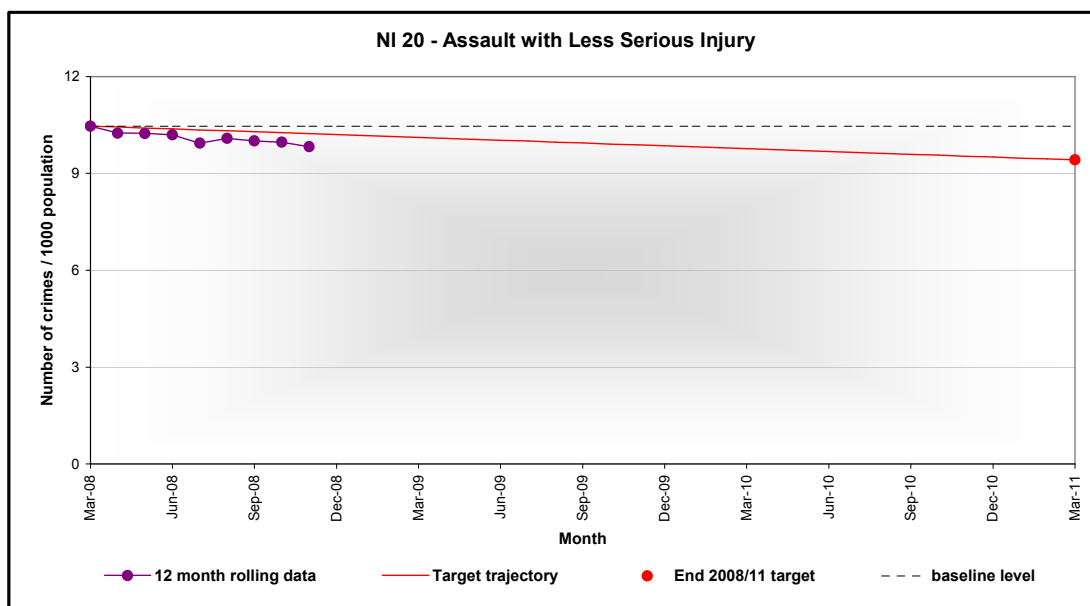
4.3 VIOLENT CRIME INCLUDING ALCOHOL RELATED CRIME AND DISORDER

Violent crime is an issue of significant concern to the public. Although the proportion of violent crime in Peterborough is low it can have a disproportionate effect on victims. It is often highly visible and causes fear of crime within communities. Consequently the reduction of violent crime is a key area of focus for the Safer Peterborough Partnership.

Alcohol related crime and disorder is consistently raised as an issue by local communities, with offences from street drinking to alcohol-fuelled assault causing concern to members of the public. The Task and Finish Group will work with local agencies to tackle such risk-taking behaviour, particularly in relation to the night-time economy.

4.3.1 Performance measures

NI20 Assault with less serious injury



Reduction in number of licensed premises which sell alcohol to underage persons in test purchases

MONTH	Number of visits	Number of sales	% of TP sales
February 07	7	3	43%
May – Jul 07	71	17	24%
December 07	7	4	57%
Totals (2007)	85	24	28%
March 08	9	3	33%
May 08	20	0	0%
October 08	8	0	0%
November 08	12	3	25%
December 08			
Totals (2008)	49	6	12%

4.3.2 Focus of Task and Finish Group

The Violent Crime Task and Finish group has identified three priority areas for 2008/09. During this time, working practices will be established and solid foundations for future work and delivery will be developed.

Safe socialising in and around Peterborough

Whilst excellent partnership links are already in place, this area of work will ensure that robust processes are in place for working with problem licensed premises. The group are also keen to build on the success of the Peterborough Evening Partnership (PEP) and expand the scheme to other areas of the city. Part of this work will involve ensuring that information about personal safety and “safe night out” is developed and distributed, using a variety of media in order to reach a greater audience. The task and finish group will fully utilise licensing and violent crime legislation to deliver a reduction in violent crime.

Ensuring appropriate accurate information to target service delivery

As a multi-agency entity, this is a key area for the task and finish group. Ensuring that the correct information is available to target and deliver services will result in a better service for the public. This means encouraging and utilising information and intelligence from the public alongside that from other agencies such as crime and ASB data. It also means a focus on

“smarter” working, such as mapping information to effectively focus resources and problem solve the issues.

Protecting young people from harm

Test purchase operations in licensed premises - both shops and “on licence” - for the sale of alcohol will be continued. To complement this, under-age education packs have been developed and launched to licensees throughout Peterborough. Further development of the Safer Schools and Be Safe agendas will also be at the forefront of this.

4.4 SERIOUS SEXUAL VIOLENCE

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

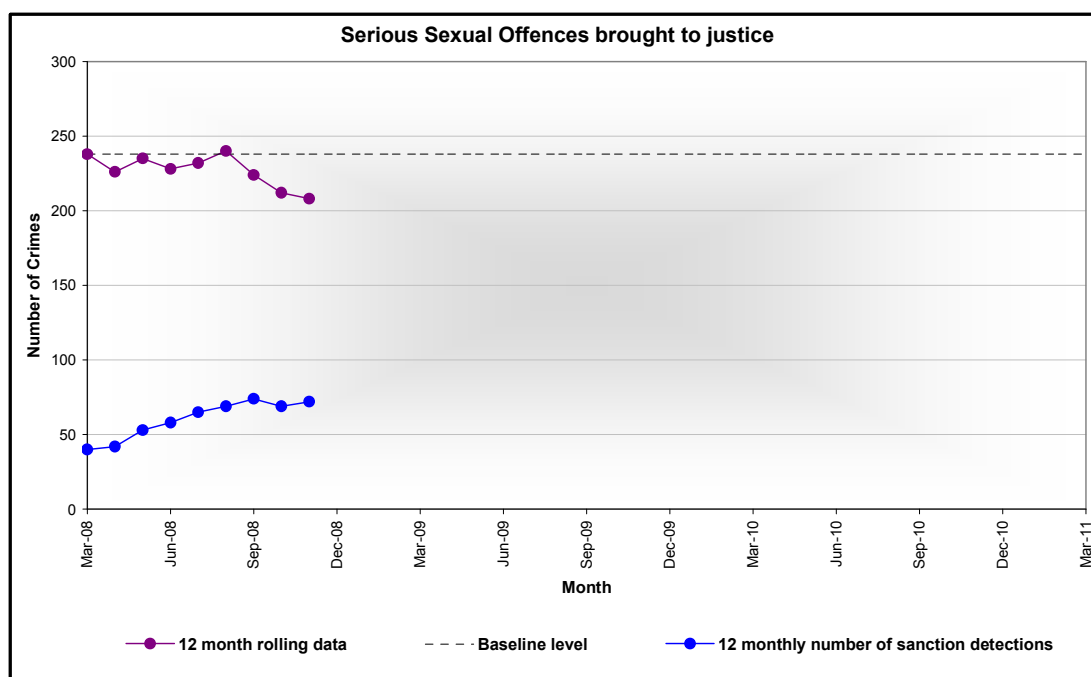
The most vulnerable in society are disproportionately affected by sexual violence, causing severe and long lasting harm to victims. There are also low rates of detection and conviction. Direct physical health consequences of sexual violence include physical injury, sexually transmitted infections and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

4.4.1 Performance measures

NI26 Specialist support for victims of serious sexual offences

This national indicator is measured using data provided by a Sexual Assault Referral Centre (SARC) which will be launched in the summer of 2009. This has meant that we have been unable to gather any data in relation to this indicator.

Number of perpetrators brought to justice



Interaction with sex workers

Sex Worker Outreach

	Q1 Interactions	Q2 Interactions	Q3 Interactions	Q4 Interactions	YTD Interactions
Actual Interactions	36	20			56
Targeted Interactions	25	25	25	25	100
Cumulative Performance vs Target	11	6			

Data for this indicator is obtained through quarterly monitoring reports produced by Peterborough Drug Services.

4.4.2 Focus of Task and Finish Group

The Serious Sexual Violence Task and Finish group has identified a number of priorities in its action plan:

Improved pathways for all to access sexual violence support services

Sexual violence is often hidden and many victims feel ashamed, disempowered and afraid to report the crime. Data in this area is very sparse with significant underreporting of crimes of sexual violence.

It is important to improve and increase awareness of the accessibility of services for victims of sexual violence in order that when victims come forward to report an incident they feel confident they will receive an effective response and be supported throughout the process.

Training and awareness-raising of the impact of sexual violence, implications for victims and types of support needed and available, is important for professionals across settings, including magistrates, health and other services. This will also increase public confidence in the ability of public sector organisations to respond appropriately to this issue.

Sexual violence prevention through a perpetrator-focused approach

Targeted public awareness programmes are being developed to increase knowledge and understanding of what constitutes sexual violence, particularly aimed at men within communities.

Proactive intervention to reduce risks of sexually violent attacks and to protect victims from further offending

Targeted public awareness campaigns and short programmes have been developed to increase understanding of what constitutes sexual violence and assault and reducing unsafe or risk-taking behaviour that might result in being subjected to sexual violence. Such programmes have also sought to raise awareness of local services and support and to increase confidence and ability of victims to seek help when needed and to report attacks.

Programmes are needed to raise awareness of the risks to which women are exposed through, for example, human trafficking and prostitution, so that individuals can get the help they need and workers across settings are able to quickly identify and assist those who need the help.

Working with communities to tackle honour-based sexual violence

Publicity is being designed, working alongside existing and future domestic abuse campaigns, to increase awareness within communities of the existence of cultural issues such as honour-based sexual violence.

A greater understanding of how sexual violence occurs across cultures is essential within an ethnically diverse population.

4.5 DOMESTIC ABUSE

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

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

4.5.1 Performance measures

NI 32 Repeat incidents of domestic violence

Number of MARAC⁸ cases heard

MONTH	Total number of cases	Cumulative total	Cumulative target	Total repeat cases	Cumulative total	% repeats
April 08	15	15	16	0	0	0%
May 08	14	29	33	0	0	0%
June 08	14	43	49	3	3	7.0%
July 08	16	59	65	14	17	28.8%
August 08	14	73	81	6	23	31.5%
September 08	14	87	98	5	28	32.2%
October 08	18	105	114	2	30	26.3%
November 08	29	134	130	10	40	30.8%
December 08			146			
January 09			179			
February 09			211			
March 09			244			
TOTAL (08/09)			244			

The target for Repeat incidents of domestic violence in cases reviewed by MARAC has now been set; this has been agreed at a repeat rate of 28%. A repeat is where a case returns to MARAC within 12 months of it first being heard.

Increase in reported domestic abuse in Peterborough

Safer Peterborough Partnership remains committed to increasing the reporting of domestic abuse and to being able to demonstrate that this is happening. However, over this past year, we have experienced significant problems with data collection and we continue to work hard to resolve this.

4.5.2 Focus of Task and Finish Group

The Domestic Abuse Task & Finish Group has identified priority areas for 2008-09:

Improved pathways for all to access domestic abuse support

It is important to improve the safety of victims of domestic abuse. In order to do this it is crucial that victims are supported when they come forward to report an incident and that they feel confident they will receive an effective response. This has been done by ensuring that the needs of survivors of domestic abuse are met within the community through the

⁸ Multi Agency Risk Assessment Conference

development and enhancement of safe and accessible support and advocacy services, and ensuring that these are widely publicised.

Domestic abuse prevention through a perpetrator focused approach

At present services tend to focus on safety measures for the victim. More often than not, this involves removing the victim from the property and/or area, and ultimately from the perpetrator. Perpetrators are then able to go on and find another partner who may also suffer abuse. We are working to re-educate perpetrators and stop them from offending, which will in turn reduce the number of victims. We recognise that not all perpetrators will change, however evidence from perpetrator programmes has shown that a significant proportion do.

Proactively intervening to protect victims from further offending

The controlling behaviour by perpetrators of domestic violence can often be so serious that trying to contact the victim can be very challenging. Using the partners at MARAC we have worked to proactively intervene and engage with high risk victims to ensure they are aware of the risk they are at and the support they can access.

Tackling honour based violence (HBV) in communities

High profile honour killings that have taken place over recent years have highlighted the 'one chance' rule. This is the rule that as a professional you may only have one chance to speak to the potential victim and consequently only one chance to save their life. This means that all practitioners and officers of statutory agencies need to be aware of their responsibility and obligations when they come across potential forced marriage and honour based violence cases. We have worked to begin to identify the gaps in service for supporting HBV and FM victims as well as supporting the work of the forced marriage phone line run by Cambridgeshire Constabulary.

4.6 ROAD SAFETY

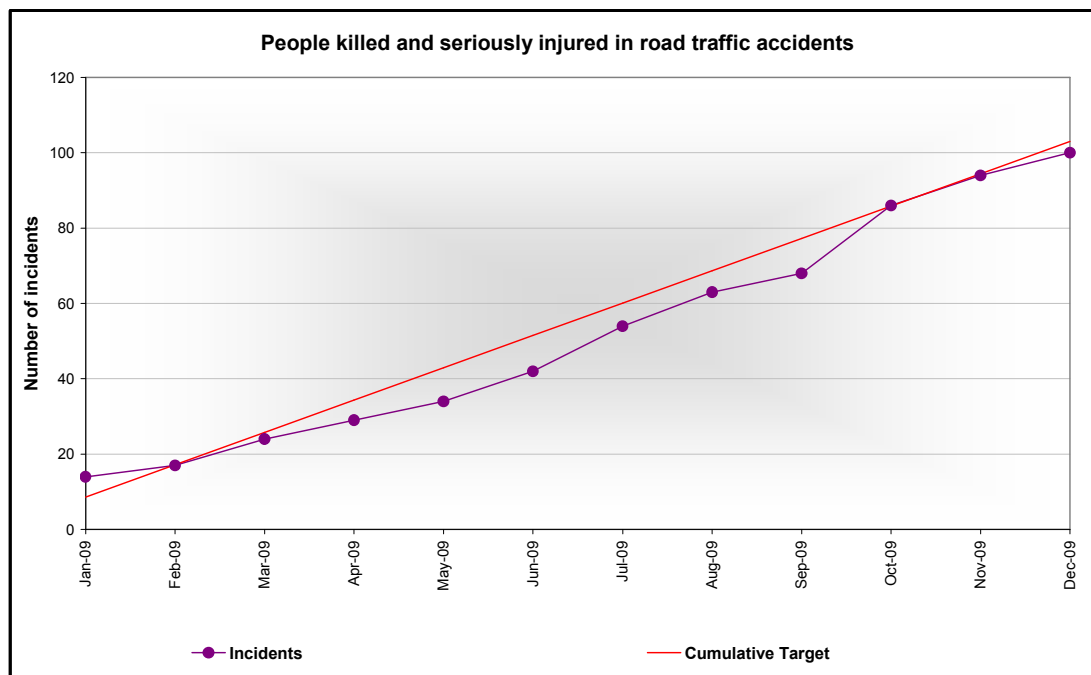
Road Safety is the combination of education, engineering, enforcement and encouragement activities focussed on reducing the number of road traffic casualties that occur on the highway network.

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

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

4.6.1 Performance measures

NI 47 People killed or seriously injured in road traffic accidents
NI 48 Children killed or seriously injured in road traffic accidents



4.6.2 Focus of Task and Finish Group

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

The five priority areas identified for 2008-2009 were:

A reduction in motorcycling casualties

Motorcyclists are overrepresented in the casualty statistics and comprise approx 20% of the total Killed or Seriously Injured (KSI) casualties and are at considerably greater risk of injury than the occupants of other motor vehicles. The principal means of addressing this group are greater education and training accompanied by increased enforcement. The partnership has sought to continue with the provision of current training (Bikesafe) and also introduce further training (Ride) for motorcyclists who have been detected travelling at excessive speed by the police, through the use of covert surveillance.

A reduction in the number of young driver casualties

Young drivers (i.e. those aged between 17 and 25 years old) comprise 23% of all KSI casualties. Research has demonstrated that males in this group are more concerned at killing or injuring a loved one rather than the possibility of dying themselves. The Partnership has continued to target such attitudes and behaviours through campaigns such as “For My Girlfriend”. In addition the Pass Plus Scheme, that offers enhance training to newly qualified drivers, has been evaluated with a view to being delivered if deemed appropriate.

A reduction in the incidence of speeding through Community Speedwatch and Speed Awareness Workshops

There is an accepted relationship that the severity of a road casualty increases with increasing vehicle speed. In recognition of the common reporting of speeding as an issue through neighbourhood police panels, the partnership has sought to introduce a programme of Community Speedwatch. This enables local parishes and communities to borrow speed

monitoring equipment from the police and undertake their own surveys, reporting any significant offenders to the police, who would then issue a warning letter advising the driver of their behaviour.

A reduction in migrant worker casualties through the expansion of the BASICs campaign

Whilst the ethnicity of drivers is not recorded as part of the standard police investigation into collisions, intelligence gained from the production of reports undertaken traffic police has indicated a greater proportion of these drivers committing various offences. The Partnership has therefore sought to expand the previous campaign utilising simple pictorial messages to overcome the language barriers backed up with targeted enforcement activity in identified locations.

A reduction in casualties occurring whilst driving for work purposes

Evidence indicates that approx one third of all road traffic collisions involve somebody who is driving on works business. The Partnership has therefore sought to deliver a series of work related road safety seminars to major businesses to assist them in reviewing their policies and procedures with regards to driving. Consequently businesses stand to benefit from fewer injuries to their workforce, damage to company vehicles and thus potential reductions in insurance premiums for fleet vehicles.

5 THE PRIORITIES FOR 2009-2010

The Strategic Assessment has confirmed that all the current priorities are still relevant to Peterborough and therefore will continue to be priorities for the coming twelve months.

5.1 Emerging Issues

The Strategic Assessment identified that shoplifting had increased over the analysis period, against a reduction in serious acquisitive crime. This suggests a shift by offenders to less serious acquisitive crime.

- Over the analysis period there were 1632 incidences of shoplifting, compared to 1407 over the previous 12 months.
- This is a 16% increase in shoplifting over the last year.
- On average, there were 272 crimes / month over the analysis period.
- We are 14th in our Most Similar Group⁹ over the analysis period.
- Assuming all other CDRPs' crime levels stay the same, in order to achieve the average level within our MSG we would need 548 less crimes annually - 1.5/day.

It is also possible that, given the current economic climate and the fact that shoplifting offences carry a lower tariff on conviction than other forms of acquisitive crime, that we may see a continued increase over the coming twelve months.

The Partnership agreed that, the evidence presented in the Strategic Assessment required more in depth analysis. This was undertaken by the partnership and will considered factors such as:

- Footfall in shopping centres
- Security in retail premises

⁹ Most Similar Group - *“Areas with very similar geographical, demographic and socio-economic situations have been shown to have reasonably comparable levels of crime. Variations in crime rates between areas that are similar in character are likely to be due to other factors, such as efficiency of policing or working practices.”*

- Are there more offences or is it merely that more offenders are being caught and therefore charged?
- Are retailers seeing an increase in stock loss?

This analysis showed that the increase in shoplifting could not be attributed to increased footfall in the major shopping areas rather it identified:

- decreased footfall
- increase in diversity of offenders
- increase in numbers of one off offenders

One of major findings of this analysis was the emergence of those stealing for 'need rather than greed'. This is of concern to the Partnership and the findings of this research will be provided to the Greater Peterborough Partnership for further consideration.

5.2 Vulnerable Neighbourhoods

Within these priorities, activity will be focused upon the most vulnerable neighbourhoods in the city. The Vulnerable Localities Index (VLI) allows us to identify those neighbourhoods that are most vulnerable to crime and community breakdown. Activity will be focused in the top 10 neighbourhoods as listed below:

Dogsthorpe Ward

Scaford Drive, Belvoir Way, Dalby Court, Hallaton Road, Stathern Road, Langton Road, Normanton Road, Gilmorton Road

Orton Longueville Ward

Herlington, Bodesway, Shortfen, Brewerne, Eldern, Wildlake, Toftland, Leighton, Saltmarsh

Bretton North Ward

Coningsby Road, Stirling Way, Oldbrook. Gurnard Leys, Mewburn, Brynmore, Oxclose, Hanover Court

East Ward

Hereward Road, Wake Road, South Street, Eastgate, Wellington Street, First Drove, Nursery Lane, Harvester Way

Dogsthorpe Ward

Sherbourne Road, Burford Way, Wimborne Drive, Blandford Gardens, Eames Gardens, Barrowfield, Dorchester Crescent

Paston Ward

Norwood Lane, Newborough Road

East Ward

Norman Road, Flag Fen Road, Kingsley Road, Chester Road, Durham Road, Eastleigh Road, Padholme Road, Mellows Close, Eastfield Gardens, Tyrell Park, Padholme Road, Carr Road, Padholme Road East, Vicarage Farm Road, Newark Road, Empson Road, The Broadlands,

Bretton North Ward

Mallard Road, Linkside, Outfield, Sturrock Way, Adderley, Ellindon

Paston Ward

Chadburn, Honeyhill, Paynesholm, Whitwell, Paston Ridings, Cathwaite

Orton Longueville Ward

Braybrook, Worsley, Wheatdole, Hanbury, Paynels

The most vulnerable neighbourhoods will also benefit from the continued use of Weeks of Action. These are a co-ordinated response from a wide range of agencies into a small geographic area. Over the last year, Weeks of Action have been undertaken in a number of localities with excellent results. Future Weeks of Action will be selected, using the most recent trend data from a range of agencies, by the Delivery Board.

5.3 Overarching Themes

5.3.1 Community cohesion and population change

This is addressed in the section of the plan that sets the scene and looks at the challenges facing the Partnership over the next 12 months. The issues of community cohesion and population change will be monitored closely. We will consider community cohesion issues in all the work that is done by the Partnership to ensure that every community and their needs are considered in the work that is undertaken and that all have equal access to the Partnership.

Hate crime is addressed in a number of ways co-ordinated by the Hate Crime Co-ordinator. These include the Open Out Scheme which allows third party reporting for victims of hate crime and Tension Monitoring Group¹⁰ which brings together a number of agencies to consider hotspots within the city. Following a review of hate crime over the past 12 months, this is now embedded within the Violent Crime Task and Finish Group.

5.3.2 Substance Misuse

Substance misuse is an overarching issue which runs across every priority in the Partnership Plan. Over the last 12 months we have successfully embedded substance misuse into each of the Task and Finish Groups and their action plans.

5.3.3 Mental Health

The Partnership acknowledges the role that mental health plays as an on overarching theme and we will be ensuring that it is embedded in all of our action plans.

5.3.4 Safeguarding Vulnerable Adults

The Partnership is aware of the national review of 'No Secrets', the statutory guidance on safeguarding vulnerable adults. The Partnership will maintain a link with the Peterborough Adult Safeguarding Board in order that any policy/legislation changes impacting on the wider community safety agenda be addressed. The number of alerts in relation to possible abuse of vulnerable adults in Peterborough has risen considerably. Some of these alerts will be criminal offences which link to Peterborough's priorities of violent crime, domestic abuse and serious sexual violence.

5.3.5 Marginalised and Vulnerable Groups

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

¹⁰The Tension Monitoring Group is a multi agency partnership meeting to address community cohesion issues at a tactical and operational level and reports to the Community Cohesion Board.

5.3.6 Fear of crime

We know that people's fear of crime is disproportionate to the chances of them being a victim of crime. For some people, this can be debilitating and affect their quality of life. The fear of crime of local people can be affected by many things, many of which are beyond our control such as national events such as gun and knife crime in London or the reporting of certain issues by the national press.

However, we are not complacent and defeatist, we will strive to lower the fear of crime of our residents. We believe that we will do this by:

- Setting clear targets to reduce crime and anti social behaviour
- Achieve the reduction targets that we set
- Take every opportunity to tell the public about the reductions in crime and anti social behaviour that we have achieved

The Partnership has made great strides over the past twelve months in communicating more effectively with the public following the adoption of our Communications Strategy that has helped us to communicate more effectively through the media. The recent appointment of a dedicated Communications Assistant for the Partnership will allow us to develop this work even further this coming year.

5.3.7 Victims and Witnesses

The Partnership is very aware that the needs of victims and witnesses must be paramount in all the work that we undertake. A Neighbourhood Crime and Justice Co-ordinator has been appointed to support partners in developing and improving our engagement with residents to ensure that we better understand their perceptions and concerns regarding crime and justice in their neighbourhoods. A key area of activity will be to ensure that communities receive feedback about the outcome of prosecutions in their area, together with a much more visible 'Community Payback' which ensures that justice is not only done but is seen to be done.

Community Crime Fighters are currently being identified who will act as advocates within their communities, including training on how to help tackle crime and disorder in the neighbourhood.

6 HOW WILL WE ENSURE THAT WE ENGAGE WITH OUR COMMUNITIES IN OUR PLANNING AND DELIVERY OF THE PARTNERSHIP PLAN?

Over the past twelve months we have worked hard to address the need to ensure that our stakeholders and the wider public can be part of the work that we are undertaking. It is important that they feel that we have effectively:

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

6.1 Stakeholder Groups

Over the past twelve months we have developed the stakeholder groups for each of our priority areas. The stakeholder group for domestic abuse (Domestic Violence Forum) has been further developed over the past twelve months.. New Stakeholder Groups have been formed for Anti Social Behaviour, Violent Crime, Serious Sexual Offences and Serious Acquisitive Crime. We are considering how this can be developed for road safety.

The purpose of these stakeholder groups is to:

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

6.2 Voluntary Sector

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

We have also strengthened our commissioning arrangements to ensure that we can receive the valuable input from the voluntary sector to our work without comprising any commissioner/provider relationship.

6.3 Community Sector

Over the coming year we will work to support the Neighbourhood Panels in each geographic location. The Partnership now has an accredited 'Problem Solving in Practice' course to ensure that those responsible for implementing the priorities of these panels are appropriately trained to do this effectively. This training is also available to community groups. The roll out of Neighbourhood Action Groups across the city will also improve this response to neighbourhood issues.

We have considered how the community sector can be involved in our Task and Finish Groups and we will continue to develop this work over the coming twelve months with a view to including community representatives within the local problem solving that takes place.

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

6.4 Victims and Perpetrators

Over the coming twelve months we will consider how we can, more effectively, engage with victims and perpetrators. This must be in a way that is meaningful to them and allows them to influence our planning and delivery. A closing questionnaire is already completed by clients of the Domestic Violence Advocacy Service. Over the coming year, we will also, in a number of key areas of delivery such as hate crime and anti social behaviour, develop a system for measuring customer satisfaction with the service that they have received.

7 HOW WILL WE ADDRESS OUR PRIORITIES IN THE NEXT TWELVE MONTHS?

6.1 SERIOUS ACQUISTIVE CRIME

To be added when action plans are clearer

6.2 ANTI SOCIAL BEHAVIOUR

To be added when action plans are clearer

6.3 DOMESTIC ABUSE

To be added when action plans are clearer

6.4 SERIOUS SEXUAL VIOLENCE

To be added when action plans are clearer

6.5 VIOLENT CRIME

To be added when action plans are clearer

6.6 ROAD SAFETY

To be added when action plans are clearer

7 HOW WILL WE KNOW IF WE ARE SUCCEEDING?

The following subsections are broken down and monitored through performance against a variety of National Indicators, these are all listed under each of the headings with the targets broken down for each of the NIs, where these are currently agreed and in place.

7.1 SERIOUS ACQUISITIVE CRIME

NI16 – Serious Acquisitive Crime

December 2008 position	March 2009 Target	March 2010 Target
5109	4773	4574

To achieve the March 2010 target figure, a reduction of 10.5% is required from the position as at December 2008.

NI30 – Re-offending Rate of Prolific and Priority Offenders

The target for this has not yet been set.

NI40 – Number of Drug Users Recorded as Being in Effective Treatment

August 2008 position	March 2009 Target	March 2010 Target
744	765	809

To achieve the March 2010 target figure, a reduction of 8.7% is required from the position as at August 2008.

The August 2008 data is the most up-to-date available at this time due to the 12 week “effective treatment” period, that must be fulfilled by a user for them to be included within the figures. There is then an additional delay due to time spent by MUSE collating and cleansing data before releasing it on NDTMS.

NI111 – First Time Entrants to the Youth Justice System aged 10-17 years

The target for this has not yet been set.

7.1 ANTI SOCIAL BEHAVIOUR

NI17 – Perceptions of Anti-Social Behaviour

This is connected to the Place survey, which is due to report in February 2009. Therefore, no data is yet available for this measure.

NI33 – Number of Deliberate Primary and Secondary Fires

December 2008 position	March 2009 Target	March 2010 Target
769	781	722

To achieve the March 2010 target figure, a reduction of 6.1% is required from the position as at December 2008.

7.2 DOMESTIC ABUSE

The 2010 target has not yet been negotiated for this section.

7.3 SERIOUS SEXUAL VIOLENCE

We do not currently have any targets in place for this section.

7.4 VIOLENT CRIME

NI20 – Assault with Less Serious Injury Crime Rate

December 2008 position	March 2009 Target	March 2010 Target
1,568	1,652	1,595

As at the end of December 2008, the rolling 12 month average was already ahead of the March 2010 target figure, by 1.7%.

7.5 ROAD SAFETY

NI47 – People Killed or Seriously Injured in Road Traffic Accidents

Forecast 2008 Year End position	Calendar 2008 Target	Calendar 2009 Target
101	103	99

This measure is targeted on a calendar year basis and therefore runs from January to December, so does not fit in perfectly with the other performance measures. From the forecasted 2008 year end position, to achieve the 2009 target will require a reduction of 2%.

NI48 – Children Killed or Seriously Injured in Road Traffic Accidents

This is included in the above performance target.

7.6 SATISFACTION LEVELS

The Partnership acknowledges that whilst all of these performance measures will provide an indication of our performance, what is far more important is whether local residents *feel* safer as a result of the work that we have done. Therefore, the Partnership has decided to include an indicator that will allow us to measure how well the public feel that we are dealing with their concerns about crime and anti social behaviour.

NI21 - Dealing with local concerns about anti social behaviour and crime issues by local council and police

This indicator is measured by the Place Survey which is undertaken on a bi-yearly basis.

Baselines and targets to be added when information available

8 HOW WILL WE MONITOR OUR PERFORMANCE?

Over the past twelve months we have developed a robust performance management framework which follows a clear path through the partnership.

- (1) A monthly monitoring report is produced for the Task and Finish Groups to allow them to scrutinise the performance of their area on a monthly basis
- (2) A monthly monitoring report is produced for the Delivery Board which provides three types of information:
 - A monthly report with each performance indicator considered in detail
 - A performance dashboard which provides a RAG (Red/amber/green) status for both performance and activity. Each of the theme leads also provide detail to the Board about areas of concern for the Board for that month and any variances to their action plan which require approval
 - A powerpoint presentation that summarises this information
- (3) At the Delivery Board meeting, the report is presented and each Theme Lead will speak to their area of business. This is then challenged by the Delivery Board to ensure that there is a full understanding of why performance is as it is and if there are any areas in which the Delivery Board can support the Theme Lead.
- (4) A overview report is taken to the Partnership Board each month with details about the challenge that has taken place at the Delivery Board. The Partnership Board will challenge the Delivery Board Chair in order that they are reassured that performance is under control. They will be asked to provide support in areas of difficulty.

9 WHAT ARE THE PRINCIPLES UNDER WHICH THE BUSINESS OF THE PARTNERSHIP WILL BE CONDUCTED?

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

Leadership and Ownership – recognising that the Community Safety Plan is owned and will be delivered by all of the partners, who have responsibility to ensure that its vision and priorities are understood in their own organisations and reflected in their own corporate documents and performance management.

Openness – recognising that as partners we need to inspire and challenge each other to deliver the vision of the Community Safety Plan and that this will require us to be open and honest in our communications, offering each other constructive feedback on all aspects of our collaborative performance.

Partnership working – recognising that every individual and every organisation has a role to play in delivering the Community Safety Plan and that we need to work together to tackle our priorities and deliver our vision.

Engagement – recognising throughout our work that the Community Safety Plan is a document for every individual and every organisation, and that therefore we need to work hard to involve, listen and respond to people and communities.

Responsibilities – recognising that the Community Safety Plan is relevant to all of the people, communities and organisations of Peterborough, we need to be informed, empowered and encouraged to take responsibility for helping deliver it.

Diversity – recognising that Peterborough's diversity is one of its established key strengths and that all our work should promote and celebrate diversity across all our communities and people.

Prioritisation - recognising that we cannot achieve all of our goals at once and that we need to take tough decisions to allocate resources to support the four priority areas in the Community Safety Plan.

Delivery – keeping our promises and delivering what we have committed to.

10 HOW WILL WE TELL THE PUBLIC THAT WE ARE SUCCEEDING?

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

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

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

- Publish a summary of this plan in easily understood language
- Ensure that the full plan is easily accessible to those who wish to see more detail than contained in the summary
- Report on a quarterly basis our performance against the targets – this will be done in a clear and concise manner that is easily understood
- Hold at least three ‘Face the People’ sessions to allow the public to question the partnership about the performance

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

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

11 CONCLUSION

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

CABINET	AGENDA ITEM No. 6.1
30TH MARCH 2009	PUBLIC REPORT

Cabinet Member(s) responsible:	Cllr John Peach, Leader of the Council and Cllr Graham Murphy, Cabinet Member for Housing, Regeneration and Economic Development	
Contact Officer(s):	Steve Compton, Chief Executive, Opportunity Peterborough	Tel. 317486

APPROVAL OF THE 2009/12 OPPORTUNITY PETERBOROUGH DRAFT BUSINESS PLAN

R E C O M M E N D A T I O N S	
FROM : Directors	Deadline date :
1. To endorse the 2009-12 draft Business Plan of Opportunity Peterborough 2. To note that agreement of funding of specific projects from that plan, if required, will be subject to the Council's normal decision-making process	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following approval of the Business Plan by the Board of Opportunity Peterborough (OP).

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is for the Council, as one of the three founding partners of 'Opportunity Peterborough', to endorse its draft 3 year Business Plan.

As a major funder, supporter and member of the Board of Opportunity Peterborough, it is important that the Council is satisfied that the draft Business Plan will deliver the objectives agreed, and use the funding provided in an effective way.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.2 To promote the Council's role as community leader, giving a "voice" to the community in its external relations at local, regional and international level, and fostering good working relationships with the Council's partner organisations, Parish Councils and the relevant authorities for Police, Fire, Probation and Magistrates' Courts Services.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO
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4. APPROVAL OF THE 2009/12 OPPORTUNITY PETERBOROUGH DRAFT BUSINESS PLAN

4.1 Introduction

Opportunity Peterborough will enter its 5th year of operation this April, and despite a relatively slow start is now delivering on some key initiatives and projects as part of the growth agenda and this will be very much the case going forward during this plan period.

Clearly the declining economic situation associated with a lack of developer participation and significant reductions in public funding will not help in maintaining the momentum of delivery and growth however there are alternative methods of delivery through the use of special purpose vehicles and direct engagement with private financiers, such as pension and investment funds, which are being actively explored to overcome this situation.

Accordingly this plan has looked closely at the key strategic priorities needed to drive forward the growth agenda and those which can be realistically delivered given the likely availability of resources whilst retaining the long term vision for the city of delivering 25,000 new homes and 20,000 new jobs by 2021.

2009 is off to an exciting start with the commencement on site of the public realm transformation in Cathedral Square which is due to complete in time for Christmas trading later this year and also with the successful launch of the new city brand proposition and logo at the Ambassadors Dinner in February.

4.2 Vision and Objectives

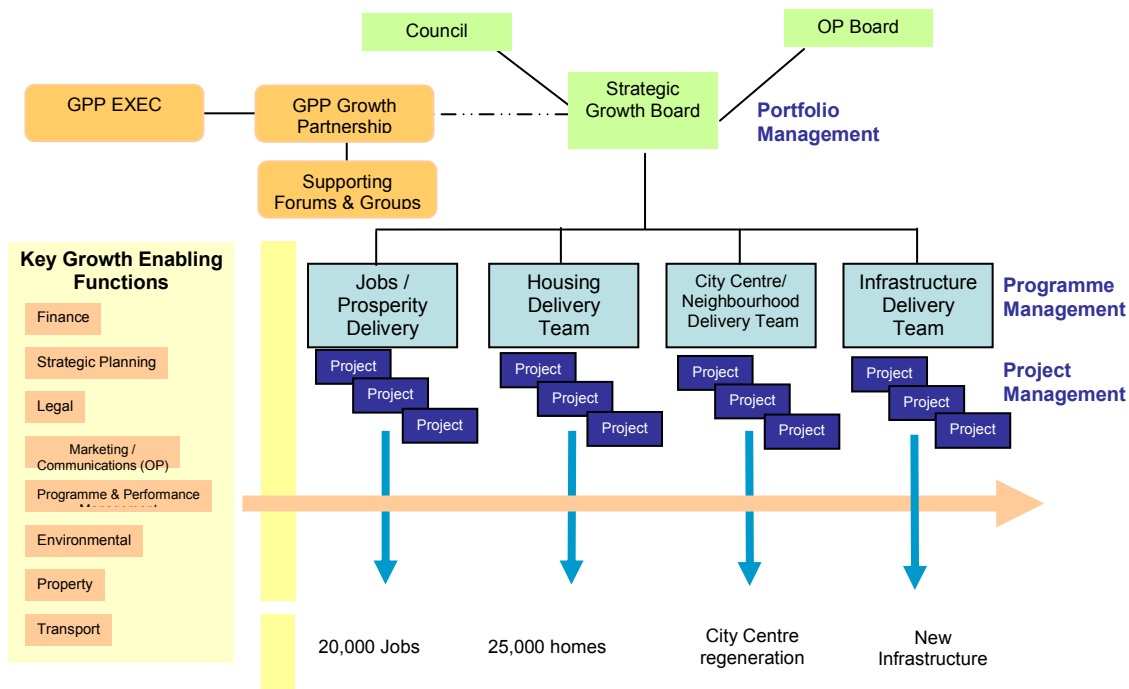
The vision for the growth of Peterborough is set out in various documents starting with the Regional Spatial Strategy (The East of England Plan), the Integrated Growth Study launched in February 2008 which in turn informed Peterborough City Council's (PCC) draft Core Strategy currently going through its statutory process, the City Centre Area Action (CCAAP) Plan, final consultants recommended option due imminently and which will inform PCC's own CCAAP as a development plan document, and the Sustainable Community Strategy.

Opportunity Peterborough's purpose is to facilitate the successful regeneration of Peterborough through enabling sustainable growth. To achieve this OP will focus on 3 key objectives

- 1) To create a vibrant and attractive city centre at the heart of a bigger and better Peterborough
- 2) The sustainable and integrated growth of Peterborough including the infrastructure to deliver this
- 3) A vibrant and diverse business community, supported by an improved skills and knowledge base, fit for the global economy

OP has worked closely with senior officers and members within Peterborough City Council to develop a close partnership to deliver the growth agenda within the city and in particular a "Strategic Growth Framework" which provides a structured and focussed approach to the delivery of the growth agenda. This structure is shown below and brings together all the key partners of OP, PCC, East of England Development Agency (EEDA), Homes and Communities Agency, GO-East etc as follows:

Growth Delivery Framework for Peterborough



4.3 Priorities

The priorities are set out to reflect the 3 key objectives above plus a marketing and communications role as follows:

i. City Centre Vibrancy:

Public Realm Implementation

Cathedral Sq completion, Bridge Street, Cowgate & Long Causeway, Westgate

South Bank

Carbon Challenge, Fletton Quays, University Eco-Faculty, Eco Innovation Centre II, Railway Sheds/Mill

City West

Station Quarter East, Green Quarter, Railway Station, North Westgate, Highways

Northern Embankment

Community Stadium, Arena, Swimming pool & leisure, Community facilities, Education, Residential

ii. Substantial and Sustainable Growth:

Infrastructure Delivery

ESCo, Adapting to Climate Change, Digital Connectivity, Construction waste minimisation

LAA Priority 4 Lead

Support to:

District Centres, Stanground/Magna Park, Urban Extensions, Long-Term Transport Strategy

iii. **Economic Prosperity**

Business Engagement, Economic Research/Intelligence, Business Advocacy, University 'Campus'

4.4 **Marketing Peterborough**

Marketing Peterborough through a City Bond Scheme, City Marketing Group, City Marketing Campaigns

4.5 **PR & Comms**

OP company profile & Stakeholder engagement

4.6 **Financials**

PCC make an annual contribution of £250,000 towards OP's core funding costs together with an in kind contribution by way of seconded staff into OP which amounts to £151,000 in 2009/10 and £88,000 in 2010/11 and 2011/12.

PCC may consider funding through its capital programme (subject to availability of funding) for priority projects together with some revenue items of work amounting to £280,000 in 2009/10, £250,000 in 2010/11 and 2011/12.

Of these sums the Core funding contribution, seconded staff and revenue project costs, are all approved for the next 2 years amounting to a total contribution of £731,000 in 2009/10 and £588,000 in 2010/11.

4.6 **Summary**

The contributions from PCC towards the core funding of Opportunity Peterborough's operations and the secondment of personnel to that organisation represents excellent value for money:

- i. £250k PCC money attracts a further £549k from EEDA and the Homes and Communities Agency combined.
- ii. A further £350k per annum has been attracted from communities and local government (CLG) to support key programmes and projects in the city.
- iii. OP have been instrumental in securing for the city an initial £17.5m from the department of CLG under the Growth Area Fund, along with an additional £3.9m. This total of £21.4m over the period 2008-11 will deliver substantial infrastructure projects for the city for the benefits of all its citizens.
- iv. A further £1.8m has been secured to support the transformation of Cathedral Square from EEDA. An exceptional award based on the thorough approach adopted by OP in producing the Public Realm Strategy initially. This work has been recognised regionally as an exemplar model of bringing forward such schemes, and Peterborough is already being used by Colchester Council as an example of best practice in this field.
- v. The ground-breaking Integrated Growth Study has been recognised by central government as a unique model for identifying sustainable growth opportunities and is underpinning the city's claims to aspire to be environment capital.
- vi. Significantly OP has lead on key initiatives which have, or are soon about to, transform our city: the establishment of the Eco-Innovation Centre at Peterscourt which is demonstrating exceptional take-up rates; the developer selection for

Carbon Challenge on South Bank, the largest zero-carbon home development in the country; the commencement of works on Cathedral Square; the Green Gateway initiative, providing a low carbon office development as a gateway from the railway station to the city; the development of a new brand for the city that all of its people and businesses can get behind.

These are just a few of the achievements of OP so far which demonstrate the value for money that OP represents to the city. There is a wide range of skills and experience within the company which is driving forward so many key projects in the city.

The seconding of staff to the company also secures an excellent connection between OP and the city council, ensuring that we move forward in the city in a true spirit of partnership to deliver the city's regeneration.

5. CONSULTATION

- 5.1 Senior Council staff have been involved in drafting this version of the Business Plan, as have colleagues from EEDA and English Partnerships (EP).
- 5.2 The Council, EEDA and EP are all represented on the Board of Opportunity Peterborough and have been instrumental in the Board's decision to approve the draft Business Plan placed before the OP Board.

6. ANTICIPATED OUTCOMES

Ratification of the draft Business Plan by the three founding partners means that the Board of Opportunity Peterborough have a firm basis for delivering the agreed objectives.

7. REASONS FOR RECOMMENDATIONS

It is required that the City Council and the other two founding partners consider and agree to the draft Business Plan. Inevitably, the specific schemes for implementation will evolve during the course of the 3 year plan period and it is therefore appropriate that funding of these is approved by the Council through its normal decision-making processes.

8. ALTERNATIVE OPTIONS CONSIDERED

(a) Suggest modifications to the Plan - the draft Business Plan has been the subject of discussions and modifications by the Partners.

(b) Not approve the draft Business Plan - this would limit the operation of the Urban Regeneration Company.

9. IMPLICATIONS

The City Council is a major contributor to the financing of Opportunity Peterborough. Provision has already been made in the City Council budget for this, and so ratification of the draft Business Plan will not adversely affect the budget.

The City Council commits extensive management and professional resources to supporting and working with Opportunity Peterborough. An agreed business plan ensures best use of available resources.

10. BACKGROUND DOCUMENTS

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

Opportunity Peterborough draft Business Plan 2009/12

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Opportunity Peterborough
urban regeneration company

2009 – 2012 Business Plan Summary

Date: February 2009
Version: Draft 2.0

Peters Court
City Road
Peterborough
PE1 1SA

01733 317417

Chief Executives Introduction

Opportunity Peterborough has had a hectic but successful 2008/9, during which key strategy documents such as the Integrated Growth Study, City Centre Area Action Plan and Public Realm Strategy were completed and launched. In addition key supporting studies on water and energy provision for growth were also concluded. Together these documents provide a comprehensive vision for the city with sustainability at its heart and form a sound basis upon which key transformational projects to deliver that vision are prioritised and initiated as the company moves very much in to the delivery phase.

Indeed 2008/9 saw the successful launch of the Eco Innovation Centre in Peterscourt, the selection of a preferred developer for the Carbon Challenge scheme (344 zero carbon Homes) on South Bank and a start on site with the multi million pound transformation of the city centre's public realm centred on Cathedral Square.

Following on from the IGS was the preparation of the Integrated Development Programme (IDP), a pilot initiative developed with the East of England Development Agency, which clearly sets out the main investment requirements for the delivery off the key hard and soft infrastructure needed to create the conditions to allow the planned growth to proceed and as a critical guide to future investment decisions.

OP has also had considerable success in securing £21.4 million of Growth Area Funding Round Three (GAF III) through the preparation of a detailed, comprehensive, robust and deliverable Programme of Development (POD). The GAF III POD provides essential funding to allow key projects, studies and initiatives to proceed which underpin the growth aspirations for the city

This Business Plan for the period 2009/10 to 2011/12 has, however, been prepared in a climate of great economic uncertainty with the on-set of recession, severe contraction in the housing market, poor availability of credit, challenging business conditions for the local economy and also pressure on public sector funding.

The timing of the recession has unfortunately arrived at the same time as OP steps into the delivery phase for the transformation of Peterborough and creates a number of major challenges in driving forward the growth agenda and maintaining the momentum of delivery. In view of the bleak economic outlook this plan has had to look hard at those projects that can be realistically delivered within the next three years whilst maintaining the long term vision and aspiration for the city.

With this lack of private sector developer participation and the associated constraints on public funding, the OP Executive has been working closely with senior Peterborough City Council officers and Members to explore new and innovative ways of engaging with the wealth of private sector infrastructure and investment finance which is undoubtedly still seeking medium to long investment opportunities.

Potential structures for more formal joint working between OP and PCC are being explored to tap into these financial resources and provide the much needed upfront investment in key infrastructure to build confidence in the city with developers, partners, suppliers and customers and create the conditions to enable the growth of the city to proceed.

The priorities set out within this plan are therefore reflective of these economic and market challenges but also of the potential opportunities that this may bring in new ways of working and securing key strategic sites for early delivery.

During 2008/9 OP had a strong involvement in developing the city's Sustainable Community Strategy and the new Local Area Agreement (LAA) and in particular with OP taking lead responsibility for LAA Priority 4 "Substantial and Truly Sustainable Growth".

One of the great benefits of the more formal structure of the LAA is that it enables OP to work on a cross cutting basis with Peterborough City Council (PCC) and other public, private and voluntary sector agencies and bodies to ensure delivery of sustainable communities that can prosper and develop; a place where people choose to live, work and play and help to shape cohesive communities that can grow and prosper and which have equal access to jobs, education and the natural environment.

On the economic theme OP has been in detailed discussions with partners over taking lead responsibility for the city's economic growth and development. This follows the recommendations of the Sub National Review which seeks to devolve responsibility for economic development to local level and in some cases to local delivery vehicles such as OP. Clearly the creation of a dedicated economic development team and the level of activity OP undertakes in its economic development role will be determined by the funding made available for this work by the partners.

OP has also during the course of 2008 been tasked by the Greater Peterborough Partnership with leading and delivering a new brand proposition for the city to enable a concerted effort by public and private sector partners to position Peterborough firmly in the market place with a strong positive image, clear message about what the city has to offer and high lighting opportunities for external partners, funds, business etc to engage and invest in our city. This exciting work is reaching its climax with a launch of the new brand planned for February 2009.

Without doubt the next 2-3 years will be a very challenging time for Peterborough however the OP Executive team believes that the combination of a clear, robust and comprehensive vision, supporting strategy documents and potential new ways of engaging with private sector funds and investors will enable the city to weather the storm better than other cities and maintain the momentum of delivery whilst others stand still or fall backwards.

Executive Summary

Opportunity Peterborough (OP) is one of 19 Urban Regeneration Companies (URC's) established across the country to drive forward regeneration in areas of market failure. Like all URC's, OP is a not for profit company limited by guarantee with no planning powers nor the ability to own land, funded by the public sector but driven forward by a private sector board.

Unlike other URC's however, OP's activities are not restricted to the city centre nor specific areas of deprivation within the city but instead has a citywide remit covering the entirety of Peterborough City Council's Unitary Authority area to deliver regeneration and growth. Indeed, established in April 2005, OP was the UK's first "growth" URC and is charged with delivering the Regional Spatial Strategy target of a minimum 25,000 new homes and 20,000 net new jobs by 2021.

Targets such as this are not new to Peterborough which has already had a significant period of growth between the late 1960's and the early 1980's under the New Towns Programme which saw c.26,000 new homes and 25,000 new jobs created. Since this time however the city has failed to maintain a momentum of growth and the anticipated development of the city centre, local and district centres and broadening economy has not been realised.

Opportunity Peterborough therefore faces many challenges in delivering the growth targets having inherited a legacy of issues facing the city today including: a city centre that punches significantly below its weight in terms of commercial, specialist retail, residential, leisure and cultural offer; a low wage/low skill economy relative to the remainder of the region and nationally; and an economy that lacks strong representation from the hi-tech, high value added businesses sectors represented elsewhere across the region.

These challenges have now been exasperated by the recent effects of the credit crunch and market downturn which is now manifesting itself as a longer term period of economic recession with consequent reduction in private sector participation and increased pressure on reducing public funding.

The failure to maintain the momentum of growth has been due mainly to the lack of a robust and coherent vision for accommodating and delivering the required growth in a planned and sustainable way across the unitary area and addressing this has been a high priority for Opportunity Peterborough over the first years of its life.

The result has been the launch of the Integrated Growth Study in February 2008, a robust and comprehensive study which set out a recommended sustainable pattern of growth for the city which has helped inform the draft Core Strategy for the city now going through its statutory process.

In Spring 2009 OP launches its consultants recommended option for the City Centre Area Action Plan which sets out a comprehensive plan for the growth and regeneration of the city centre which seeks to address the issues raised above about the attraction, vibrancy, quality and range of offer in the city centre as the living heart of a bigger and better Peterborough.

Opportunity Peterborough's responsibility for the physical and economic regeneration and growth across Peterborough's unitary area requires that its work will also create the conditions for wider social and community regeneration and ensure that key cross-cutting themes, such as cultural activity and environmental sustainability, are enhanced through the delivery of its programme.

OP, through its role as lead in Priority 4, Substantial and Truly Sustainable Growth, of the LAA, is a key player in the partnership network in the city. By correlating its activity with those other partners in the LAA, it ensures that roles and functions are not duplicated across the span of the LAA.

Key strategies, such as the Integrated Growth Study (IGS) and the City Centre Area Action Plan (CCAAP) are intended to create a holistic framework for the city as a whole, to be used not only by OP and its partners in bringing forward physical development, but by all strands of local government and the local strategic partnership in their various spheres of activity. In understanding the extent, scale, nature and location of growth and development, partner organisations can not only plan services accordingly but also identify opportunities for enhancement and other benefits for their own initiatives.

OP has already worked closely with key partners and other organisations in non-core activity to ensure that opportunities are maximised. Models for how this engagement, rather than lead role can add benefit and value would include the emerging community plan for the Inner Central Ward, the cultural discussions around Perceptions Peterborough, and community regeneration advice for the Dogsthorpe area.

In moving forward, this years plan has been prepared against a backdrop of declining economic fortunes, not just in the region but nationally and internationally which has placed considerable financial pressure on all our partners in one form or another.

The private sector development partners, so critical to delivery and generally eager to participate in a rising market are now extremely concerned about their own exposure to risk and consequently no longer interested in participating in the growth and regeneration schemes being brought forward. Clearly this lack of appetite for participation is linked to the wider declining market conditions and will in time recover to a more normal position. The issue this raises however is the brake this puts on the momentum of delivery of the planned growth at a time when the long awaited comprehensive and robust strategies, policies and delivery frameworks are now in place to facilitate such growth and development.

In times of such market failure, the natural response would be to turn to the public sector partners to help under pin key strategic schemes through gap funding or grant investment and in so doing remove sufficient risk to enable projects to proceed. The situation however is that the public sector partners themselves are likewise suffering the adverse effects of the economic downturn in terms of capital receipts from the sale of sites, top slicing of funding allocations by central government and a high level of commitment to existing schemes from the funding that is available.

During 2008/9 OP has been in detailed discussion over the delivery of an economic development function for the city on behalf of EEDA and Peterborough City Council. However again the level of finance that will be available for such activity has been severely squeezed and will need to be reflected in the level of service OP is able to provide and also to manage expectations amongst the city's business community at a time when the need for a strong economic lead and associated business support is at its height. In any event the OP Board has decided not to convert the company into an

Economic Development Company but intends to add the economic development function to the existing role of the URC.

In terms of successes, over the last 18 months OP has produced key underpinning strategies essential for the informed and sustainable growth of Peterborough. The IGS has received acknowledgement from central government as a model for setting out clear growth aspirations and understanding the environmental implications of that. This has been further enhanced through the Energy and Water Cycle studies which will not only inform how we take growth forward, but also identify key implementation initiatives.

The Public Realm Strategy, leading to the procurement of the first phase of enhancement to the city centre streets and spaces has been acknowledged by regional organisations as a model of best practice in bringing forward schemes of this nature. Alongside this, the CCAAP, with its slightly unorthodox approach, supported by GO-East, of preparing an initial consultants' recommendation, along with a supporting Implementation Strategy, paints a clear and readily understood picture of the future vision for the city centre.

Essential though they are, it is not all about strategies. The Eco-Innovation Centre, established at Peterscourt through the advocacy and leadership of OP, has seen tremendous occupation rates ahead of business plan projections. This has provided opportunities for businesses in the environment cluster to both grow and share experience.

Leading on the comprehensive approach to the Carbon Challenge site has resulted in a developer selection for 344 zero-carbon homes, the largest scheme of its kind in the country; a planning application for this is expected later in 2009. In preparing a robust plan for the Green Gateway site near the city's railway station, OP has already attracted keen interest from parties for an exemplary environmental office development – making its development a brighter and more certain prospect.

OP has been instrumental in attracting, and having confirmed, over £21m for the city from CLG under the Growth Area Fund. Some of this, along with an additional £1.8m secured from EEDA, will help to deliver the improvements to the city's public spaces. Phase 1 of this work is already underway in Cathedral Square. This will not only make the heart of the city more attractive and vibrant, but investment of this kind has also been demonstrated to be a key economic driver – improving rental values in surrounding properties to make them more attractive to commercial and private investors. It is a catalyst to a regeneration cycle which should see new businesses and jobs created, a boost to the evening economy and an improved sense of safety in the city centre through greater activity.

In delivering these schemes, satisfaction of the cross-cutting aspirations and themes has been critical. For example, ensuring a zero-waste space initiative for the Cathedral Square project, or developing a public art scheme through the same project. In both the Carbon Challenge scheme and the Green Gateway, initiatives are being explored to ensure that opportunities from sustainable energy provision are maximised for the schemes and the wider locale.

OP's Business Engagement Team has been very active this year. Through its liaison, advocacy and encouragement, 317 jobs have been created in the city through new inward investment, and 90 major companies have been supported and encouraged to remain and grow in the city, realising approximately 1500 growth in job numbers. The series of business breakfasts have been extremely well supported, providing valuable opportunities for companies to network and engage in the regeneration and economic development of the city.

The coming 3 years will see further significant milestones and achievements in fulfilment of our growth and regeneration plans. The first phase of the public realm works in Cathedral Square and St Johns Square will be completed by late 2009 and early 2010 respectively. The resultant high quality open spaces will stimulate the local economy by attracting more people to visit and spend their disposable wealth in Peterborough. This, in turn, will benefit existing retailers and other leisure-related businesses and attract more such businesses to open new premises in Peterborough. As a result, property values and rental income will gradually rise and new employment opportunities will be created, as has been witnessed in other cities.

The Carbon Challenge will progress through planning in late 2009 with start on site by mid 2010. This flagship zero carbon development will contribute to Peterborough's Environment Capital ambition and ensure we maintain a national profile. In addition, both the South Bank riverside and Northern Embankment development areas will move forward to planning applications in 2010; with plans to start development on Fletton Quays by 2011.

Key to this project will be the provision of a renewable energy centre that will provide zero carbon energy to not only the Carbon Challenge site but also the rest of the South Bank development area. This key piece of infrastructure will be the first in a series of decentralized energy centres across the city that will fulfil the ambition of our Energy Strategy to "... become a leader in renewable and low carbon energy delivered at a local scale ..."

With the launch of the new Peterborough brand "the future is you" we are set to market Peterborough actively and comprehensively for the first time in several years. This will promote our inward investment and business engagement work directly as well as ensure that a consistent message is presented across the range of activities that the city will be bringing forward; including the university offer, business intelligence research and advocacy.

As previously mentioned, the major risks facing the continued delivery of the physical growth and regeneration is primarily focused around the national and international economic downturn, which has resulted in significantly reduced available finance to both private and business sectors. This has been witnessed particularly within the housing market evidenced through a rapid reduction in house prices/sales value with a knock on to land value resulting in few land transactions and a major slow down in new house building.

However, to ensure that we are able to continue the momentum of development across Peterborough, we are working closely with the City Council to develop a unique delivery mechanism; utilising special purpose vehicles to directly engage with the financial markets and developers to broker land deals and drive forward development. The principle aim of this approach is to develop, assess and model the growth and regeneration projects in the city as potential investment opportunities to the financial institutions seeking returns over the longer term such as pension funds by endeavouring to match project risk/return profile to known investor appetite for risk and return.

In addition, we have developed, and implemented, a new growth delivery framework that enables us to work with our partners in a coordinated approach and which included the setting up of a Strategic Growth Board with key delivery teams around; jobs/prosperity, housing, city centre/district centres and infrastructure. This approach will provide further direction and coherence to the delivery of the growth agenda.

1. Introduction and Context

1.1 Background

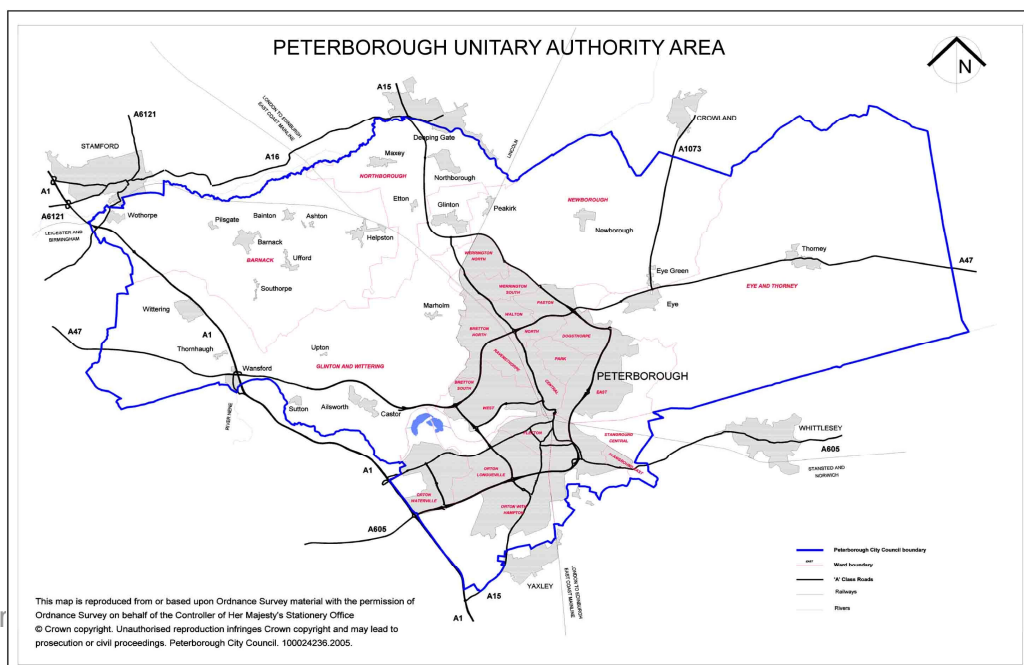
Peterborough has a history of successful growth, starting with the original New Towns Programme between the late 1960's and the 1980's, which resulted in approximately 26,000 new homes built around four townships and 25,000 new jobs being created. More recently, Opportunity Peterborough was established in 2005, as the local delivery vehicle to take forward a new era of growth.

The scale and quantum of the growth now planned is similar to that delivered by the former New Town Development Corporation. Peterborough's growth targets, as set out in the Regional Spatial Strategy, East of England Plan, confirm a minimum of **25,000 new homes** and **20,000 net new jobs** between 2001 and 2021. This has been welcomed by the city. The Sustainable Community Strategy for Peterborough provides an overarching vision and context for this growth, now embedded in the Local Area Agreement, with a long-term goal of a **'bigger and better' Peterborough** (See section 2.1 for more detail.)

This ambitious growth programme is being firmly driven by Opportunity Peterborough on behalf of the partners, in particular Peterborough City Council (PCC), East of England Development Agency (EEDA), Homes and Communities Agency (HCA) and with government support via GO-East, to fulfil Peterborough's role as a major regional centre, engine of growth and regeneration hub.

Peterborough's inclusion in the London Stansted Cambridge Peterborough Growth Area in 2004 has been the key to unlocking this growth agenda. Peterborough's Environment City status and continued commitment to the environment will ensure that this development and growth is undertaken sustainably and allow us to deliver truly sustainable communities and in so doing move the city towards its stated goal of becoming the UK Environment Capital.

This business plan sets out the key vision, objectives and targets, along with key projects and resource implications, which will enable Opportunity Peterborough to continue to lead this sustainable growth agenda.



1.2 Introduction to Opportunity Peterborough

Opportunity Peterborough (OP) was designated by Communities and Local Government (CLG) as an Urban Regeneration Company in 2005, to enable and facilitate sustainable growth, following successful lobbying in 2004 to add Peterborough to the London-Stansted-Cambridge growth area.

The founder members of Opportunity Peterborough are English Partnerships, now part of the Homes and Communities Agency, the East of England Development Agency and Peterborough City Council. The founding members fund the company's operations and provide capital for projects identified by OP. Additional capital and revenue funding is also obtained from CLG under its Growth Area Funding (GAF) programme and through a range of other funding mechanisms via PCC, including the Communities Investment Fund (CIF).

OP is a company limited by guarantee that neither owns property or holds money and is operated on a not-for-profit basis. It conforms to CLG requirements in terms of aims and objectives, Board composition and programmes. The requirement to prepare a rolling three-year business plan is answered by this document.

OP has a Board drawn from the founder members, the Greater Peterborough Partnership (our Local Strategic Partnership) and the private sector. In addition, CLG has taken a supporting role and the Government Office attends Board meetings as an observer.

Peterborough has challenging growth targets, set within the East of England Plan, which translate to:

- City centre regeneration to provide retail, leisure employment and residential space.
- Spatial growth - 25,000 extra dwellings in the period 2001-2021 - to ensure that there is a wide range of housing available in the city, along with quality facilities to make Peterborough an attractive place for people to live.
- Economic growth - 20,000 additional jobs in the period 2001-2021 - through organic growth of new and existing business and by encouraging and aiding businesses to relocate to Peterborough.

2. Strategy

2.1 Developing Our Vision and Objectives

Opportunity Peterborough continues to be a major contributor to the vision of creating thriving, inclusive and sustainable communities for Peterborough. Our vision, objectives and priorities are centred around many of the regional and local strategies and plans which help towards achievement of this vision.

Our key drivers in this respect are:

- The East of England Plan sets out the number of new homes needed in the region up to 2021 (currently under review to 2031);
- The East of East England Development Agency (EEDA) Regional Economic Strategy 2006-2016 (October 2006) which sets out how the East of England aims to deliver sustainable economic prosperity;
- The adopted Local Plan for Peterborough;
- Integrated Growth Study which sets out a sustainable pattern for growth (including housing provision to 2026 in alignment with PPS3);
- The emerging Peterborough Local Development Framework (LDF), particularly the draft Core Strategy, which details the spatial strategy, policies and proposals for the future development of Peterborough and sets the scene for all other documents in the LDF, due for adoption at the end of 2010;
- Emerging City Centre Area Action Plan (CCAAP), Site Allocations Development Plan Document (DPD) and Planning Policies DPD, all of which are contained in the LDF due for adoption during 2011;
- The Peterborough Sustainable Community Strategy 2007 which defines the community's vision for Peterborough and provides action plans to address that vision;
- LAA – OP is taking the lead on Priority 4 – delivering Substantial and Truly Sustainable Growth which contains 4 key outcomes centred around: creating a vibrant and safe city centre and districts; creating better places to live; economic prosperity; and building the infrastructure of the future. OP is also involved in the Pride in Peterborough Outcome under Priority 2 Creating Strong and Supportive Communities and also during the secondment of Trevor Gibson into the OP team, lead responsibility for Priority 3 Creating the UK's Environment Capital.

All of these strategies continue to be updated over time and it is essential we take account of them in our business planning and seek to bring them together so that Peterborough has a joined up vision for the future. The Local Development Scheme (LDS) indicates adoption of its Core Strategy Winter 2010 with its associated DPDs following on from that.

2.2 Our Vision

Opportunity Peterborough has a clear vision that responds directly to the needs of the existing and future residents of the city relative to facilitating sustainable growth, the promotion of a prosperous, inclusive, knowledge based economy and the creation of a vibrant city centre.

This is reflected in our statement of purpose, which simply states:

Opportunity Peterborough will facilitate the successful regeneration of Peterborough through enabling sustainable growth.

2.2.1 Aims & Objectives

OP's objectives are set firmly within the context of facilitating sustainable growth, and are highly focused to guide the delivery of a vibrant city centre, achieve substantial growth and the continued improvement to Peterborough's economic base. Our objects remain:

Objective 1	To create a vibrant and attractive city centre at the heart of a bigger and better Peterborough
Objective 2	The sustainable and integrated growth of Peterborough including the infrastructure to deliver this
Objective 3	A vibrant and diverse business community, supported by an improved skills and knowledge base, fit for the global economy

2.2.2 Overarching Themes

In addition to this vision and objectives, we have 6 over arching themes which reflect our company objectives as well as our obligations under the LAA as follows:

Theme 1	To drive forward Peterborough's environmental sustainability agenda
Theme 2	Demonstrating leadership through delivery, and innovative and integrated thinking
Theme 3	Maximising benefits and opportunities, created through sustainable growth and regeneration, for existing and new communities
Theme 4	Promoting a positive image of Peterborough through the activity of projects to enhance civic identity and encourage inward investment
Theme 5	Building consensus through regular and positive engagement with key partners and stakeholders
Theme 6	Securing Opportunity Peterborough's and partners' credibility for delivery through awareness raising and successful communication

2.2.3 Delivering our Vision

Opportunity Peterborough will deliver this vision, objectives and over arching themes through continued facilitation and support with local partners, stakeholders, the city council and government agencies.

Peterborough's Integrated Growth Study (IGS), launched in February 2008 has mapped out a sustainable and deliverable pattern of growth that identifies priority projects, major infrastructure needs and a growth trajectory to ensure Peterborough can continue to grow sustainably.

The implementation of the findings of this study have now been clearly set out in the Integrated Development Programme (IDP), a pilot programme being coordinated by EEDA, which sets out the key hard and soft infrastructure requirements in priority order to help guide future funding and investment decisions.

OP has lead the preparation of the city's refreshed Programme of Development (POD) as a bidding document under the Growth Area Funding Round Three (GAF III) programme for years 2009/10 and 2010/11 and has been extremely successful in securing £21.4 million, £3.9 million more than originally allocated, to enable OP and its partners to deliver key projects, studies and initiatives which underpin and drive forward the growth aspirations for the city.

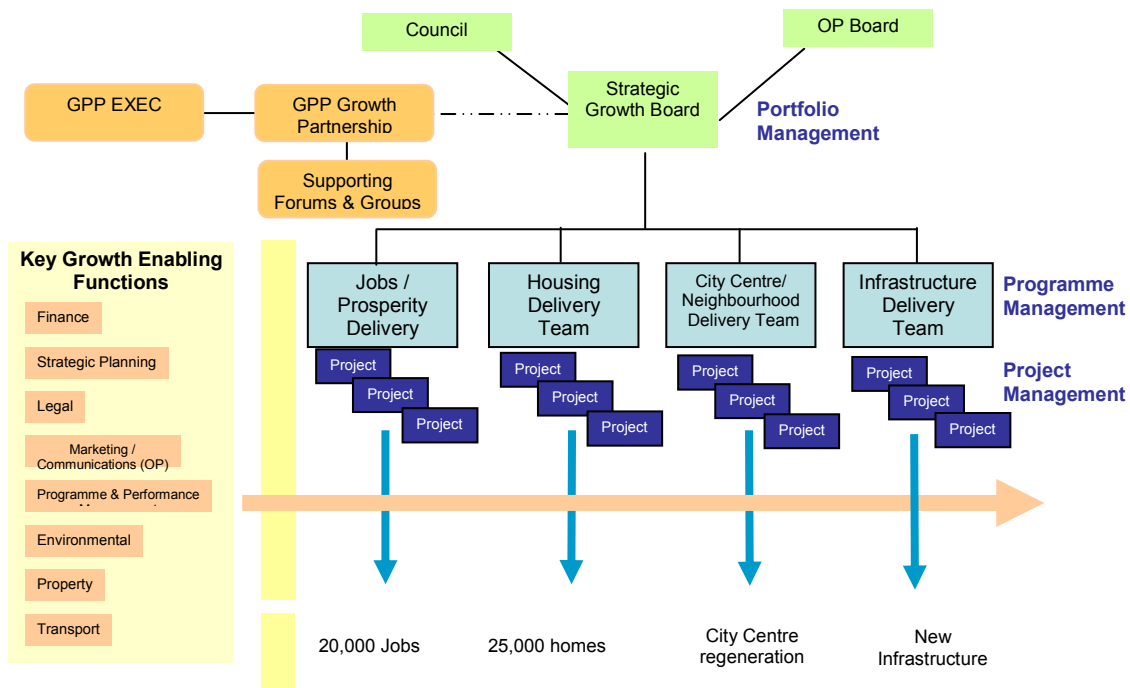
In addition OP has completed the preparation of a Consultants Recommended Option for the City Centre Area Action Plan (CCAAP) together with an associated Implementation Plan, which sets out clear and robust guidance on the development of the city centre over the next 20 years.

We will continue to work closely with PCC in developing its Local Development Framework and in particular the strategy and policy of the draft Core Strategy, Planning Policies DPD (Development Plan Document), Site Allocations DPD and draft City Centre Area Action Plan to enable and achieve sustainable development across the city.

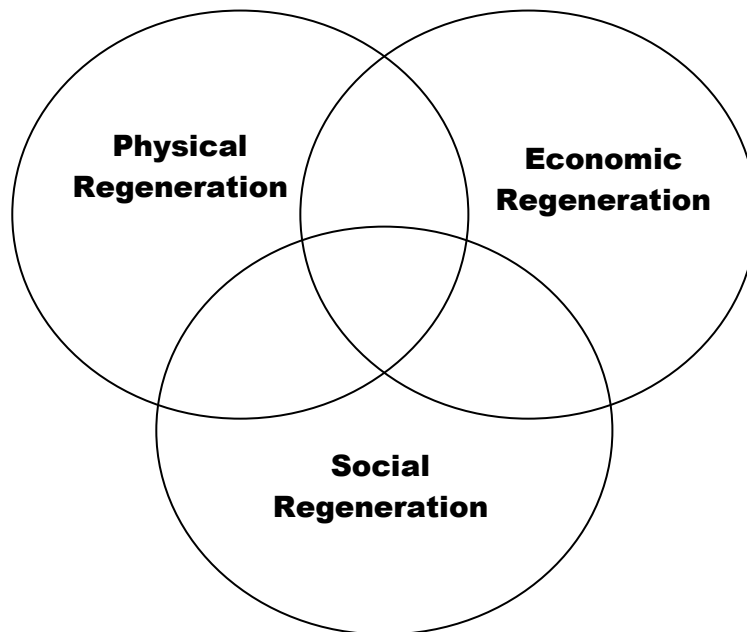
Most particularly, we will facilitate and support joint public - private working to bring forward growth in spatial and economic terms. We will look to the strategic needs of such growth, to ensure infrastructure provision is dealt with through appropriate funding mechanisms that enable the timely delivery of all infrastructure to meet the needs of strategic growth planning and provide confidence to public and private partners (see section 2.3.1 below).

During the course of 2008/9 the OP Executive has worked closely with senior officers from PCC, EEDA, HCA, Peterborough Regional Economic Partnership and Greater Peterborough Partnership to develop the Growth Delivery Framework which sets out an effective delivery structure for the growth agenda in Peterborough.

Growth Delivery Framework for Peterborough



In addition to the new Growth Delivery Framework, consideration must be given to the three key elements of physical, economic and social regeneration activity across the city that, together with the cross-cutting themes of environmental sustainability, cultural enhancement and skills/education improvements, constitute the delivery of truly sustainable growth in Peterborough.



The above diagram illustrates how the key sectors of regeneration relate and integrate. OP clearly takes the lead in physical, and with the support of partners, will be able to take the lead in economic development. The city as a whole, through the LAA networks and partner organisations responsibilities will ensure that social regeneration benefits are realised.

OP will create the environment and conditions, through growth, physical regeneration and economic development, which will underpin social regeneration. OP's engagement with the LAA will assist in partner organisations realising and responding to opportunities for community regeneration.

Furthermore, Opportunity Peterborough will continue to provide a positive environment to support inward investment through the effective marketing and promotion of the city. A single vision of the values we shall focus this promotion on has been identified in the development of a Peterborough Brand and these will now be used to clearly communicate the city's potential to both current and future citizens, visitors and investors.

This work will continue to be supported by ongoing engagement with key stakeholders and the local community, with particular attention being paid to those in hard to reach groups, including ethnic minorities, the elderly and the young.

Challenges in communicating with local communities will be addressed through the use of traditional and new media technologies and the maximization of face-to-face and 'word of mouth' communications.

2.3 Challenges

Not since it's designation as a New Town in 1967 has Peterborough been expected to achieve such rapid and exciting growth. However, with such growth come challenges. This section highlights some of the key challenges that Peterborough faces and identifies how Opportunity Peterborough will seek to overcome them.

Clearly the biggest challenge that has arisen since the writing of last year's business plan has been the steep economic downturn with associated problems of availability of credit to both the development industry and home purchasers with the result that almost all residential development activity across the city has significantly slowed, and in many cases come to a stop.

There has been a lag in seeing the knock on effects of this economic down turn in the city economy but towards the end of 2008 the effects were becoming more apparent with a number of major companies shedding significant numbers of staff which is symptomatic of what is happening within many small businesses which make up a large proportion of the city's economy.

Retail spend and footfall is also falling with the consequent impact on the "High Street" in terms of large and small retailers going into receivership which creates issues for city centre vibrancy and attraction with blank retail facades and reduced consumer choice.

Consequently, this business plan is prepared in a climate of great economic uncertainty, declining markets, hardening economic conditions for many local companies and a general lack of confidence in developers, manufacturers, suppliers and customers. Trying to maintain the momentum of growth and delivery in this environment will indeed be a

challenge for OP and its partners over the next few years and in particular during this business plan period.

2.3.1 Funding Growth

It is here that OP has been working very closely with senior officers and members within PCC to develop new formal joint working relations that provide a vehicle for the “city” which can engage with the private sector finance market on equal terms.

Despite the “credit crunch” there is still a significant pool of finance looking for investment opportunities, including for example pension companies who still have long term obligations to policy holders and need to invest their funds in medium to long opportunities, but who since the financial market turmoil no longer have access to the standard routes for identifying such investments because the supply chain has gone or there is a fundamental issue of confidence.

As a result of the work OP and its partners have undertaken in putting clear, robust and comprehensive growth and development strategies in place for the city, such as IGS, IDP, CCAAP etc, these funds can have confidence in engaging with a new “city” company (made up of OP & PCC via a special purpose vehicle (SPV)) to make investment in the growth and regeneration of Peterborough which is a medium to long term investment and development programme. This gives the benefits that key infrastructure projects can be forward funded through an SPV in return for longer term payback to the investors when the development this infrastructure releases comes on stream and begins to generate value and income.

Indeed there are investment funds in the market place that are specifically looking for infrastructure financing opportunities, including utilities, and this type of investment is very much what is required to deliver the key infrastructure needed to drive forward the growth agenda of Peterborough and create confidence in the city.

In addition, a major issue for the housing market at the present is not so much a lack of buyer demand but the lack of available mortgage finance. Again, through the “city” company (SPV) approach, work is in hand to explore ways of creating a shared equity mortgage product for the city which will enable its residents to secure mortgage finance across a broad spectrum to facilitate their entry into the property market from a 5% equity stake up to 100% ownership.

Clearly the use of an SPV mechanism for delivery will not suit all growth and regeneration scenarios and will therefore be used in a targeted way alongside public funding and other partner participation to maintain the highest possible level of confidence and delivery in the city.

2.3.2 City Centre challenges

Over and above the market challenges discussed in 2.3 above, the key challenges faced in delivering city centre growth, and so increased vibrancy in the city centre, relate mainly to the poor range and quality of residences, retail offer and cultural and leisure provision, and a perception of crime and safety issues. These aspects coupled with under-utilisation of primary assets all contribute to a poor quality environment and poor perceptions of the city as a place to live, work and relax.

To redress these aspects, OP will:

- Improve the public realm of the city centre, in partnership with the city council, the first elements of which have already begun with the acquisition of the Corn Exchange site, the publication of a Public Realm Strategy for the city centre and the implementation of a first phase of public realm transformation in Cathedral Square.
- Bring forward key city centre regeneration, including the South Bank, North Westgate and the Station Quarter, and the northern Embankment to increase the business, retail, residential and cultural offering of the city centre, thus contributing to increased vibrancy – the Consultants Recommended Option for the City Centre Area Action Plan provides the template and implementation plan for such city centre growth and development in a planned and programmed way.
- Encourage more efficient use of sites or land through ‘Living Over The Shop’ initiatives, for example, and the rationalisation of surface car parks (retaining overall numbers, with parking embedded in development).
- Ensure that key assets are promoted and enhanced, including the Cathedral, the station gateway, the riverfront and retail offering.
- Improve the image of the city centre, through the development of a new brand proposition for the city, clear city image and key messages all supported by a planned and comprehensive but targeted marketing and promotion campaign.

2.3.3 Infrastructure Challenges

To enable the main developments to proceed as envisaged under the IGS and CCAAP etc, there needs to be significant investment in key infrastructure. This includes the usual hard infrastructure such as highway alterations and improvements, car parking, foot bridge (e.g. links to South Bank, etc.) and also soft infrastructure such as schools, health centres and green spaces etc. Key utility infrastructure is also required to meet the anticipated energy demands necessary to sustain the levels of growth being anticipated but in a low carbon and sustainable way. The key challenge is around the funding of these major infrastructure investments in advance of development.

To address this OP will:

- Prepare an implementation plan, based on the finding of the city Energy Study, to deliver low carbon, renewable energy to the city’s new and existing communities.
- Utilise IDP to secure funding for key infrastructure projects needed to unlock key development sites such as South Bank, North Embankment and Station Quarter.
- Identify and bring forward infrastructure needed to ensure resilience and adaption to climate change, such as assessing risks and mitigation from surface water flooding.
- Work with PCC to utilise the new “joint venture” arrangements to secure private sector infrastructure finance for key development sites as part of a wider implementation package

2.3.4 District Centres

In encouraging a focus upon the city centre and existing urban area to ensure sustainable growth, the IGS identified the potential for the existing districts to accommodate up to 5,000 new homes as part of achieving the growth target through a process of utilising under-used or redundant sites and intensification of existing residential areas.

To identify the full extent of the opportunities the districts present OP will:

- Support master-planning work for Orton and Werrington districts and district centres.
- Work with the consortium progressing Bretton 2010 master-plan to assist and facilitate redevelopment of this area.
- Work with PCC's Neighbourhoods team to progress proposals for the Inner Central Ward (incorporating Millfield district centre).

2.3.5 Urban Extensions

Whilst encouraging a focus on the urban area for sustainable growth, the IGS also recognised that urban extensions may need to be considered to achieve housing and job targets. Over and above the challenges faced by such development in the current economic climate, these areas may face significant challenges in bringing forward key infrastructure to deliver these.

To resolve these challenges, OP will:

- Support developers and PCC teams to identify solutions for the provision of key infrastructure.
- Work with PCC to ensure the most beneficial outputs are achieved through urban extension in an effective and timely manner.
- Assist in delivery of urban extensions to ensure housing and job targets are achieved.

2.3.6 Economic Challenges

In addition to effects of the economic downturn identified in 2.3 above, there are various factors creating barriers to Peterborough's economy, most notably:

- a lack of entrepreneurial / innovative culture
- lack of coordinated business support
- a relative low skills level which has resulted in a polarisation between 'high end', high skilled, higher paid managerial, professional and technical jobs, and 'low end', low skilled and low paid jobs, which are mainly in the service industry
- the lack of a vibrant city centre relative to inward investment and which attracts and retains senior, middle management and graduates.

Additional challenges surround the integration of accession state communities and workers.

To resolve these economic challenges, OP is in negotiations with PCC and EEDA to take on the lead role for economic development in the city and subject to the level of funding available will aim to:

- Draw together existing evidence, and where necessary undertake additional research into the key drivers of the local economy to identify those key interventions and areas of assistance that OP and its partners can engage in to assist economic growth and development.
- Reverse the polarity of low skill/low wage and high skill/high wage by creating suitable conditions for future economic and employment growth within Peterborough, promoting the environment, financial and other key technology clusters.

- Promote and lead on inward investment programmes to generate new jobs with the support of the new city marketing campaigns;
- Work with partners to improve accessibility to / and the learning and skills ability of Peterborough's workforce.
- Continue to work with and facilitate the coordinated delivery of a University offer for Peterborough to stimulate innovation, learning and technology transfer through a close partnership with University Centre Peterborough, Anglia Ruskin University, Peterborough Regional College and PCC.
- Promote further innovation and knowledge transfer through the Eco Innovation Centre launched in Peterscourt in April 2008.
- Improved advocacy of Peterborough's economic opportunity and case at regional, national and international level as appropriate.

2.3.7 Marketing Challenges

The sustainable growth of Peterborough has faced a number of challenges due to the lack of a coordinated marketing programme. Peterborough lacked a positive, clear identity and profile with potential inward investors when they are deciding whether to invest in or relocate and this is reflected by residents who fail to understand what is being planned for the city and how it will immediately benefit them.

The current lack of integration prevents the development of clear consistent messages about the city and prevents a coordinated approach to the dissemination of these messages externally. This results in duplication of activity, and inconsistent and, at times, conflicting messages being used.

To resolve these marketing challenges, OP will:

- Finalise the establishment of city marketing group made up of key public and private stakeholders to co-ordinate the marketing of the city utilising the new city brand proposition being launched in February 2009.
- Finalise the work already started to establish a "city bond" as a mechanism for collating contributions from private sector companies own marketing budgets to match public funding to form a pool of financial resource to support the promotion and marketing of the city.
- Co-ordinate marketing initiatives to promote not only the economy but also the regeneration of the city and provision of sustainable communities.
- Provide a focus for inward investment activity and support the growth of existing businesses
- Work to promote Peterborough as the UK Environment Capital
- Integrate the values of the city brand into the company's communications activity in order to help Peterborough based residents and businesses understand how they will benefit from the growth
- Lobby external agencies for support for city initiatives

All these aspects will contribute to 'place' Peterborough in the regional, national and international market place and thereby support Peterborough's role as a regional "engine of growth", providing a strong destination and employment base for the wider sub-region, and an attractive place for people to live, work and invest in.

2.3.8 Stakeholder Communication

In order to effectively deliver the city's growth and regeneration it is important that a consensus of understanding and support towards plans and changes is developed and reinforced among partners, stakeholders and local communities.

A high level of support for Opportunity Peterborough projects has been secured through ongoing, high-level relationship building and this will continue through a series of activities as detailed in the PR & Communications plan.

However, a significant challenge is a localised failure to recognise and understand the role of Opportunity Peterborough among citizens. This in turn is reinforced by perceived apathy towards the company based upon the historical mismanagement of expectations.

- To overcome this we will: Continue to engage with local communities through regular feedback and consultation events supported by ongoing media and advertising activity
- Focus on developing new mechanisms of engagement through the use of new and traditional media
- Work to create a body of local 'growth ambassadors' who will communicate the company's vision to their local community and feedback reactions
- Actively promote projects and their impact through local media and events
- Actively support local initiatives that complement the company's corporate objectives and vision for the city
- Evolve company communications to include realistic timelines for delivery and how they fit into the wider picture for the city
- Lead and guide all communications of OP led and supported projects to ensure consistent and accurate messaging

2.4 Priorities

The key priorities are driven from our vision and objectives, which together with our overarching themes provide the basis for all work that Opportunity Peterborough undertakes and act as a sieve to select and prioritise the initiatives, projects and developments that we progress.

Clearly the current economic conditions, availability of public funding and private partner's willingness to participate in the growth of Peterborough has been a major factor in determining a realistic and deliverable set of priorities. This takes into account the significant contraction in private sector developer participation, increasing competition for decreasing public funding and the potential new sources of funding that may be "tapped" through the new ways of working between OP and PCC with private sector financiers and investors.

Put simply, the priorities set out below reflect our objectives but are tempered by a realistic view of deliverability in the current economic conditions. Consequently the priority projects (note – these are described more fully in section 2.7) are:

Objective	Task & Priority
City Centre Vibrancy	Public Realm Implementation <ul style="list-style-type: none"> - Cathedral Sq completion - Bridge Street - Cowgate & Long Causeway - Westgate South Bank <ul style="list-style-type: none"> - Carbon Challenge - Fletton Quays - University Eco-Faculty - Eco Innovation Centre II - Railway Sheds/Mill City West <ul style="list-style-type: none"> - Station Quarter East - Green Quarter - Railway Station - North Westgate - Highways Northern Embankment <ul style="list-style-type: none"> - Community Stadium - Arena - Swimming pool & leisure - Community facilities - Education - Residential
Substantial & Sustainable Growth	Infrastructure Delivery <ul style="list-style-type: none"> - ESCo - Adapting to Climate Change - Digital Connectivity - Construction waste minimisation LAA Priority 4 Lead Support to <ul style="list-style-type: none"> - District Centres - Stanground/Magna Park - Urban Extensions - Long-Term Transport Strategy
Economic Prosperity	Business Engagement Economic Research/Intelligence Business Advocacy University 'Campus'
Marketing	Marketing Peterborough <ul style="list-style-type: none"> - City Bond Scheme -City Marketing Group -City Marketing Campaigns
PR & Comms	OP company profile Stakeholder engagement

Through this prioritisation, we will maintain focus on driving through the regeneration and development of the city centre, bringing about sustainable growth and encouraging the development of the economy of Peterborough.

In addition to the physical projects, developments and initiatives that answer these aspects, OP will also focus on the marketing of the city, along with continued engagement with all of our stakeholders, including most importantly the communities and businesses we serve.

3. Progress to Date

3.1 Achievements

3.1.1 2008/9 Progress

Opportunity Peterborough has made significant progress during 2008/9 in completing key strategy documents that provide the fundamental route map for the sustainable spatial and economic growth of Peterborough.

However, as mentioned above, with the bleak economic outlook and market downturn there are significant hurdles yet to cross and there is still much to do. The biggest change over the past year is that there is now a considerable momentum generated as a result of OP's hard work over the past 12 months which is recognised by public and private sector partners and stakeholders and there is a growing sense of belief that the long awaited transformation of the city is about to start.

OP believes that delivery against this expectation is fundamental to generating confidence in the city and will enable OP to secure far greater achievements in the future years, with the continued support from our key partners and stakeholders.

3.1.2 Strategic Framework

In February 2008, OP and PCC completed and published the **Integrated Growth Study**. This seminal piece of work, which sets out a sustainable growth pattern for the district as a whole, and which measured the implications of varying growth approaches, provides a clear framework for the delivery of housing and economic growth. Although not adopted as a formal statutory plan, the IGS has been recognised nationally as a model of best practice in identifying appropriate approaches to growth and has underpinned the City Council's Core Strategy.

The IGS has also formed the bedrock to a range of other key plans, both statutory and non-statutory; within the former, the Planning Policies DPD and Site Allocations DPD. Significantly for OP and its partners, it has also informed the evolution and development of the **City Centre Area Action Plan**. Unusually, a Consultants' Recommended Option (to mitigate against the delay of adoption until 2011 of the formal AAP in line with the Council's LDS) has been produced, along with an **Implementation Strategy** as to how the development, regeneration and growth within the City Centre can be delivered. This work identifies land use across the city centre, urban design guidance, and delivery mechanisms for the city centre to 2021 and beyond. It utilises both emerging plans (eg Core Strategy) and assessment of land availability against development schedules and landowner/stakeholder interests and aspirations.

Alongside the development of the CCAAP and Implementation Strategy, a masterplan for the **South Bank** area has been produced which not only provides a context and rationale for the Carbon Challenge development site, but identifies clear development opportunities, viability and delivery mechanisms for this important area of the city centre. Although it is not intended at this stage that the masterplan will be adopted in a formal capacity, it will undoubtedly inform and underpin planning applications for key sites.

In conjunction with the work on the CCAAP, preliminary, informal, urban design work has been undertaken by the consultants, EDAW, on the area around **Rivergate East** and **North Embankment** to illustrate land capacity issues. A **Cultural Gap Analysis** has also been completed, which although focused on the city centre work provides evidence on the broad issues facing Peterborough in providing a cultural offering fit for a grown city. All of these pieces of work will require further attention and detailing as the city moves forward with development of those physical areas and topic themes.

The **LAA** has an extensive evidence base, utilising information from local, regional and national databases and statistics. It will be used to underpin all LAA Priorities (1-4) but will be of particular relevance to OP's work in terms of Priority 4 'Substantial and Truly Sustainable Growth' (OP lead) and Priority 3 'Creating the UK's environment capital'. Evidence underpinning the LAA will not only be used in developing schemes, but also for measuring OP's performance.

The **Enabling Creative Solutions** ('Perception Peterborough') has utilised common data from the IGS and other Council sources, with the additional benefit of a regional perspective and data pool (sponsored by EEDA and the Arts Council). This report provides a solid basis for identifying major cultural initiatives, with robust underpinning.

In addition during 2008/9 OP has led the preparation of: a city wide **Energy Study** which has examined the provision of sufficient energy to power the city's growth utilising low carbon renewable technology; a **Water Cycle Study** for the entire city including a Strategic Flood Risk Assessment Level II study. Both of these studies provide valuable data and evidence base against which to plan key utility infrastructure needed to support the wider growth agenda and guide future investment decisions.

OP has undertaken all of the above work in an environment of ongoing consultation with stakeholders and the general public using the City Council's **Statement of Community Involvement**, its evidence base, and its integral list of contacts to ensure that this consultation was robust.

Overall, Peterborough now better understands the requirement and implications of the growth agenda for the whole unitary authority area, as well as the opportunities within its core area, and is well-placed to outline key interventions through the Integrated Development Programme and other strategic implementation mechanisms, and to deliver against those.

3.1.3 Integrated Development Programme

This Integrated Development Programme (IDP) provides a single delivery programme for strategic capital-led infrastructure that will unlock and support the phased growth of Peterborough throughout the plan period to 2021 and, indicatively, beyond. As such, the IDP will be used as the implementation plan for the Core Strategy and will identify developments included as part of the Planning Obligations Implementation Scheme 2008.

The IDP identifies key priorities which will enable the delivery of the city's growth targets for both jobs and housing identified in the East of England Plan, relative to spatial growth and economic challenges, mapping out clear physical and infrastructural issues and constraints. A series of investment packages are identified, and within them the projects that are proposed as priorities for funding, which will contribute in an unambiguous manner to enhancing the area's economic performance, accommodating physical growth and provide a basis for prosperous and sustainable communities; these have been aligned to the city's LAA priorities, being:

- **Economic Development** - The people of Peterborough can work locally, benefiting from a strong local economy that is an attractive destination for business investment, particularly in higher skilled sectors
- **Housing** - Providing better places to live for both new and existing communities, ensuring the highest environmental standards of new building. Key objectives include
- **City Centre/District Centres** - Creating a safe, vibrant city centre and sustainable neighbourhood centres where people can have a diverse and improved places to visit and enjoy
- **Infrastructure** - Key infrastructure needed to unlock and enable strategic growth areas across the city, which will allow future planned housing provision and create the conditions for business, service and community prosperity and growth

The IDP is also designed to be a management tool, to aid planning, management, delivery and monitoring of the investment packages identified. The newly formed Strategic Growth Board will be used as the management structure to oversee and be accountable for the continued development and use of the IDP.

3.1.4 Specific Achievements

Key achievements that Opportunity Peterborough has significantly contributed to include:

Project	Outcome
City Centre	
City Centre Area Action Plan & Implementation Strategy (CCAAP)	Completed the Consultants' Recommend Option for the future growth and regeneration of the city centre and the delivery plan to ensure its implementation.
Public Realm Strategy (PRS)	Completion and approval by Council of an over-arching strategy for Peterborough's public realm which sets out how we can improve the city centre's streets, squares and spaces, and which will support PCC's funding strategies to deliver this. The PRS has received regional acknowledgement as best practice initiative in the planning and delivery of public realm improvements.
Public Realm Implementation (PRI) 'Streets, Squares & Spaces'	Completion of the designs and commencement of the construction of improvements to Cathedral Square and 'St John's Square'.
South Bank Masterplan	The completion of a comprehensive masterplan and delivery plan for the South Bank area, including urban design principles, land use, storey heights and character areas.
Carbon Challenge	Developer selection for the 7 ha (344 homes) zero-carbon homes development at South Bank, the development of a design scheme for the area, and wide public engagement on the proposals.

Corn Exchange Building (CEB)	Facilitated the scheme ultimately for demolition of the CEB, through PRS, liaison and relocation negotiation.
Green Gateway	Successful completion of a masterplan for the development of 'green office' provision within the Station Quarter area and preparation of an acquisition and development proposal for this key strategic site and opportunity. Engagement with potential pre-lets.
Substantial & Sustainable Growth and Infrastructure	
Integrated Growth Study (IGS)	Promulgation of the principles of the IGS and development of key recommendations from it (including data collation and monitoring schemes and influencing policy). The IGS has received national recognition from DEFRA as being an exemplary corner stone for growth aspirations.
Water Cycle Study	The instigation and completion of a comprehensive study to establish the future requirements and management of water resource in the city, in line with growth aspirations.
Energy Study	Completion of a study and implementation plan for energy provision within the city to support growth aspirations, including the identification of ESCO opportunities.
Strategic Flood Risk Assessment (SFRA)	Instigation and completion of level 2 SFRA for strategic development across the city which identifies key mitigation measures necessary to enable key sites to come forward.
Growth Area Fund - round 3 (GAF 3)	OP lead production of the GAF3 resubmission which confirmed a total £21.4m award (an increase from the original allocation by some £3.9m).
Integrated Development Programme (IDP)	OP lead the continued development of the IDP that identified and coordinates all strategic infrastructure and growth programmes, providing a central programme to accompany the city's growth and development plans.
Perceptions Peterborough	OP has supported the delivery of a seminal visioning session, incorporating international thinkers and innovative stakeholder engagement. Coupled with the City Centre Cultural Gap Analysis, this has provided a useful foundation for cultural (and wider) understanding in the city.
Flag Fen	Supporting the development of a commercial business plan for this key city asset.
Economic Vibrancy	
Eco-Innovation Centre (EIC) Phase 2	Further development of the long-term Eco-Innovation Centre plans, including site viability assessment, building feasibility and wider strategic alignment opportunities with the University Centre Peterborough (Environment Faculty).
Eco-Innovation Centre Phase 1	The launch in April of and subsequent support to the initial phase of the Eco-innovation Centre to provide a physical hub for the Environmental Goods and Services Cluster and to encourage business success.
University	Support to the development of the initial University Centre (at PRC site) and initiation and delivery of business faculty development at Lynchwood.

Business Engagement	OP has continued to lead business engagement in the city, encouraging growth of existing businesses and facilitating expansion, and when required, supported businesses in the management of redundancies.
Inward Investment	OP has been the forward sign-post in the city for directing investment enquiries and facilitating development of major schemes.
Business Partners	A renewed focus is reinvigorating OP's Business Partners scheme which provides an important channel to engage with and provide support for the local business community.
Marketing	
Marketing the City	OP has led the establishment of the City Marketing campaign, including the appointment of a marketing manager, the completion of a branding exercise and the establishment of a City Marketing Forum.
OP Public Relations & Communications	
Media Activity	The media relations programme has provided a steady stream of positive news stories in support of the URC's projects and initiatives.
Website	OP has created a website to provide a platform to promote the work of the URC and promote the city to potential inward investors
Stakeholder Engagement	Stakeholder engagement on key projects (CCAAP, PRS, PRI) has been positive and well-supported, with key messages heard and acted upon.

3.2 Sustainable Development

Sustainable development is a central element of our vision. We also recognise that the pressure of significant accelerated growth has the potential to erode sustainable development principles. However, this will not be allowed to happen. Opportunity Peterborough, through its leadership, partnering and through example, will ensure that the future regeneration and development of Peterborough will be founded on the principles of sustainability. We will ensure that the developments we create will support the communities of the future; and be the places where people choose to be; to work, live and play.

This is a shared vision and reflected in the Sustainable Community Strategy, which seeks to develop Peterborough environmental and sustainability credentials beyond that of Environment City status, to that of UK Environment Capital, for the benefit of all our communities and businesses alike.

There are challenges to achieving this goal, not least being lack of awareness and historic cultural attitudes, towards for example private transport, but with this shared vision embedded within the Sustainable Community Strategy (refresh) we will over time be able to change these inherent attitudes and help make Peterborough the Environment Capital of the UK.

Specifically, to help achieve this OP will:

- **Building Sustainable Communities** – adopt the Inspire East Excellence Framework model as an overarching decision making and appraisal toolkit that will ensure all future developments address the key components that combine to make and support a sustainable community (shown below).
- **Ensure design quality** – through the provision of a Peterborough companion best practice design guide (planned to be completed by Aug 09) we will ensure urban design, density form and function are appropriate to the unique sustainable challenges that Peterborough faces.
- **Towards carbon neutrality** – we have developed an Energy Strategy for the city to determine the best way forward to achieving significant renewable energy provision and reducing Peterborough’s carbon footprint. This has highlighted energy action zones where specific measure will be investigated to enhance energy efficiency and enable the provision of low carbon energy.
- **Low Carbon Building** – promote environmental building design, from concept to completion throughout all developments. This will be achieved through the development of a new Carbon Toolkit that can be used to identify carbon impact at the development scale planning stage to help guide overall scheme concept, through to use relative design standards such as Code for Sustainable Homes and Building Research Establishment Environmental Assessment Method for individual buildings and schemes.
- **Managing flood risk** – through the production of a Water Cycle Study, which incorporates strategic flood risk assessment, to understand the selection, mitigation and compensation requirements for the strategic growth projects. that guide the correct pattern for growth.
- **Protecting and enhancing green spaces** – through working in partnership with the Peterborough Natural Network Partnership and promoting key green infrastructure projects through GAF3.
- **Environment summit** – support an annual regional environment summit to discuss key topics and showcase Peterborough Environment Cluster businesses. The first event took place in September 08.

Inspire East Excellence Framework toolkit:



Opportunity Peterborough has adopted an Environmental Policy which expresses our commitment to achieve our aims for environmental sustainability within our own organisation. Through managing the impacts of OP we aim also to show strong leadership to partners and the city. Objectives cover reducing our waste at source, our use of carbon-based energy and our resource consumption. In order to deliver this policy OP has made a commitment to continually monitor and improve environmental performance and to provide staff training. As part of this, we shall be developing an Environment Management System to identify and produce effective company procedures that ensure our environmental commitment is translated into all operational and project activities.

In addition, as mentioned above there is a significant cluster of environmental companies within the Greater Peterborough area that we consider central to upgrading our economy and driving forward sustainable technologies, and which we will continue to support and promote.

4. Key Tasks

4.1 Key Tasks

In order to achieve our vision and objectives the following key tasks need to be fulfilled. In most cases these are project/development related but also include a number of key initiatives and programmes. The overall mix of key tasks has been selected to maintain a momentum of delivery of truly sustainable growth of Peterborough.

The key tasks presented here are those that will be accomplished and/or progressed significantly over the course of the next three years. These have been prioritised (see section 2.4) to ensure the focus of resources to secure the greatest possible outcomes.

As may be expected many of these projects and initiatives are intrinsically linked, one providing the stepping stone for the other. As such they are all of crucial importance to enable our overall vision and objectives but will obviously need to be undertaken in the appropriate order and over a realistic and manageable timeframe; especially relative to maintaining the viability of the city centre during such a significant period of change.

In addition, as many of the projects are linked, there will most likely be the requirement to enact compulsory purchase orders, from time to time, to secure key land assets and facilitate delivery. Furthermore, as many areas are currently in very different uses to those proposed, there will again most likely be the need to gap-fund certain infrastructure elements to effect the desired widespread structure change to the city centre and ensure that the various regeneration developments work together to form a cohesive centre.

A very new element in the key tasks this year is Opportunity Peterborough's intention to take on the lead role for economic development across the city to underpin the growth agenda. This is still being discussed with EEDA and PCC over available funding, extent of the planned programme of activity as a result and the anticipated outcomes/outputs to be delivered. Assuming this is resolved satisfactorily over the coming weeks and months, OP will include a detailed economic development section in future business plans as an integrated part of the planned key tasks and activity.

Task	Purpose	By	Lead	Outcome
City Centre				
Public Realm – design and construction	Complete the transformation of key streets at the heart of Peterborough City Centre.	2013	OP – PCC	Enhanced environment driving economic investment and Pride in Peterborough.
Fletton Quays – geo-studies, strategic acquisitions, remediation, infrastructure provision.	Regeneration of key riverside area to provide university, eco-innovation centre, residential, leisure and cultural attractions.	2014	OP	Vibrant City quarter, providing education, employment, and living opportunities.
Carbon Challenge- manage delivery of flagship scheme.	Delivery of 344 eco-homes and lifestyle.	2014	OP	High quality living offer to exemplary environmental standards.

Task	Purpose	By	Lead	Outcome
Station Quarter East – NWG Detailed m/plan, strategic acquisitions, investigations, key infrastructure.	The development of a commercial, retail core around the station.	2016	OP – PCC	100k sq m prime office space; 68k sq m retail; 200 residential units.
Station Quarter West Facilitate development through funding, influence and advice.	Key residential development, with opportunities for university grow-on space.	2016	Private - OP	600 residential units
Northern Embankment – Detailed feasibility study (+ Cathedral Views Study), site investigations, demolition, key infrastructure, design + implementation.	Provision of community stadium, sports village, and community and commercial facilities.	2015	OP – PCC	Stadium, arena, swimming pool, hotel, conference suite, small retail outlets, community and education facility, residential.
Cultural capital works - Funding capital improvements to key assets, liaison to secure enhanced cultural programme.	Development of existing assets within city centre to provide enhanced cultural programme.	2011	OP	Enhanced cultural offer in city centre to act as attractor and increase city centre vibrancy.
Living Over The Shop - Test demand + viability, structure funding programme, promotion, management of scheme.	Funding programme to encourage conversion of upper floors in city centre to residential.	2012	OP	Increased living in city centre to combine with environmental improvements (public realm) and cultural development to enhance city centre vibrancy.
Substantial & Truly Sustainable Growth				
Energy - Detailed feasibility study, ESCo structuring and delivery.	Development of ESCo model and site specific ESCo energy provision.	2012	OP	Sustainable energy provision using exemplary model and procurement to enhance Peterborough Env. Capital credentials.
Digital Connectivity Research and feasibility study.	Exploring enhanced digital connectivity across the city to promote greater economic and cultural vitality.	2010	OP	Implementation options to secure digital connectivity opportunities.
Adapting to climate change study	Integrating climate adaptation measures to ensure sustainable development.	2010 - 2013	OP	Mitigation and adaptation intervention to ensure appropriate future proofing of development relative to climate change.
Stanground/Magna Park - Structure SPV, essential	Development of a major housing and employment scheme through SPV structure at urban fringe.	2016	OP	Potentially 1500 homes (existing planning consent) and 4000 new jobs.

Task	Purpose	By	Lead	Outcome
m/planning, key infrastructure provision.				
Economic Prosperity				
University - Long-term business plan, continue dispersed faculty roll-out, develop new faculties	Provision of higher education offer within the city, building to full university status	2015	OP – PCC	Increased NVQ achievement levels and retention of young people in city.
Business Engagement – Support to existing businesses through liaison, advocacy and facilitation.	Ensure existing businesses are encouraged and enabled to stay and grow in the city.	On-going	OP	Job retention, creation and economic prosperity.
Inward Investment Encouraging external and overseas investment in the city through tractivity and other media	Developing and diversifying city economy.	On-going	OP	Job retention, creation and economic prosperity.
Business Intelligence – Data collection and collation	To ensure full economic picture is understood, to enable appropriate strategic planning, intervention and tie-in with RES priorities.	On-going	OP	Greater understanding of economic influences to inform interventions.
City Marketing				
City Group Establish, facilitate forum for key stakeholders.	Ensure correct focus for city marketing campaign, and maximise opportunities for business engagement.	On-going	OP	Wider support to marketing campaigns and appropriateness of campaigns to city growth and identity.
City Bond Scheme Structure to encourage stakeholder investment in brand.	Key financial support to marketing programme, ensuring longer term sustainability, and increasing 'marketing pot'.	2009	OP	Sustained and maximised campaign.
Campaign Programme Sponsorship of key events, brand promotion, media utilisation.	Promotion of Peterborough offer and identity to encourage investment.	On-going	OP	Increased awareness of Peterborough locally, regionally and nationally, to encourage social and economic investment and advancement.
PR & Comms				
Stakeholder Engagement - Meetings, workshops, website	Ensure, as far as possible, consensus for projects, programmes and initiatives.	On-going	OP	Greater understanding and support for schemes in city.
Media – Interviews, press releases, features, articles.	Ensure that appropriate profile for interventions, and maintain and enhance OP and partner reputation (thus facilitating delivery and future initiatives).	On-going	OP	Greater understanding and appreciation of importance of schemes and their benefits.

5. Equality and Diversity

5.1 Equality and Diversity

5.1.1 Background

Peterborough has a diverse and multi-cultural population. In mid 2007 the population was 163,300. It has a younger profile than the regional average with nearly 24% being under 17 years old. 14% of the population are over 65 years old. The population has been rising since 1991 but at a slower rate than the rest of the region. Substantial growth is planned over the coming decades.

In 2001, 14.3% of Peterborough's population described themselves as non-White British, with only Luton, Cambridge and Bedford exceeding these levels in the East of England. The largest non white ethnic group is the Pakistani community at 4.5% of the population but significant numbers come from minority ethnic groups from areas such as India, Ireland, Italy, Poland and the Caribbean.

By religion, there is also a diverse picture. Almost one quarter did not reply or did not have a religion but over 68% are Christian and almost 6% are Muslim. Information on gender is around the national average with just over half being female but there is very limited data on sexuality.

Regarding health, life limiting illness and disability, the city does have a number of statistics that compare unfavourably both regionally and nationally and are subject to local targets to address them. Life expectancy is lower than the national average and for females is in the worst 20% of local authorities. Coronary heart disease and cancer mortality are high and drug related hospital admissions are higher alongside rates of teenage pregnancy. In 2007, there were 15% of the working age population with a disability and 13% with a work limiting illness. This has contributed to a very high benefit claimant rate in the city.

5.1.2 Equality and Diversity activity

Given the diverse and challenging population data above, the commitment to implementing the equality and diversity policy and the equality impact assessments are and will continue to be central to successful growth projects in the city.

To date Opportunity Peterborough have used the Inspire East Excellence Framework to assist project development across the whole range of sustainable communities issues including equity. This was successfully employed during the Public Realm Strategy and action plan development. The process ensured the project was challenged on ensuring access for all to the new city centre public spaces.

We recognise EEDA's responsibilities in this area and Opportunity Peterborough are aware that Equality Impact Assessments (EQIAs) offer a more complete and robust focus on this agenda and will add considerable value to the work already underway and future projects. This requirement has already been built into the feasibility work proposed for the Peterborough Eco Innovation Centre Phase 2.

We recognise that EQIAs will allow us to identify the positive and negative equality and diversity impacts of our functions in delivering the growth agenda in the city. By doing so, the results will allow us to address any discrimination or negative impact and ensure positive impacts for the community. It will ensure our compliance with the legislation both in terms of the promotion of equality and community relations and the contribution to the elimination of discrimination. To this end, we are committed to reviewing our external facing equality and diversity approach in 2009 and propose building in EQIAs into our project development on all projects over an agreed threshold.

5.1.3 Local Policy Framework

As the growth agenda lead in the city and a wholly public funded body, Opportunity Peterborough is fully signed up to and all programmes deliver on the Sustainable Community Strategy – Growing the Right Way for a Bigger and Better Peterborough 2008-21. The vision includes the aim of “improving the quality of life of all its people and communities and ensures all communities benefit from growth and the opportunities it brings.”

Four areas of work are prioritised to achieve the vision and all influence the work of Opportunity Peterborough, our delivery and work with partners. Equality and diversity and growth are the central agendas within this core document and Peterborough’s activities:

- Creating opportunities – tackling inequalities
- Creating strong and supportive communities
- Creating the UK’s environmental capital
- Delivering substantial and truly sustainable growth

This is carried forward into 16 actions in the Local Area Agreement 2008-11 of which Opportunity Peterborough lead the growth outcomes. The Local Area Agreement has been equality assessed and no negative impacts are anticipated. Positive impacts are identified in the skills development areas for black and minority ethnic community groups who currently show skills levels below the city average and considerably below the regional averages.

Additionally, as part of the 2009 equality and diversity review, Opportunity Peterborough will ensure compliance with Peterborough City Council’s Race Equality Scheme, Gender Equality Scheme and Disability Equality duty.

Staffing

Equality and diversity is an internal as well as an external issue and in 2008 Opportunity Peterborough have worked with an external HR specialist to draft an Employee Handbook and Governance Manual, which includes the equal opportunities policy, and subject to Board approval will be published in early 2009.

The priority given to introducing these documents demonstrates OP’s intent to ensure that Equity and Diversity issues are dealt with in the organisation. The following are a range of policies which are included

- Equal Opportunities
- Environmental Policy
- Inappropriate Behaviour
- Flexible Working
- Maternity/Paternity/Parental
- Whistle Blowing

6. Summary

2009 will be an exciting year for Peterborough as the long awaited transformation of the city truly gets underway. But this transformation begins at a time of great economic uncertainty, not just for Peterborough but for the region, country and the wider global economy which will bring significant challenges to the momentum of delivery and growth.

This business plans aim has been to clearly restate the short, medium and long term goals of Opportunity Peterborough in delivering transformational change and substantial and truly sustainable growth across the city. In so doing this plan has sought to clarify the major challenges to these goals together with some innovative proposals to overcome these challenges and enable the momentum of delivery to be maintained.

It is also recognised that the funding partners of Opportunity Peterborough are themselves under increasing pressure on budgets and demands for funding and therefore this plan has sought to clearly identify the key projects to be progressed over the next three years, how these will be delivered and what the outcomes, outputs and impacts of these will be. This is intended to assist the funding partners in making difficult but informed investment decision for the funding resources available.

The proposal to explore the use of special purpose vehicles to engage with private sector finance and investment resources will enable the public sector funding partners to utilise their funding to leverage significant private sector investment, enable projects to proceed despite the economic conditions and secure the much needed growth and outputs in terms of jobs, infrastructure and housing delivery.

In conclusion this plan has sought to achieve a balance between future aspiration, current economic challenges and new and innovative ways of working. With the high calibre of the Opportunity Peterborough executive team and the support of the Board and partners 2009 will truly be an exciting and interesting year as this blend of issues is put to the delivery test.

As always Opportunity Peterborough welcomes any feedback that you may wish to provide.

-- END --

CABINET	AGENDA ITEM No. 6.2
30 th March 2009	PUBLIC REPORT

Cabinet Member responsible:	Councillor M Collins, Cabinet Member for Strategic and Regional Partnerships and, Councillor G Murphy, Cabinet Member for Housing, Regeneration & Economic Development	
Contact Officer(s):	Peter Heath-Brown, Planning Policy Manager Harj Kumar, Senior Strategic Planning Officer Allan Simpson, Strategic Planning Officer	Tel. 01733 863796 01733 863852 01733 863809

EAST OF ENGLAND REGIONAL SPATIAL STRATEGY REVIEW: CALL FOR SECTION 4(4) AND 5(5) ADVICE

R E C O M M E N D A T I O N S	
FROM : Ben Ticehurst, Deputy Chief Executive	Deadline date : 30/03/2009
<p>It is recommended that Cabinet:</p> <ul style="list-style-type: none"> • Approves the advice to the Regional Planning Body set out in annexes 1 and 2 on the forthcoming review of the East of England Regional Spatial Strategy, subject to any amendments it may wish to make. • Pursues discussions with other local authorities on the establishment of a sub-regional grouping or body to stimulate sub-regional growth and regeneration. • Pursues discussions with specialist and local groups on the potential opportunities that arise from growth and regeneration. 	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following a referral from CMT on 10th March 2009.

2. PURPOSE AND REASON FOR REPORT

- 2.1 The purpose of this report is to enable the Cabinet to approve the City Council's advice to the East of England Regional Assembly on the forthcoming review of the Regional Spatial Strategy, and in compliance with sections 4(4) and 5(5) of the Planning and Compulsory Purchase Act 2004.
- 2.2 Annex 1 attached, sets out the recommended section 4(4) advice
- 2.3 Annex 2 attached, sets out the recommended section 5(5) advice.

- 2.4 This report is for Cabinet to consider under its Terms of Reference No. 3.2.3 To take a leading role in promoting the economic, environmental and social well-being of the area.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	
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4. EAST OF ENGLAND REGIONAL SPATIAL STRATEGY REVIEW: CALL FOR SECTION 4(4) AND 5(5) ADVICE

Regional Spatial Strategy: Call for Section 4(4) advice

- 4.1 The East of England Plan is the Regional Spatial Strategy (RSS) for this region. It was published by the Government on 12th May 2008 and sets out regional planning policy to 2021. Policy IMP3 sets out the commitment to an early review of the RSS. The primary focus of the review is to roll the plan forward to provide for the 2021-2031 period and consider jobs and homes targets for 2011-2031.
- 4.2 The review is initiated by the East of England Regional Assembly (EERA), which is the regional planning body. They are required by section 4 of the Planning and Compulsory Purchase Act 2004 to seek advice from strategic planning authorities (including Peterborough City Council) at the outset. The main requirement of the call for advice is to test a range of housing growth scenarios as required by Government, and to test the employment range provided through EERA and East of England Development Agency (EEDA). Section 4(4) authorities are required to assess the implications of achieving the growth implied by four scenarios.
- 4.3 The first of the scenarios sets out a continuation of current RSS Residual housing growth rates beyond 2021 to 2031. Two further scenarios are based on the 'lower' and 'upper' end ranges of the housing requirements of the English regions, as advised by the National Housing and Planning Advice Unit (NHPAU) to central government in June 2008. These are informed by national household projections as well as assessments of 'affordability ratios', which relate lower quartile employee earnings to lower quartile house prices. The final housing growth scenario is linked to gross value-added (GVA) growth as set out in the Regional Economic Strategy (RES).

Growth Scenarios for Peterborough to 2031

- 4.4 Current situation
- Population 163,000 (mid-2007)
 - Dwelling stock 73,624 (2007)
 - 8,853 dwellings committed at April 2007
 - 18,750 new dwellings proposed in the Core Strategy
 - 99,700 jobs (2007)
 - RSS targets: 25,000 additional dwellings and 20,000 new jobs to 2021
- 4.5 Implications of the GVA Growth Scenario (2007 – 2031)

- 675 dwellings per annum (total 16,200 additional dwellings) (22% increase in dwelling stock)
 - Population 188,700 (mid-2031)
 - Dwelling stock 89,830 (2031)
 - Approx. 13,000 additional jobs (2007 – 2031)
- 4.6 Implications of the Current RSS plus residual Scenario (2007 – 2031)
- 1440 dwellings per annum (total 34,560 additional dwellings) (47% increase in dwelling stock)
 - Population 227,200 (mid-2031)
 - Dwelling stock 108,180 (2031)
 - Approx. 27,700 additional jobs (2007 – 2031)
- 4.7 Implications of the Lower End NHPAU Scenario (2007 – 2031)
- 1560 dwellings per annum (total 37,440 additional dwellings) (51% increase in dwelling stock)
 - Population 233,300 (mid-2031)
 - Dwelling stock 111,060 (2031)
 - Approx. 30,000 additional jobs (2007 – 2031)
- 4.8 Implications of the Higher End NHPAU Scenario (2007 – 2031)
- 1865 dwellings per annum (total 44,760 additional dwellings) (61% increase in dwelling stock)
 - Population 248,600 (mid-2031)
 - Dwelling stock 118,380 (2031)
 - Approx. 36,000 additional jobs (2007 – 2031)
- 4.9 The GVA scenario
This scenario implies the completion of an average of 675 additional dwellings each year. This is un-ambitious; would perpetuate existing difficulties; and would not make the best use of the economic and environmental opportunities offered by the city.
- 4.10 The RSS plus Residual Figure Scenario
The existing Regional Spatial Strategy requires Peterborough to deliver at least 25,000 additional dwellings over the 20 year period, 2001 – 2021. This works out as an average of 1,250 per year. Significant work has been undertaken through the development of the Peterborough Core Strategy to understand and deliver the growth suggested by this figure to 2026. The Core Strategy has identified that 27,600 dwellings are needed to 2026.
- 4.11 The annual figures for this scenario are believed to be attainable in normal economic circumstances. This will require considerable intervention in infrastructure provision, economic development and implementation but whilst challenging they are capable of delivery. The evidence provided by the Integrated Growth Study (IGS) for the Core Strategy and the policies in the Core Strategy itself demonstrate how this scenario can be achieved spatially and sustainably. The major change that has occurred since the publication of the latter is the depth and severity of the economic downturn. It is now clear that the 1,440 housing completions and 1,047 jobs required per annum in this scenario is unlikely to be produced in the next few years. To achieve sustainable growth Peterborough needs to position itself so that it can react swiftly and positively to the up turn in the economy when it occurs. This

requires it to secure maximum investment in both infrastructure and the skills to ensure delivery can be achieved.

4.12 The Lower NHPAU Scenario

This scenario requires the identification of land for approximately 10,000 additional dwellings beyond that identified in the Core Strategy. This scenario raises similar issues as the higher NHPAU scenario but to a lesser severity. Strategic policies may effectively meet the level of growth required by this scenario but this is unlikely to be for some years. The economic downturn and reduction in housing completions also present a challenge in the short to medium term to deliver dwellings. Current guidance requires any shortfall in housing to be made up in subsequent years. This residual could present a challenging average annual completion rate.

4.13 The Higher NHPAU Scenario

The GVA scenario illustrates the significant difficulties highlighted in the research on the Peterborough economy. A considerable amount of intervention will be needed if the situation is to be improved. This scenario assumes a local economy of unprecedented buoyancy throughout the 24 year planning period; whilst, with further intervention, it is considered that additional growth can be accommodated, the completion of 1,865 dwellings (as a minimum) every year from 2007 to 2031 is unlikely to be matched by the provision of infrastructure and housing demand.

4.14 Peterborough City Council recommended option

Peterborough continues to aspire to grow to address housing need and affordability and to realise the potential of its strategic location. It is clear that the economic downturn is leading to a decline in housing delivery rates both regionally and nationally. There is uncertainty regarding the duration of the economic downturn and the implications on Peterborough, but it is understood that there will be a decline in local delivery rates in the short to medium term.

4.15 Peterborough therefore proposes a scenario of approximately 30,000 dwellings 2007-2031. This allows for an initial decline in house building targets for approximately four years, followed by a gradual increase. As policy intervention and strategic mechanisms become effective, the RSS Residual annual average delivery figure of 1440 would be reached.

4.16 It is Peterborough City Council's long term aspiration to accommodate growth. If monitoring demonstrates that strategic interventions and delivery mechanisms are successful and suggest higher delivery rates are possible, a review of the target should be undertaken to explore a potential increase towards the lower NHPAU scenario of 1440 – 1560 average annual net completions.

4.17 Achieving the recommended scenario and further growth would require policy intervention and the consideration of alternative delivery mechanisms. A greater understanding of the necessary interventions will emerge as the studies currently being undertaken to support the Core Strategy are completed.

4.18 Delivery requirements and mechanisms of the recommended option

4.19 Vision

To increase the demand for housing and employment, Peterborough must be an attractive location in which to live and invest. Considerable efforts are being

undertaken to increase this demand whilst promoting Peterborough as the Environment Capital. A regeneration company (Opportunity Peterborough), in partnership with the Council and the Greater Peterborough Partnership, has been striving to complete this aim. We await government criteria to establish a benchmark for this aspiration.

4.20 Spatial Implications

The Core Strategy, incorporating the findings of the Integrated Growth Study (IGS), identifies broad strategic locations for 27,600 dwellings until 2026. Achieving additional growth would require the identification of suitable land to accommodate employment and approximately 2,400 additional dwellings. This will depend on the availability of sites. As brown field sites are being developed through the current strategy, some of this growth will need to be accommodated on green field sites. There are known constraints to the East (flooding) and North (high-pressure gas pipe) of the City, leaving options to be considered to the South and West and within the existing city area and villages. With Hampton and the planned urban extensions, Great Haddon, Norwood and the employment site of Redbrick farm taking place in the south and east of the city, the west and north-west of the city are likely to be options for further consideration to accommodate growth. However, further investigation to understand the implications of growth in these areas would be required.

4.21 Infrastructure

To support additional growth, there is a requirement to ensure the timely delivery of supporting water, transport, social and community infrastructure. Studies including the Water Cycle Study, Long Term Transport Study and Energy study are being undertaken to improve our understanding of the infrastructure requirements and the planning processes of other sectors. As these requirements become known they are being collated in the Integrated Development Programme (IDP) which seeks to co-ordinate the delivery of infrastructure. Some infrastructure requirements will vary depending upon the spatial distribution of development, but a fundamental principle of further growth is the requirement for investment in infrastructure from Government and its agencies.

4.22 There is a critical need to work in partnership with the new Homes and Communities Agency to remove the obstacles to implementation caused by the existence of Community Related Assets land around so many of the City's potential development sites.

4.23 Employment led

To support additional growth there will be a need to attract a large number of additional jobs, particularly in the high quality sector. There are measures underway, including the development of a university that will contribute to this. However, opportunities to provide these facilities upfront through alternative sources of funding should be explored.

4.24 Rate of delivery

Based upon recent housing completion trends, the delivery of houses in a large quantity will be challenging by current mechanisms, particularly in the current economic climate. It is acknowledged that housing associations and private companies will continue to play a role in the delivery of housing; however, intervention of a more strategic nature may be required to 'kick start' house building in larger quantities.

- 4.25 Peterborough has a history of being able to attract and deliver growth. In order to attract growth in the current period there is a need to not only to build houses and employment properties, but also to provide the necessary infrastructure. The Development Corporation along with a successful advert campaign 'The Peterborough Effect' was able to assist the city to grow considerably. The use of a similar delivery vehicle should be investigated to enable PCC to achieve its future growth aspirations.
- 4.26 Further work is required to establish how a larger Peterborough could attract even better services, facilities and opportunities for existing residents and businesses.
- 4.27 Regional Settlement Study
EERA commissioned ARUP to carry out a study to investigate the merits of a new regional scale settlement and identify the most appropriate location(s) within the East of England where such settlement(s) could be accommodated. The study concludes that Cambridge, Norwich and Chelmsford could be suitable locations for regional scale growth that will help them to become 'Regional Cities' able to compete better with other bigger cities elsewhere in the UK. Ipswich, Colchester and Bury St Edmunds are identified as the other Key Centres with the potential to accommodate regional scale growth. It is assumed that growth at these locations would be more limited and would likely take the form of urban extensions. The report also identifies possible locations for a new regional scale development and Huntingdon/Alconbury and Braintree are suggested as the strongest options out of the six possible locations.
- 4.28 Peterborough is included in the Trend Key Centres category where it is assumed that growth will follow existing market and policy driven trends. Peterborough is in the growth area and will be growing considerably in the future. The key role played by Peterborough in delivering growth in the East of England is not recognised in the study. Considering Peterborough's location and growth potential, it should be considered along with Cambridge, Norwich and Chelmsford as a suitable location for regional scale growth.
5. Regional Spatial Strategy: Call for Section 5(5) advice
- 5.1 Under section 5(5) of the Planning and Compulsory Purchase Act 2004, PCC is required as a strategic planning authority to provide advice to EERA on whether Peterborough should be considered as a sub-region with sub-regional policies in the RSS (East of England Plan).
- 5.2 Studies have identified a coherent and functional sub-region around Peterborough and a boundary has been identified. A study by Fordham Research (2008) on the Housing Market has also confirmed a sub-region based around Peterborough. There are housing, transport, employment, regeneration and education issues in the sub-region that are not addressed in the general RSS policies. Specific policies are required to tackle issues in the sub-region. However effective implementation is hampered by the sub-region spanning across the regional boundary, and there being no functioning arrangement to manage delivery.
- 5.3 In order to tackle these issues a sub-regional body should be pursued as a mechanism to encourage effective cross boundary working. Peterborough sub-region, therefore, meets the criteria set out in Planning Policy Statement 11 (PPS11) for establishing a sub-region in the RSS.

6. CONSULTATION

- 6.1 A Conference was held on 12th December 2008 in the Town Hall, Peterborough. This involved key stakeholders, developers, neighbouring local authorities etc. The outcome of this event has helped to formulate the recommended advice.
- 6.2 The issue has been considered by the Local Development Framework Scrutiny Group on 15 January 2009, on behalf of Scrutiny Committee and its Panels.

7. ANTICIPATED OUTCOMES

- 7.1 It is anticipated that Cabinet will approve advice to the Regional Assembly to assist them in preparing the review of the Regional Spatial Strategy.

8. REASONS FOR RECOMMENDATIONS

- 8.1 The provision of advice is a statutory requirement under the Planning and Compulsory Purchase Act 2004

9. ALTERNATIVE OPTIONS CONSIDERED

- 9.1 The alternative option is not to provide EERA with advice. This is rejected because the Council would not be fulfilling its statutory requirement.

10. IMPLICATIONS

- 10.1 Legal: The implications are included within the report.
- 10.2 Financial: There are no financial implications arising directly from the provision of the advice to EERA referred to in this report. The financial implications arising from the delivery of growth will continue to be modelled through the council's budget planning process.

11. BACKGROUND DOCUMENTS

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

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Regional Spatial Strategy Review

**Advice from Peterborough City Council under section 4/4 of
the Planning and Compulsory Purchase Act 2004**

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Appendices

Appendix 1: Peterborough District: Completions mid 1970 – March 2008

1. Introduction and the Brief

- 1.1 This report contains advice from Peterborough City Council (PCC) as required by Section 4(4) of the 2004 Planning and Compulsory Purchase Act, to assist in the review of the East of England Plan (The Regional Spatial Strategy (RSS)).
- 1.2 The current East of England Plan was published by the Government on 12th May 2008 and sets out regional planning policy to 2021. Policy IMP3 in the adopted plan, sets out the commitment to an early review of the RSS. The primary focus of the review is to roll the plan forward to provide for the 2021-2031 period and further increase the house building trajectory. This will enable long-term decisions to be made about housing, transport and other supporting infrastructure such as health and education services.
- 1.3 The brief from East of England Regional Assembly (EERA) requires the following:
 - “Auditable consultation and facilitation with relevant authorities, sub-regions and stakeholders. Auditable in this case means the Strategic Authorities (SA) are satisfied they can readily find evidence to support any policy stance. The relevance of bodies to be consulted needs to be determined by the SA’s but would include all districts/boroughs in town tier areas.”
 - “Assessment and advice on EERA’s Call for Proposals (the purpose of the Call for Proposals was to assist in identifying what potential exists for new small scale sustainable communities). SA’s will receive responses from all applicants to the above call. EERA would like information on how this call has assisted district level allocations.”
 - “EERA’s commission for Regional Scale Settlements will be presented to SA fora and SA’s will be able to respond to any proposals affecting their interests. SA’s can reflect this in their initial advice to EERA, in the development of options and on-going through the review and monitoring of the RSS.”
 - “District distribution of housing and job figures up to 2031 with determination of whether this provision is district wide or tied to Key Centres of Development and Change (KCDCs).”
 - “Testing the ranges of housing as required by Government and the employment range provided through EERA and EEDA.”
 - “Consideration if rolling forward any existing policy(s) unchanged is credible.”
- 1.4 EERA issued the formal request for advice in late September 2008. The original timescale for this advice to be delivered was by 7th January 2009. EERA have been advised that they will receive Peterborough City Council’s response after 30 March 2009 Cabinet meeting.
- 1.5 The review timetable from January 2009 is for EERA to:
 - **January to July 2009**
Prepare development scenarios and consult on options and revise generic policies.

- **August to December 2009**
Prepare draft regional spatial strategy and submit this to the department for Communities and Local Government (CLG).
- **CLG Stages**
Testing the draft Plan – consultation on draft regional strategy and Examination in Public

Publish Proposed Changes for consultation
- **By the end of 2010**
Publication of Regional Strategy

1.6 Recent Economic Events

Current market conditions will undoubtedly have wide ranging implications on growth and the performance of development in the East of England. As part of PCC's advice, this report seeks to outline possible implications of the downturn on Peterborough.

1.7 Policy Background

1.8 National

1.9 The Government's Sustainable Communities Plan 2003 (Sustainable Communities: Building for the future) sets out a long-term programme of action for delivering sustainable communities, with a particular focus on tackling housing supply issues. Subsequently, Peterborough was added as a suitable location for sustainable growth within a London – Stansted – Cambridge – Peterborough growth corridor (LSCP).

1.10 The Planning and Compulsory Purchase Act 2004 sets out the national policy background. At the national level a set of Planning Policy Statements (PPS) set out further broad guidance.

1.11 Regional

1.12 The Regional Spatial Strategy (RSS) provides the regional framework to inform the preparation of the local development documents (LDDs).

1.13 The adopted RSS for the East of England (also known as the East of England Plan) sets out the regional housing provision 2001 – 2021. In accordance with policy H1 of the RSS, Peterborough is required to build 25,000 minimum dwellings and make provision for at least 20,000 additional jobs over the period April 2001 - March 2021.

1.14 The Sub-Regional Review is likely to be completed before the adoption of the revised RSS. There is some way to go before the arrangements are finalised, but it is likely that the Regional Economic Strategy (RES) and the RSS will be replaced by one all encompassing document. In the meantime, EERA have advised that the review will continue to follow the agreed programme.

1.15 Local

1.16 Sustainable Community Strategy (SCS)

1.17 The Vision for Peterborough is set out in the Sustainable Community Strategy (SCS). The SCS is produced by the Greater Peterborough Partnership, the Local Strategic Partnership for the area, and is shared by all key stakeholders including Opportunity Peterborough (OP) and Peterborough City Council (PCC).

1.18 The Vision is set out below;

- “A bigger better Peterborough that grows the right way – and through truly sustainable development and growth:
- Improves the quality of life of all its people and communities, and ensures that all communities benefit from growth and the opportunities it brings.
- Creates a truly sustainable Peterborough, the urban centre of a thriving sub-regional community of villages and market towns, a healthy, safe and exciting place to live, work and visit, famous as the environment capital of the UK.

1.19 To achieve this vision, the strategy focuses upon four key areas which include cross cutting themes.

1.20 Creating opportunities – tackling inequalities

- The identified outcomes of these themes are: improving health, supporting vulnerable people, Regenerating Neighbourhoods and improving skills and education

1.21 Creating strong and supportive communities

- The identified outcomes of these themes are: Empowering local communities, Making Peterborough safer, Building community cohesion and Building pride in Peterborough

1.22 Creating the UK’s environment capital

- The identified outcomes of these themes are: Making Peterborough cleaner and greener, conserving natural resources, Growing our environmental business sector and increasing use of sustainable transport.

1.23 Delivering substantial and truly sustainable growth

- The identified outcomes of these themes are: Creating a safe, vibrant city centre and sustainable neighbourhood centres, increasing economic prosperity, building the sustainable infrastructure of the future and creating better places to live.”

1.24 **Local Development Framework/Core Strategy**

1.25 An important tool for the delivery of the Community Strategy is the Local Development Framework (LDF). The LDF is a portfolio of separate documents. The documents in the LDF are statutory.

- 1.26 The Core Strategy sets out the Spatial Vision for growth in Peterborough. It includes a housing trajectory illustrating the expected rate of delivery of new dwellings, including those already completed, for each year between 2001 and 2021. It demonstrates how the RSS requirement to deliver at least 25,000 additional dwellings could be achieved.
- 1.27 The Core Strategy covers the period to 2021 with provision for delivery of housing beyond to 2026. The adopted RSS requires Peterborough to make provision for a minimum net increase of 25,000 dwellings between April 2001 and March 2021. To meet the RSS target, an average of 1,250 additional dwellings a year was required for the period 2001 – 2021. However, to take account of the shortfall of completions during the first 5 years of this period, the RSS policy H1 now requires the provision of an average of 1,420 dwellings a year from 2006 onwards. As the Core Strategy must identify a 15 year supply, in accordance with the guidance set out in Planning Policy Statement 3 (PPS3), it covers the period up to 2026, rolling forward the H1 target an additional 5 years, planning for an overall total of 27,600 dwellings.
- 1.28 In order to understand the implications of the additional 27,600 dwellings, the development of the Core Strategy has been supported by considerable evidence gathering and sustainability appraisal consultation.
- 1.29 The Core Strategy has been through Preferred Option consultation in the summer, where many stakeholders indicated their support for the spatial strategy. The next stage is submission for examination, with adoption scheduled for late 2010.
- 1.30 The Core Strategy contains five main elements:
- I. An overall vision (often referred to as a spatial vision) setting out how the area is expected to change over the plan period
 - II. A set of strategic objectives outlining the main policy directions that need to be pursued in order to realise the vision.
 - III. A spatial strategy and a series of core policies for addressing the vision and objectives; these will provide the basic structure for promoting development in some places, restricting it in others, informing and co-ordinating investment, and establishing the framework for detailed policies and proposals to be developed in subsequent documents of the LDF.
 - IV. A key diagram, showing diagrammatically how different elements of the Core Strategy will apply to different locations
 - V. An outline of the means of implementing the Core Strategy policies, together with a set of indicators and targets to provide a basis for monitoring that implementation.
- 1.31 The Core Strategy will be delivered by three additional documents. These documents are being developed simultaneously, with adoption scheduled for spring 2011.
- 1.32 Planning Policies DPD

The Planning Policies DPD will contain policies which set out the criteria against which planning applications for the development of land and buildings will be considered. These policies will ensure that development is inline with the spatial vision and objectives set out in the Core Strategy.

1.33 City Centre Area Action Plan

The City Centre Area Action Plan (CCAAP) is being prepared by Peterborough City Council and Opportunity Peterborough as part of the Local Development Framework for Peterborough. The CCAAP will guide the development of the city centre, ensuring that a modern, vibrant and sustainable city centre is developed to support growth and accommodate a range of new uses.

1.34 Site Allocations DPD

The Site Allocations DPD will support the policies set out in the Core Strategy and will allocate land for specific types of development. The role of the Site Allocations DPD is to determine the exact sites that will deliver the overall strategy and to identify them on a map (called the Proposals Map).

2. Appraisal of available evidence

2.1 This section provides a summary setting out the technical work and studies on a comprehensive city wide level, on specific topic areas and for those that are underway. Peterborough City Council understands that developing a credible and robust evidence base is fundamental to understanding the implications of development. Through the development of evidence to support the Core Strategy, Peterborough is in a good position to understand the implications of additional growth. Throughout the development of the Core Strategy, where gaps in understanding have been identified, studies have been undertaken to fill these.

2.2 In response to Peterborough's inclusion in the LSCP growth corridor, two studies were completed to develop spatial options and understand the impact of growth, the Peterborough Growth Area Study and the Integrated Growth Study (IGS).

2.3 Comprehensive Growth Studies

2.4 Peterborough Growth Area Study (Llewelyn Davies and Roger Tym and Partners August 2004)

2.5 The purpose of this study was to substantiate the appropriate scale of growth to be achieved within the Peterborough Growth area and to investigate the general spatial options for growth.

2.6 The study used a sifting exercise using the known constraints to illustrate land availability. Areas of land that were not subject to some form of constraint or designation, and which immediately abutted the urban area, were subject to further assessment. However, the sieve mapping exercise highlighted very few areas that were not subject to at least one of the identified constraints. Further consideration of the suitability for each option was completed through site visits and discussions with a steering group.

2.7 The assessment identified a large area of land to the south of Peterborough with the potential to accommodate development. It identified other smaller development opportunity areas to the north and east. These options were revisited through the IGS process and now form part of the spatial strategy in the Core Strategy.

2.8 Growth Period

The plan sought to provide for the additional growth anticipated by the Sustainable Communities Plan up to 2016 (in light of the Government's extension of the London-Stansted-Cambridge Growth Corridor to include Peterborough) and the growth required by Regional Planning Guidance for the East of England (RPG14) to 2021.

2.9 Summary for section 4 (4) advice

2.10 The report is useful for understanding spatial relationships and many of the proposed sites have been included within the current Core Strategy.

2.11 **Integrated growth study (Arup 2008)**

- 2.12 The integrated growth study (IGS) was commissioned by PCC and OP to inform the Core Strategy by developing an overarching framework and specific spatial options to meet the RSS housing and employment targets allocated to Peterborough. The final version was published February 2008.
- 2.13 The IGS preparation process was carried out in consultation with stakeholders and the public. The process involved the collection of evidence, identification of key issues and drafting of a spatial vision and objectives.
- 2.14 Extensive assessment was undertaken to analyse the potential growth options for Peterborough, including a sifting exercise using absolute and non absolute constraints. Following criteria based appraisal and consultation, the recommended option was chosen. This option proposes the expansion of the urban area, by means of two urban extensions – although emphasis is placed on stimulating development and regeneration in the city centre, district and local centres and the remainder of the urban area as a priority. Growth in the villages reflects the desire to maintain their vitality and address existing community needs whilst respecting the character of the rural areas.
- 2.15 The IGS revealed that the economic activity in Peterborough, in comparison to the region, has a lower employment and economic activity rate, and a higher unemployment rate.
- 2.16 As part of the IGS, five alternative scenarios were developed as potential frameworks for managing economic development in the district. As a result of a series of consultations, the third scenarios (Environment Plus) received the greatest support as consultees recognised the need to promote Peterborough as an Environment Capital City.
- 2.17 Development of the Recommended Option and the development of spatial options were based upon a combination of inputs:

- National, regional and local planning policy, including the RSS growth targets for employment and housing
- Vision and objectives from the Community Strategy
- Preferred Economic Scenario – ‘Environment Plus’. An economic scenario that promotes the development of a knowledge economy based around environmental services.
- Integrated Resource Management
- Identification of growth availability areas and their capacity to accommodate development
- Comments received during stakeholder and public consultation, in particular feedback on the Consultation Options and Spatial Options
- Spatial Options Evaluation Results
- Principles of good practice in urban design and sustainable development

2.18 **Growth Period**

2.19 In accordance with Planning Policy Statement 3 (Housing), the Core Strategy must identify a 15 year supply of housing from the date of adoption. As the Core Strategy is due to be adopted in 2010, in terms of housing provision, the IGS was extended beyond the plan period up to 2026.

2.20 **Knowledge gaps**

2.21 An objective of the IGS was to understand if there were any gaps in knowledge. Where the need for further information was identified studies have been commenced to provide this additional information. However, as the IGS covers the plan period until 2026 for housing and 2021 for other areas, further information will be required to fully understand the implications of further growth to 2031.

2.22 **Summary for section 4 (4) advice**

The IGS utilises the best available information to identify spatial options for further growth. These spatial options have been used to inform the Core Strategy and detail the strategic needs required to accommodate the growth.

2.23 **Topic based evidence**

In addition to the comprehensive growth studies, a number of topic based studies have been completed to support the Core Strategy. These are set out below

2.24 **Economic**

The Employment Land Review (ELR) was completed in 2008. The purpose of the review was to assess the relationship between the potential supply of employment land, the property market and the likely demand for land up to

2021 and beyond. It also aimed to establish if there is, or will be, enough suitable employment land to meet the employment requirements of the RSS.

2.25 The review of the employment market demonstrates that development of all types of employment use (B1, B2 & B8) is likely to be viable on the fringes of Peterborough, including on previously developed land. The review concluded that the combination of existing approved sites, allocations and the favourable potential employment sites is sufficient to meet the land requirements of the 'Environment Plus' scenario, across each of the B use classes. However, there remains a requirement for the detailed assessment of each site.

2.26 **Housing**

A Strategic Housing Market Assessment (SHMA) has been completed to inform appropriate policy responses to housing need and demand. The regional context for the SHMA is complex as it lies across the boundary of two Government Regions which have different policies covering the targets for new house building. The SHMA findings suggest that there is a relatively low demand (in terms of the overall HMA) in Peterborough. The SHMA concludes that since market demand is low relative to the new build target, some policy action will be called for if the targets are to be met. This policy action is detailed in the Core Strategy.

2.27 **Protection of natural resources**

The protection of natural resources has been considered through the concept of the 'Green Grid'. The Green Grid is based on the RSS policy SS8 which requires the provision of networks of green spaces linking the urban area with the countryside. The Green Grid Strategy translates these provisions on a local spatial level. It is intended that the Peterborough Green Grid Strategy will be implemented through the LDF. Any further growth would need to be consistent with the principles as set out in the Green Grid.

2.28 The Green Grid strategy includes a Growth Opportunity Analysis. Using environmental and green space constraints, this analysis sought to establish whether there were any fundamental environment objections to development and, if there were not, to suggest possible solutions for development form for each site in order to meet landscape, environment and greenspace objectives.

2.29 The Peterborough area is rich in a network of internationally, nationally and locally protected sites, as well as those without formal designations. The current RSS places a requirement on LPAs to pay appropriate attention to biodiversity and earth heritage issues through proposed policy ENV3.

2.30 **Transport**

The current transport plan is the second Local Transport Plan (LTP2), published in March 2006 covering the period 2006 to 2011. The LTP2 details future strategy development proposals, local transport priorities and a programme of improvements for the Peterborough area. The plan replaced the original created in 2000. It takes into account the proposals for developing and enhancing the City Centre and the increase of urban growth caused by the inclusion of Peterborough in the L-S-C-P Growth Corridor as a part of the Government's Sustainable Communities Plan.

2.31 **Infrastructure Provision**

The IGS revealed that substantial infrastructure is required to support and enhance the growth in Peterborough. This has led to the Council, together with its partners, producing an Integrated Development Programme (IDP). The IDP gathers detailed information on the funding, timing and nature of the infrastructure necessary to support the growth of the city. This information will be incorporated into the implementation section of the Core Strategy.

2.32 The Planning Obligations Implementation Scheme 2008 sets out PCC's approach to the negotiation of planning obligations for new planning permissions. The City Council has set standard levels of contribution towards neighbourhood and strategic infrastructure for most common forms of development. The figures have been informed by local development finance studies and advice from property consultants GVA Grimley and Drivers Jonas. It is recognised that Planning Obligations will only provide a proportion of the funds necessary for new infrastructure, the City Council will need to seek to use a range of other approaches such as 'prudential borrowing', or contributions from other private or public bodies or funds, to ensure delivery of the infrastructure.

2.33 **Emerging evidence**

In addition to the evidence undertaken above, there are a number of studies that will not be available until later in the year.

2.34 **Energy Study**

In keeping with Peterborough's Environment Capital aspirations to explore and promote resource efficiency methods, it is understood that in order to minimise the requirement for new infrastructure, Peterborough must be more efficient with the resources that it uses. With increased demand and technological advances, it may be possible to include stricter resource efficiency measures. It is therefore proposed to include resource efficiency in the Core Strategy, including demand management. The energy study has been commissioned to develop this concept and to understand what approach is suitable to the local area. The findings of this study should be available in Spring 2009.

2.35 **Water Cycle Study:**

An outline water cycle study (OWCS) is being undertaken by Hyder Consulting. When completed, the OWCS will provide an understanding of water infrastructure requirements. This information will then be incorporated into the Core Strategy. It is envisaged that the outline findings will be available in Spring 2009.

2.36 **Strategic Flood Risk Assessment**

A strategic flood risk assessment (SFRA) was initially completed in 2005. To reflect the revision of PPS25, an updated SFRA was undertaken and completed in early 2008. This has been used to inform the growth options for the current RSS targets. A further Stage 2 SFRA is in the process of being commissioned to provide detailed information on specific areas, initially concentrating on the city centre areas and the urban extensions. This partial report is also due Spring 2009. Coverage of additional sites will be completed at a later stage or as necessary to support the Core Strategy.

2.37 **Retail**

The last comprehensive retail study was completed in 2004. Many changes have occurred since this study, notably increasing use of the internet, the

requirements for floorspace and customer preferences. A retail study that takes into account these changes will help PCC to accurately plan for the projected increase in retail floorspace in locations that would best serve the needs of existing and future communities. The final study is expected to be available in Spring 2009.

2.38 Surface Water management plan:

In response to the findings of the Pitt Review, a Surface Water Management plan (SWMP) has been commissioned. The SWMP is in the early stages of development, however it is envisaged this plan will form part of the Water Cycle Study or the SFRA and inform the Core Strategy.

2.39 Transport Study

The city council has begun work on the Peterborough Long Term Transport strategy (LTTS). The LTTS will review the current and future problems, issues and opportunities facing Peterborough up to 2031 and examine a range of measures and policies to develop a transport strategy to meet the rising demand from future urban growth across the city. The LTTS will provide an overarching framework for the development of the third Local Transport Plan which is due to be published in 2011 and will ensure alignment with local, regional and national policy

2.40 Summary

Extensive evidence has been developed to inform the Core Strategy and to understand the implications of delivering 27,600 dwellings to 2026. In addition, there are a number of studies being undertaken that will be able to inform the strategy further. Whilst this puts PCC in a good position to understand the implications of any additional growth, further information on areas such as Climate change, Habitats, Information technology and long term living and working patterns and International Migration will be required.

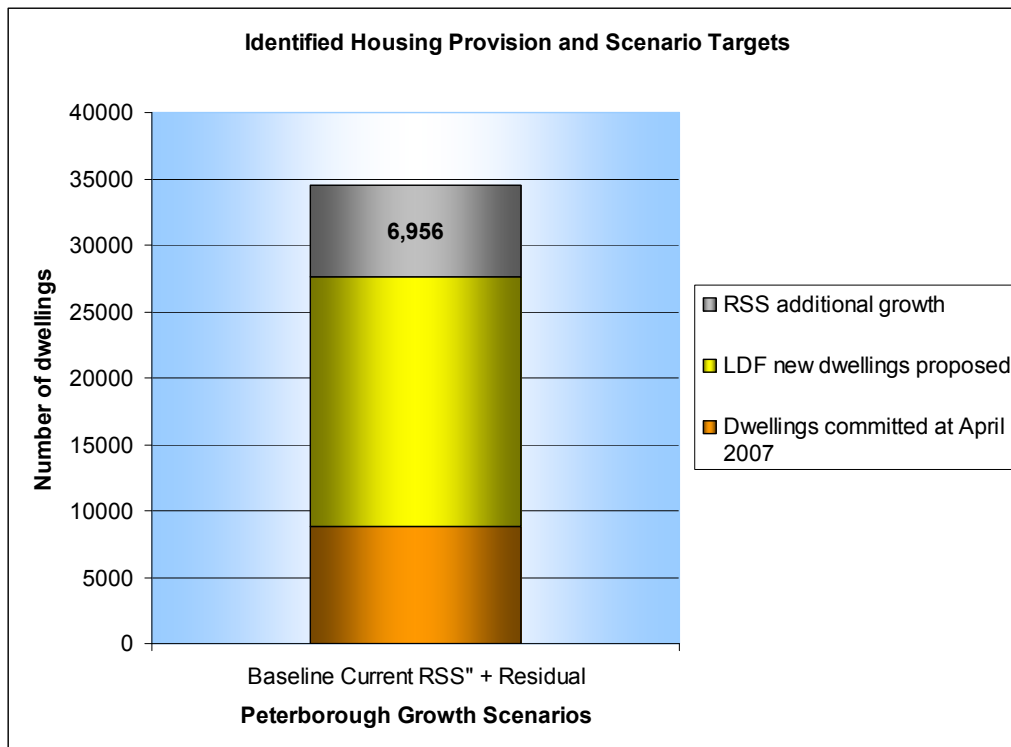
3. Growth scenarios

- 3.1 The brief requires PCC to test four growth scenarios. The first is a continuation of current RSS Residual growth rates beyond 2026-2031. Two are based on the 'lower' and 'upper' end ranges of the housing requirements of the English regions, as advised by the National Housing and Planning Advice Unit (NHPAU) to central government in June 2008. These are informed by national household projections as well as assessments of 'affordability ratios', which relate lower quartile employee earnings to lower quartile house prices. The final scenario is linked to GVA growth as set out in the Regional Economic Strategy (RES).
- 3.2 This report does not seek to challenge the assumptions and inputs for the national level modeling, particularly relevant given the economic downturn, as this will be completed at a regional level.
- 3.3 The scenarios cover a broad range, with the upper NHPAU representing a 31% increase from the current RSS + residual figure for Peterborough.
- 3.4 As the emerging Core Strategy for Peterborough has set out a total of 27,600 dwellings from 2007-2026, subtracting this 'planned' figure leaves a residual 'to find' figure to 2031.
- 3.5 Table 1: Growth Scenarios

	Scenario	Regional average annual net additions 2007-2031	Peterborough apportioned average annual net additions 2007-2031	Total net additions 2007-2031	RSS & LDF provision 2007-2026	Residual 'to find' figure to 2031	Jobs 2007 - 2031 Growth pa Total in ()
Scenario 1	"Baseline Current RSS" + Residual	26,998	1,440	34,556	27,600	6,956	1,047 (25,128)
Scenario 2	Lower End NHPAU figure	30,648	1,560	37,433	27,600	9,833	1,170 (28,080)
Scenario 3	Higher End NHPAU figure	39,100	1,865	44,761	27,600	17,161	1,486 (35,664)
Scenario 4	GVA growth	33,169	675	16,206	27,600	-11,394	551 (13,224)

3.6 Scenario 1 – 'Baseline RSS Current RSS + Residual'

- 3.7 The first scenario takes the policy H1 residual target of 1420 dwellings per annum 2007-2031 and applies the advice to plan for housing provision post-2021 based on the 2001-2021 annual net additions rate or the 2006-2021 rate, whichever is higher.
- 3.8 For Peterborough, this scenario requires an additional 6,956 dwellings beyond the emerging LDF, producing an annual rate of 1440 dwellings per annum from 2007-2031.



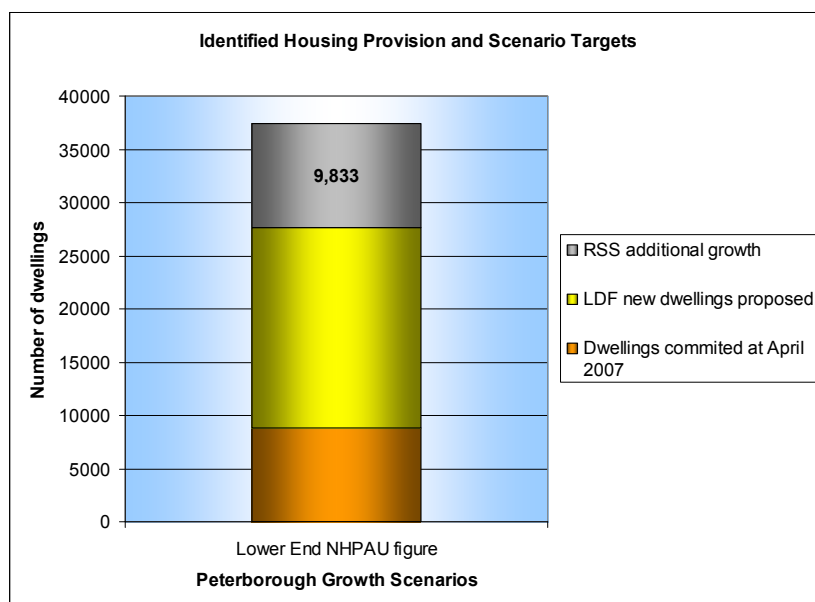
3.9 Current RSS plus residual Scenario (2007 – 2031)

- 1440 dwellings per annum (total 34,560 dwellings) (47% increase in dwelling stock)
- Population 227,200 (mid-2031)
- Dwelling stock 108,180 (2031)
- Approx. 27,700 jobs (2007 – 2031)

3.10 Scenario 2 - NHPAU Lower

3.11 This scenario aims to meet Government targets, as set out in the Housing Green Paper of July 2007, to supply 3 million new homes by 2020 (240,000 net additions per year by 2016). Once this target has been reached, the model continues the level of growth forward to 2031.

3.12 For Peterborough, this scenario produces a target of 1,560 dwellings per annum from 2007- 2031. Taking into account the 'planned' number of dwellings, this produces a 'to find' figure of 9,883 dwellings to 2031.



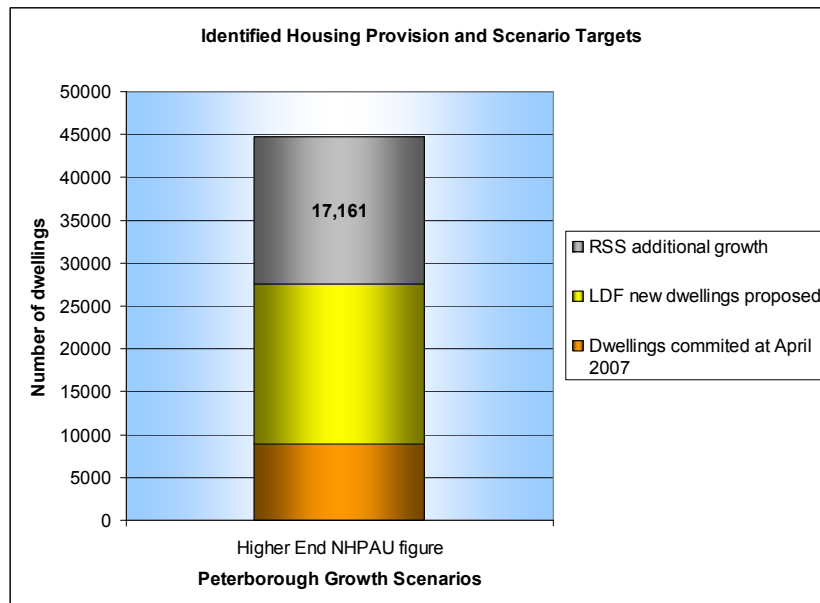
4. Lower End NHPAU Scenario (2007 – 2031)

- 1560 dwellings per annum (total 37,440 dwellings) (51% increase in dwelling stock)
- Population 233,300 (mid-2031)
- Dwelling stock 111,060 (2031)
- Approx. 30,000 jobs (2007 – 2031)

4.1 Scenario 3 - NHPAU Upper

4.2 This scenario is based on the NHPAU's advice on the number of average annual net additions required to stabilise the national lower quartile house price to earnings ratio at 2007 of 7.82.

4.3 This produces the highest figure to test, with a target of 1865 dwellings per annum from 2007-2031. Taking into account the 'planned' growth, this produces a 'to find' figure of 17,161.



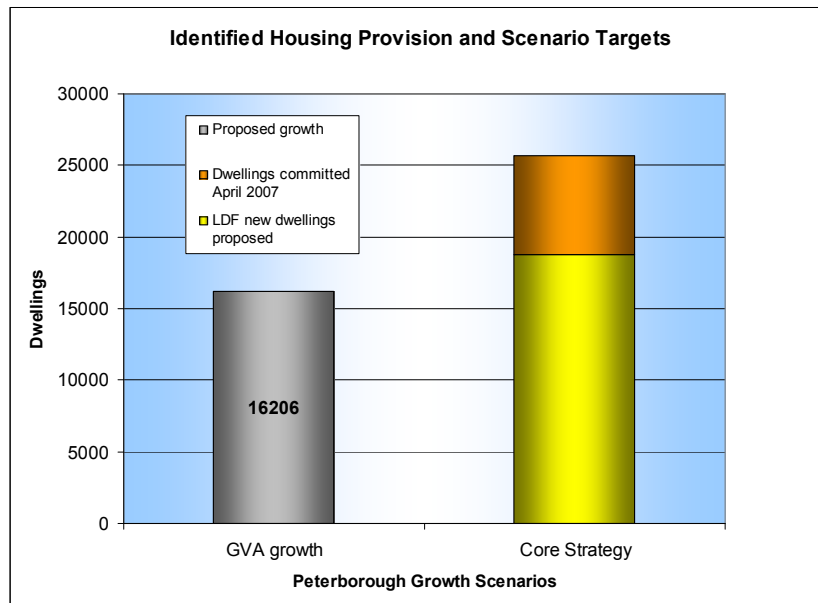
4.4 Higher End NHPAU Scenario (2007 – 2031)

- 1865 dwellings per annum (total 44,760 dwellings) (61% increase in dwelling stock)
- Population 248,600 (mid-2031)
- Dwelling stock 118,380 (2031)
- Approx. 36,000 jobs (2007 – 2031)

4.5 Scenario 4 - GVA Growth

4.6 The GVA growth scenario projects the impact on employment rates, population growth and housing demand of levels of productivity growth consistent with Regional Economic Strategy targets (2.3% GVA per head and 2.1% GVA per employee per annum growth. The targets in the RES were agreed regionally and were the levels of productivity growth that were consistent with the housing targets set out in the RSS.

4.7 This scenario is particularly significant because it produces a lower housing target than has been adopted in the current RSS. This produces 675 dwellings per annum from 2007-2031. Taking into account the 'planned' growth, this would lead to a 'planned' **excess** of 11,394.



4.8 GVA Growth Scenario (2007 – 2031)

- 675 dwellings per annum (total 16,200 dwellings) (22% increase in dwelling stock)
- Population 188,700 (mid-2031)
- Dwelling stock 89,830 (2031)
- Approx. 13,000 jobs (2007 – 2031)

4.9 Summary

The four scenarios cover a considerable range, with the highest NHPAU figure being nearly three times more than the lowest – the GVA scenario. This range clearly demonstrates that policy interventions in Peterborough have a significant role to play.

5. Conclusions and Section 4(4) advice

5.1 The four scenarios cover a considerable range with the highest NHPAU figure being nearly three times more than the lowest – the GVA scenario. Neither of the extremes is considered either desirable or feasible as the basis for the future planning of Peterborough. The best solution lies with an alternative intermediate scenario. Conclusions on each scenario are discussed in turn below.

5.2 The GVA Scenario

This scenario implies the completion of an average of 675 additional dwellings each year. This is unambitious; would perpetuate existing difficulties; and would not make best use of the economic and environmental opportunities offered by the city. It is less than half the requirement set out in the existing RSS and Core Strategy. A key objective of PCC and its partners is to achieve a step change in Peterborough's social, economic and environmental well being. To do this, both regeneration and growth are required. The GVA scenario is a perpetuation of current economic weaknesses and does not take into account policy aspirations.

5.3 The Higher NHPAU Scenario

The GVA scenario illustrates the significant difficulties highlighted in the research on the Peterborough economy. A considerable amount of intervention will be needed if the situation is to be improved. The higher NHPAU scenario ignores these issues. It assumes a local economy of unprecedented buoyancy throughout the 24 year planning period, requiring the completions of 1,865 dwellings every year from 2007 to 2031. Intervention to achieve lower growth levels will be challenging but there is little prospect of delivering this, the highest scenario.

5.4 The Lower NHPAU Scenario

This raises similar issues to the higher NHPAU figures but to a lesser degree of severity. Trends indicate that Peterborough has only achieved the required annual figure of 1,560 houses and 1,170 jobs (appendix 1) during the period when the Development Corporation was in operation. The ability to achieve higher annual figures will occur more often in the future as strategic policies begin to become effective, but this will not be for some years, especially given the current economic downturn. Furthermore, current guidance requires any annual shortfall in housing completions to be made up in subsequent years. Alternative mechanisms to 'kick start' house building at large quantities could be introduced to enable an annual figure of this level to be met.

5.5 The RSS plus Residual Figure Scenario

The existing Regional Spatial Strategy requires Peterborough to deliver at least 25,000 additional dwellings over the 20 year period, 2001 – 2021. This works out as an average of 1,250 per year. Significant work has been undertaken through the development of the Peterborough Core Strategy to understand and deliver the growth suggested by this figure to 2026. The Core Strategy has identified that 27,600 dwellings are needed to 2026.

2.1 Building upon this work, the annual figures implied by this RSS plus Residual scenario are believed to be attainable in normal economic circumstances. This

will require considerable intervention in infrastructure provision, economic development and implementation but whilst challenging they are capable of delivery. The evidence provided by the Integrated Growth Study (IGS) for the Core Strategy and the policies in the Core Strategy itself demonstrate how this scenario can be achieved spatially and sustainably. The major change that has occurred since the publication of the latter is the depth and severity of the economic downturn. It is now clear that the 1,440 housing completions and 1,047 jobs required per annum in this scenario is unlikely to be produced in the next few years. To achieve sustainable growth Peterborough needs to position itself so that it can react swiftly and positively to the up turn in the economy when it occurs. This requires it to secure maximum investment in both infrastructure and the skills to ensure delivery can be achieved.

5.6 Peterborough recommended Growth Scenario

Peterborough continues to aspire to grow to address housing need and affordability and to realise the potential of its strategic location. It is clear that the economic downturn is leading to a decline in housing delivery rates both regionally and nationally. There is uncertainty regarding the duration of the economic downturn and the implications on Peterborough, but it is understood that there will be a decline in local delivery rates in the short to medium term.

2.2 Peterborough therefore proposes a scenario of approximately 30,000 dwellings 2007-2031. This allows for an initial decline in house building targets for approximately four years, followed by a gradual increase as illustrated in figure 1. As policy intervention and strategic mechanisms become effective, the RSS Residual annual average delivery figure of 1440 (as a minimum) would be reached.

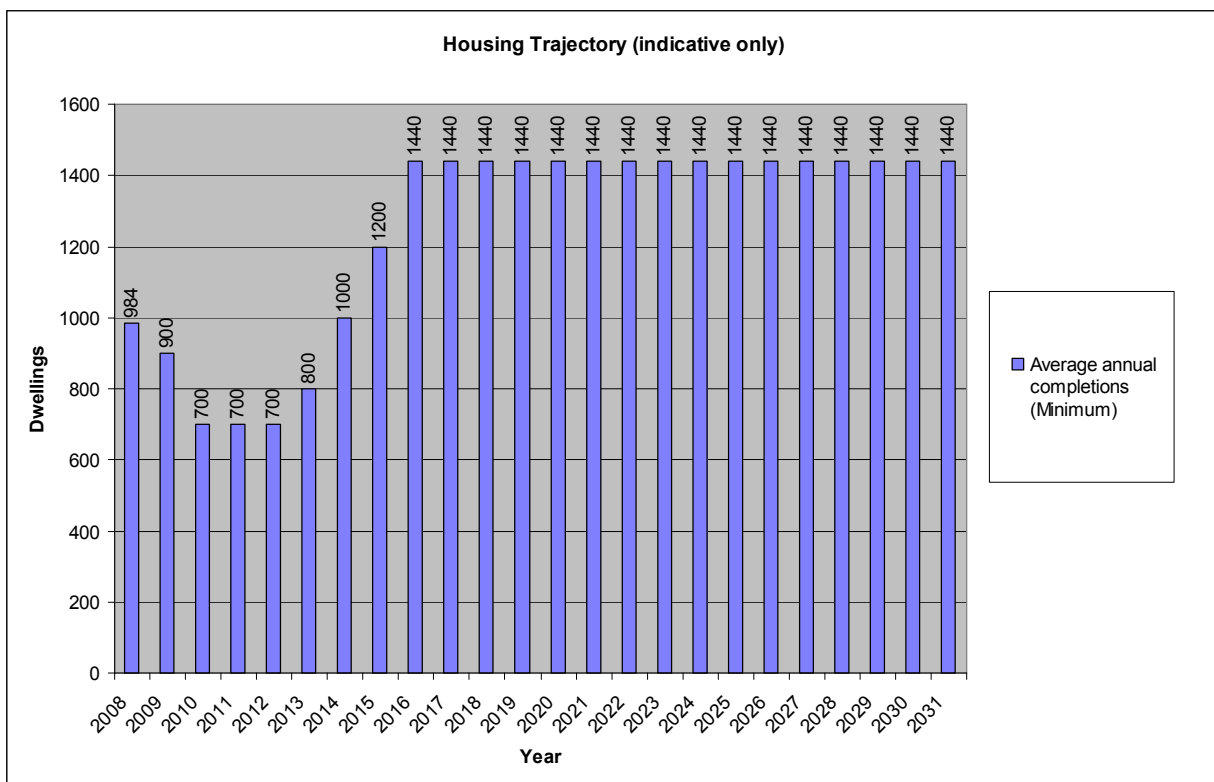


Figure 1

- 2.3 During the period 2009 – 2015 it will be of upmost importance to ensure that any barriers to growth are understood and overcome so that Peterborough will be an accessible and attractive location when the upturn begins.
- 2.4 It is Peterborough City Council's long term aspiration to accommodate growth. If monitoring demonstrates that strategic interventions and delivery mechanisms are successful and suggest higher delivery rates are possible, a review of the target should be undertaken to explore a potential increase towards the lower NHPAU scenario of 1440 – 1560 average annual net completions.
- 2.5 Achieving the recommended scenario and further growth would require policy intervention and the consideration of alternative delivery mechanisms. A greater understanding of the necessary interventions will emerge as the studies currently being undertaken to support the Core Strategy are completed.

5.7 Growth Requirements and Delivery Mechanisms

5.8 Vision

To increase the demand for housing and employment, Peterborough must be an attractive location in which to live and invest. Considerable efforts are being undertaken to increase this demand whilst promoting Peterborough as the Environment Capital. A regeneration company (Opportunity Peterborough), in partnership with the Council and the Greater Peterborough Partnership, has been striving to complete this aim. We await government criteria to establish the benchmark for this aspiration.

5.9 Spatial Implications

The Core Strategy, incorporating the findings of the Integrated Growth Study (IGS), identifies broad strategic locations for 27,600 dwellings until 2026. Achieving additional growth would require the identification of suitable land to accommodate employment and approximately 2,400 additional dwellings. This will depend on the availability of sites. As brownfield sites are being developed through the current strategy, some of this growth will need to be accommodated on green field sites. There are known constraints to the East (flooding) and North (high-pressure gas pipe) of the City, leaving options to be considered to the South and West and within the existing city area and villages. With Hampton and the planned urban extensions, Great Haddon, Norwood and the employment site of Redbrick farm taking place in the south and east of the city, the west and north-west of the city are likely to be options for further consideration to accommodate growth. However, further investigation to understand the implications of growth in these areas would be required.

5.10 Infrastructure

To support additional growth, there is a requirement to ensure the timely delivery of supporting water, transport, social and community infrastructure. Studies including the Water Cycle Study, Long Term Transport Study and Energy study are being undertaken to improve our understanding of the infrastructure requirements and the planning processes of other sectors. As these requirements become known they are being collated in the Integrated Development Programme (IDP) which seeks to co-ordinate the delivery of infrastructure. Some infrastructure requirements will vary depending upon the spatial distribution of development, but a fundamental principle of further

growth is the requirement for investment in infrastructure from Government and its agencies.

- 5.11 The IGS identified the need for major improvements to public transport. These are currently being developed in the long term transport study (LTTS). The IGS made an initial cost estimate £50m for this provision but its analysis was restricted to Peterborough alone. Given the growth possibilities particularly in the East Midlands a wider approach would be desirable.
- 5.12 Investment in road transport would also need to be significant. This applies to various schemes throughout the sub-region. Typically, these are needed to open up areas for regeneration but inevitably involve complex proposals and procedures in existing developed areas.
- 5.13 Peterborough is a railway junction and further improvements to the railway system will improve its growth prospects. Links to Felixstowe and Nuneaton are of significant importance to the city. The key local project is the redevelopment of the station and the surrounding area, another example of a vital regeneration project. Other rail improvements are being investigated
- 5.14 Energy production and use is an area of considerable debate and change. With its aspirations to be the environment capital Peterborough needs to be in the forefront of national practice. The Core Strategy addresses this issue but further work is needed and research has been commissioned to provide a long term energy strategy. It is already apparent that significant planning and investment will be required in this sector.
- 5.15 Climate change is another aspect that is the subject of long term research. The Core Strategy and potential additional growth is believed to be attainable without incurring unacceptable levels of flood risk although further detailed work is expected shortly. Risk analysis of long term regional aspects is also needed to better inform infrastructure requirements.
- 2.6 There is a critical need to work in partnership with the new Homes and Communities Agency to remove the obstacles to implementation caused by the existence of Community Related Assets land around so many of the City's potential development sites.
- 5.16 Rate of delivery
Based upon recent housing completion trends, the delivery of houses in a large quantity will be challenging by current mechanisms, particularly in the current economic climate. It is acknowledged that housing associations and private companies will continue to play a role in the delivery of housing, however, intervention of a more strategic nature may be required to 'kick start' house building in larger quantities.
- 2.7 Peterborough has a history of being able to attract and deliver growth. In order to attract growth in the current period there is a need to not only to build houses and employment properties, but also to provide the necessary infrastructure. The Development Corporation along with a successful advert campaign 'The Peterborough Effect' was able to assist the city to grow considerably. The use of a similar delivery vehicle should be investigated to enable PCC to achieve its future growth aspirations.

- 5.17 Further work is required to establish how a larger Peterborough could attract better services, facilities and opportunities for existing residents and businesses.
- 5.18 **Employment led**
To support additional growth there is a need to attract a large number of additional jobs, particularly in the high quality sector. Peterborough is seeking a step change in its economy. At present it is characterised by low skills and low wages which provide only limited opportunities for sustainable long term growth and well being. Life long learning is vital to improvement in this respect and in the case of Peterborough the establishment of a university is critical. Plans for this are now well advanced with Anglia Ruskin setting up local courses in the very near future. In time this will develop into a separate university, possibly with its own campus, and will form the basis of the economic step change necessary. Such a strategy will need long term investment and support from all local partners.
- 5.19 As part of a growth area Peterborough has benefited from the establishment of its own local delivery vehicle. Opportunity Peterborough is now in place as an urban regeneration company to drive the implementation of the city's growth. This will be particularly valuable with regard to the complex negotiations that must take place to regenerate and increase the capacity of the city centre.
- 5.20 Other measures are also being put in place to make maximum use of funds introduced to combat the recession and to ensure the necessary infrastructure is in place to take early advantage of an upturn in the economy. In this respect, both Opportunity Peterborough and the City Council have put in place measures whereby they can introduce special purpose vehicles to guide key opportunities be they site specific or generic. In addition, the Council is also investigating the establishing of a housing company, again with a view to making maximum use of all available funds during the downturn. Peterborough has a history of being able to attract and deliver growth. Through the Development Corporation it was able to deliver in excess of 2400 annual additional dwellings in some years. The Peterborough Development Corporation not only built houses and employment properties, it also provided the necessary infrastructure upfront in most cases. This along with successful advert campaign 'The Peterborough Effect' helped the city to grow considerably. The use of a similar delivery vehicle should be investigated to enable PCC to achieve its future growth aspirations.

5.21 **Regional Scale Settlement Study**

EERA commissioned ARUP to carry out a study to investigate the merits of developing a new regional scale settlement and identify the most appropriate location(s) within East of England where such settlement(s) could be accommodated. The study concludes that Cambridge, Norwich and Chelmsford could be suitable locations for regional scale growth that will help them to become 'Regional Cities' able to compete better with other bigger cities elsewhere in the UK. Ipswich, Colchester and Bury St Edmunds are identified as the other Key Centres with the potential to accommodate regional scale growth. It is assumed that growth at these locations would be more limited and would likely take the form of urban extensions. The report also identifies possible locations for a new regional scale development and

Huntingdon/Alconbury and Braintree are suggested as the strongest options out of the six possible locations.

5.22 Peterborough is included in the Trend Key Centres category where it is assumed that growth will follow existing market and policy driven trends. Peterborough is in the growth area and will be growing considerably in the future. The key role played by Peterborough in delivering growth in the East of England is not recognised in the study. Considering Peterborough's location and growth potential, it should be considered along with Cambridge, Norwich and Chelmsford as a suitable location for regional scale growth.

5.23 Further Work

The advice in this report should be regarded as initial advice only. Work is currently underway in the sub region regarding

- Long term transport proposals
- Energy
- Water cycle and flood risk
- Migration

5.24 Further work will be needed in particular with regard to;

- Climate change
- Habitats
- Information technology and long term living and working patterns
- International migration

5.25 Finally, there are concerns as regards the validity of the modelling that produced the four scenarios. These are believed to have been undertaken in the summer of 2008 when the first effects of the economic downturn were just being felt. The situation has changed considerably since then. As they are fundamental to the RSS review it is suggested that they be rerun.

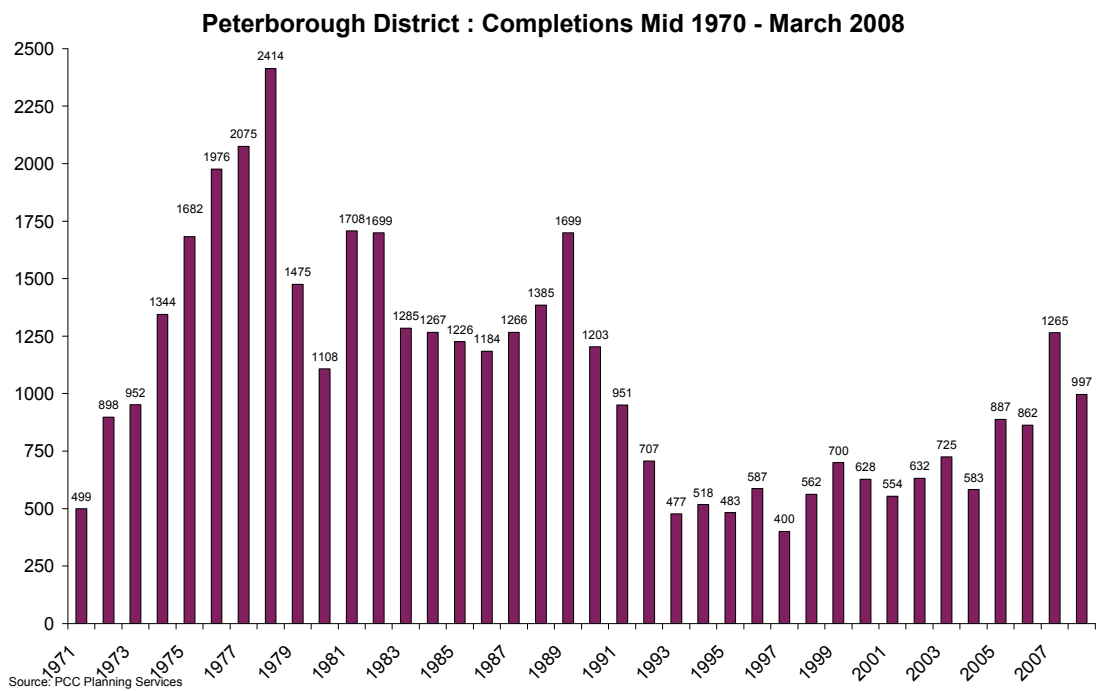
5.26 Summary of Conclusions

The following is a summary of the main points of PCC's advice

- The low (GVA) growth scenario is unacceptable as it does not meet the city's policy aspirations for growth.
- Concerns that the NHPAU's scenarios would be challenging to achieve under current mechanisms.
- A Peterborough recommended Scenario should be considered through the review as it meets the aspiration of additional growth, but remains deliverable.
- Given the current economic conditions, considerable investment will be required in the sub region to ensure that growth and regeneration can be delivered. This means maximising all sources of funds; establishing fit for purpose delivery vehicles and investing in the skills of local people.
- Further work is necessary for the review particularly with regard to revised economic modelling.

Appendix 1

Peterborough District: Completions Mid 1970 – March 2008



Regional Spatial Strategy Review

Advice from Peterborough City Council under Section 5(5) of the Planning and Compulsory Purchase Act 2004

1. Introduction

- 1.1 Under the Planning and Compulsory Purchase Act 2004, section 5(5), Peterborough City Council (PCC) is required, as a strategic planning authority, to provide advice to EERA on whether Peterborough should be designated as a sub-region with sub-regional policies in the RSS (East of England Plan). The EERA deadline for this information is the 9th February 2009, however it has been agreed that the council's formal advice will follow a Cabinet decision on the 30th March. The recommendations are set out below.

2. Background

- 2.1 A number of studies have been undertaken to investigate whether a functional Peterborough sub-region exists. The first of these, Peterborough Sub-regional Study, was completed in November 2003. This study identified that there is a coherent sub-region based around Peterborough and that there are common planning issues that transcend authority boundaries. These issues are associated with economic development, education, housing, environment and transport. Two further studies looked at the capacity of the Sub region to accommodate growth. The M11 Study (2004) concluded that Peterborough had both the land and transport capacity for additional growth. The Peterborough Study (2004) concluded that while the sub-region could accommodate the level of growth proposed in the draft RSS, the key issues of job growth, the role of Peterborough City Centre and the provision of affordable housing would require policy intervention.
- 2.2 In the study Peterborough Pathway to Prosperity: Economic Development Programme (July 2005), it was demonstrated that Peterborough has a capacity to deliver more jobs than that identified in the RSS. At the Examination in Public (EiP), this study was brought to the attention of the Panel and as a result, the housing and job targets were increased. The Panel amended the number of sub-regions in the RSS to four, with additional growth concentrated around the major urban areas called Key Centres for Development and Change (KCDC). Peterborough was identified as one of 21 KCDCs in the region. Representations were made to the Secretary of State requesting retention of Peterborough as a sub-region in the final version of the RSS. However, the Secretary of State considered that the Panel's recommendation of Peterborough as a KCDC would be the most suitable approach.

3. RSS Review

- 3.1 The Housing Green Paper (2007) requires a partial review of the regional plans to accommodate additional growth for homes by 2016. Policy IMP3 of the RSS also requires EERA to carry out an immediate review and to make provision for the development needs of the region for the 2011 to 2031 period. As part of the review process, PCC is requested to provide advice to EERA on whether a sub-regional approach would be appropriate for Peterborough and the identified sub-region. The review presents the opportunity to re-evaluate the

KCDC approach, assessing whether this remains the most appropriate to deliver sustainable growth, and address existing issues, through to 2031.

- 3.2 Planning Policy Statement No 11 (PPS11) paragraph 1.13 provides guidance on the identification of circumstances in which a sub-regional approach to spatial policy development is required. Whilst undertaking this assessment, there are two main principles to be considered. The first principle is the identification of a functional relationship between settlements, such as journey-to-work patterns, that differ from administrative boundaries. The second principle is the sub-region has to be based on clearly recognisable 'strategic policy deficit' which cannot be adequately addressed by general RSS policies or by Local Development Documents. The following section sets out the case for Peterborough in the context of these principles.

4. Principle one: Identification of the Peterborough Sub-Region

- 4.1 The Peterborough Sub-Regional Study (2003) provided convincing evidence to confirm that there is an identifiable, coherent sub-region based around Peterborough. There are a number of ways in which a sub-region can be defined such as using the retail catchment, commuting patterns, accessibility mapping and through the housing market. Other softer measures, such as newspaper circulation, also indicate a sub-region.
- 4.2 The Study defined the boundary of the Peterborough sub-region using above data and contributions from the neighbouring authorities and regional agencies. A map showing the boundary of the Peterborough sub-region is attached in appendix 2. The sub-region includes Peterborough and the ring of towns surrounding it. The towns are Bourne, Market Deeping and Stamford in South Kesteven District; Crowland, Holbeach and Spalding in South Holland District; March, Whittlesey and Wisbech in Fenland District and Oundle in East Northamptonshire.
- 4.3 An analysis of commuting trends in the 2001 Census shows that net commuting was 24% as a proportion of the resident workforce. Peterborough was net importer of workers with nearly twice as many people commuting into the area as commuting out. The highest level of in-commuting was from Lincolnshire (38%), with other significant in-flows from Huntingdonshire (20%) and Fenland (17%). The overall level of commuting increased between the 1991 and 2001 Census with net commuting as a proportion of the resident workforce increasing from 20% to 24% over this period. This commuting trend is likely to continue as Peterborough's employment base expands and demonstrates the continued interconnected relationship between the surrounding settlements.
- 4.4 DTZ Pieda on behalf of the East Midlands Regional Assembly identified a Housing Market Area (HMA) focussed on Peterborough. Broadly, the HMA covers the four local authorities of Peterborough, South Kesteven, South Holland, Rutland along with parts of East Northamptonshire, Huntingdonshire and Fenland. A further study carried out by Fordham Research completed in 2008 considered in detail the housing implications for this area. This research suggested that policies should be included in the East Midlands RSS to take into account the cross boundary nature of the sub region.

5. Principle two: Strategic Policy Deficit

- 5.1 Policy PB1 in the published East of England Plan was predominately derived from the sub-regional policy proposed in the draft RSS. However, as a result of

the amendments the policy only focuses on the Peterborough area and not the surrounding settlements. As the long term growth aspirations of Peterborough are realised, policy interventions will be required to ensure the impacts on the surrounding area are managed.

- 5.2 The Core Strategy, supported by the IGS, sets out the importance of an 'Environment Plus' economic scenario for Peterborough. This scenario seeks to encourage Environmental industries to locate in Peterborough and to provide policy intervention to fit the needs of these industries. A critical aspect of this will be the establishment of the University in Peterborough. This will assist in the realisation of meeting Peterborough's potential in the knowledge based industries. A University will increase the skill level of the sub-region's workforce and to attract high value and high skill jobs to this part of the region. However, in order for the benefits of a University to be spread across the sub-region strategic policies will be required.
- 5.3 Sub-regional policies are needed to provide guidance and co-ordinate growth between both East of England and East Midlands regions. The sub-region does have a distinctive economy that is based on traditional sectors such as engineering, food processing and agricultural services that cross the regional boundary. There is also emerging sectors based on environmental industries, warehousing and logistics. These sectors would need to be protected from the downturn in the economy and may be overlooked by regional-wide policies.
- 5.4 Transport investments in particular are required to improve the accessibility to locations within the sub region which are often regarded as remote. Wisbech and March, two of the larger market towns in Fenland, would particularly benefit from better transport connections to Peterborough.

6. Delivery mechanism

- 6.1 In addition to meeting the above principles, a sub-regional approach could be complemented by a delivery mechanism. This would assist in cross boundary decision making particularly across the regional administrative boundary, co-ordinate the funding of infrastructure and attract investment.

7. Summary

- 7.1 As defined in PPS11, there are two main principles for the identification of circumstances in which a sub-regional approach to spatial policy development is required.
 - Comprehensive research has identified a functional relationship between settlements that differ from administrative boundaries and therefore identify a sub-region.
 - A 'strategic policy deficit' has been identified in the areas of housing, transport, employment, regeneration and education. Policy intervention will be required to address this deficit, particularly in the context of the economic downturn and Peterborough's long term growth aspirations.
- 7.2 The long term growth aspirations, as detailed in the section 4(4) advice, should be matched by mechanisms to ensure delivery that benefits the sub-region. Possible mechanisms, including a sub-regional body should be explored as part of the review process.

Annex A
Boundary of Peterborough Sub-region

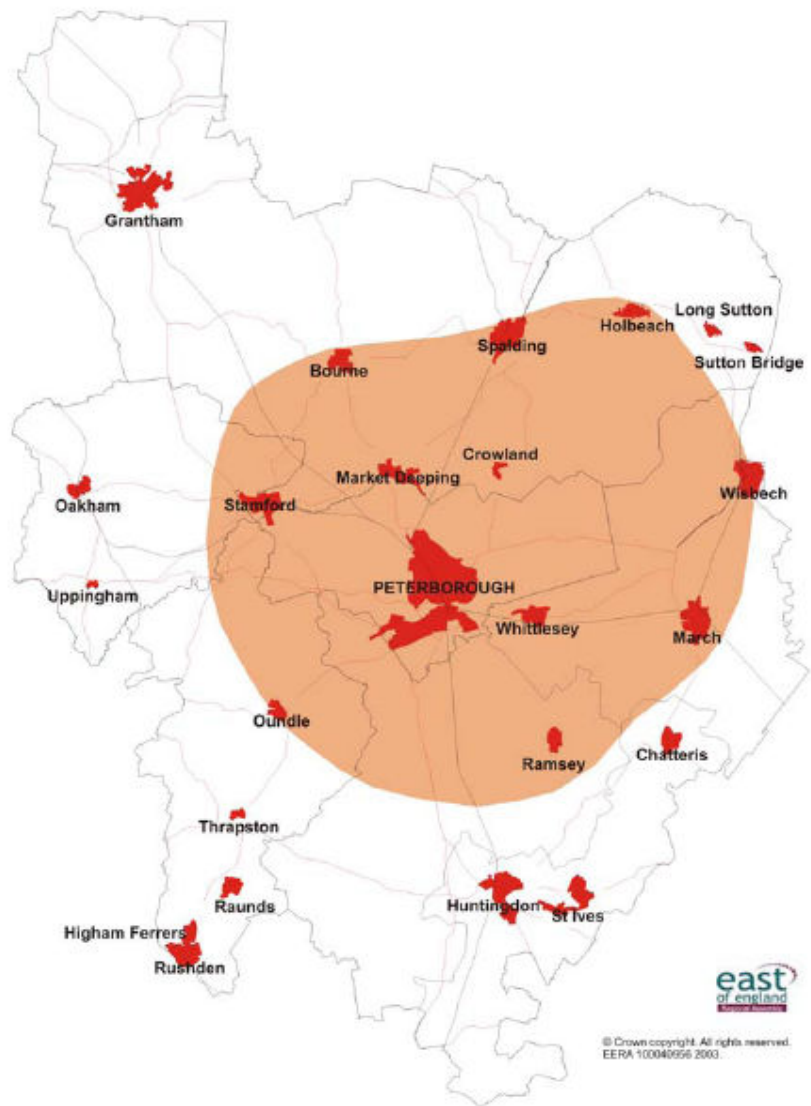


Figure 2.7: The Peterborough sub-region

CABINET	AGENDA ITEM No. 7.1
30 MARCH 2009	PUBLIC REPORT

Committee Member(s) responsible:	Councillor Peach, Leader of the Council	
Contact Officer(s):	John Harrison, Director of Strategic Resources	☎ 452 398

ANNUAL AUDIT AND INSPECTION LETTER 2007 / 2008

R E C O M M E N D A T I O N S	
FROM : External Auditor and Audit Commission Relationship Manager	Deadline date : N/A
Cabinet are asked that, subject to any comments Cabinet may wish to make, the Audit and Inspection Letter 2007 / 2008 is approved.	

1. ORIGIN OF REPORT

This report is submitted to Cabinet following a referral from the Council's External Auditor (PricewaterhouseCoopers) and the Audit Commission Relationship Manager.

The report is for Cabinet to consider under its Terms of Reference No. 3.2.11: *To scrutinise auditor's reports and letters, to consider reports from the Council's external auditor and internal auditor, where appropriate, and determine appropriate responses.*

The report will also be presented to the Council's Audit Committee this evening in accordance with its Terms of Reference No. 2.2.6: *To consider the external auditors annual letter, relevant reports, and the report to those charged with governance.*

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to consider and respond to the Annual Audit and Inspection Letter for 2007 / 2008, prepared jointly by our external auditors PricewaterhouseCoopers (PwC) and the Audit Commission Relationship Manager.

2.2 The report is for Cabinet to consider under its Terms of Reference No. 3.2.11 To scrutinise auditors' reports and letters, to consider reports from the Council's external auditor and internal auditor, where appropriate, and determine appropriate responses.

3. TIMESCALE

Is this a Major Policy Item / Statutory Plan?	NO	If Yes, date for relevant Cabinet Meeting	N/A
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4. ANNUAL INSPECTION LETTER

4.1 Each year the External Auditor and the Audit Commission Relationship Manager produce an Audit and Inspection Letter reviewing the Council's arrangements and progress in relation to the Audit of the Accounts and the Use of Resources.

4.2 The letter is attached as **Appendix A** for the financial year 2007 / 2008 and representatives from PwC will be in attendance to present the key findings and comment

generally on the Council's performance. Members can ask questions and make comment to the External Auditor on its contents and conclusions. The External Auditor may take on board responses received prior to its formal publication. However, the External Auditor is under a statutory duty to produce and arrange for the publication of the Annual Audit Letter as soon as reasonably practical. A number of work programmes are being deployed that directly address comments made in the Audit Letter.

5. CONSULTATION

The Audit and Inspection Letter has been discussed with the Corporate Management Team. Once the External Auditor and Relationship Manager have reflected on any comments received the letters will be re-issued in final form and circulated to all Members of the Council.

6 ANTICIPATED OUTCOMES

Approval of the Annual Audit and Inspection Letter 2007 / 2008.

7 REASONS FOR RECOMMENDATIONS

The Council is required to consider the statutory Audit and Inspection Letter and make appropriate arrangements in response to recommendations.

8 ALTERNATIVE OPTIONS CONSIDERED

The External Auditor may take on board responses received prior to its formal publication, though he has a duty to produce and arrange for the publication of the Annual Audit Letter as soon as reasonably practical. No specific alternative options are submitted to Cabinet for consideration.

9 IMPLICATIONS

Specific implications associated with each of the main aspects of the Audit and Inspection Letter are addressed as part of the individual work programmes.

10 BACKGROUND DOCUMENTS

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

Annual Audit and Inspection Letter 2007 / 2008

Annual Audit and Inspection Letter

Peterborough City Council

Audit 2007-2008

March 2009

DRAFT

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How is Peterborough City Council performing?	7
Audit of the accounts	14
Use of resources	20
Closing remarks	24

DRAFT

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to non-executive directors/members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any director/member or officer in their individual capacity; or
- any third party.

Summary

Key messages

- 1 The Council met the deadline to publish its 2007/08 accounts by 30 September 2008, and we issued an unqualified audit opinion on them prior to that date. Despite some changes to local government accounting requirements this year, information was available on a timely basis, assisting the efficient completion of the audit. Financial Reporting remains an area of notable practice (paragraph 44).
- 2 The Council recorded an underspend of £2.4m, which was transferred to reserves, against its net revised revenue budget for the year (net of Dedicated Schools Grant passed to schools) of £132.6m. As reported in the Statement of Accounts, the overall position was underpinned by net underspends in Strategic Resources of £4.1m and Assistant Chief Executive's of £1.3m, and an overspend of £3.0m in Children's Services (paragraph 54).
- 3 As in the prior year, the Council has continued its policy of operating with a General Fund balance of £6.0m, representing 4.5% of the net 2007/08 budget (paragraph 56).
- 4 The Council has continued to make progress in its management arrangements relating to data quality. However, there are a number of elements that could be improved further. For example, ensuring that data quality arrangements affecting partnership working are fully embedded and that key actions identified in the Data Quality action plan have been fully implemented and embedded (paragraphs 90 to 94).
- 5 Our assessment covering aspects of the Council's use of resources as part of the most recent Audit Commission Comprehensive Performance Assessment (CPA) review identified continued improvements. The Council's assessed scores increased for five of the eleven 'key lines of enquiry'. Overall, the Council maintained its score of 'performing well' (paragraph 79).
- 6 In particular, arrangements in relation to Internal Control have improved significantly since 2007. Existing good practices in Financial Management and Financial Reporting have also been embedded (paragraph 80).
- 7 Significant changes are being made to the Use of Resources review for 2009 as the new Comprehensive Area Assessment is implemented, which the Council will need to prepare for (paragraphs 85 to 87).
- 8 The Council has many significant challenges in future years, including:
 - The current global economic downturn places the timetable of the city's ambitious growth and regeneration programme at risk. The Council is investigating innovative procurement strategies to deliver its growth agenda, which will require effective project management, including the identification and management of risks (paragraphs 61 and 62);

- In Children's Services, work is continuing to transform practices, to ensure that statutory obligations are met efficiently, and to deliver an improved service. The investments made in Children's Services have resulted in the service achieving a 2 star rating in the recent Ofsted Annual Performance Assessment (paragraph 61);
 - Successful completion of a number of significant capital schemes, notably, a number of schemes relating to the redevelopment of the city centre, the Waste Management Solution and the schools refurbishment programme (paragraph 61);
 - Translating achievements in improving processes into improved outcomes. In particular, whilst the Council can demonstrate that it has good processes in place to manage and improve Value for Money, it has not been able to demonstrate that these have translated into improved performance either consistently across the Council as a whole, or relative to comparator authorities (paragraphs 83 to 84);
 - The adoption from 2010/11 of International Financial Reporting Standards (IFRS) in local government, with comparative data required for 2009/10 (paragraph 61).
- 9** The Annual Governance Statement sets out key elements of the systems and processes that comprise the Council's governance framework, and the arrangements for reviewing its effectiveness. From this review, the Council identified a number of areas for ongoing improvement (paragraphs 63 to 67).
- 10** For 2008 the Peterborough City Council has been assessed as improving adequately. The following Direction of Travel summary highlights key issues:
- Outcomes are improving in some areas that matter most to residents. Improvements are being made in environmental services, particularly in recycling and composting and in reported incidents of fly-tipping and graffiti. There are areas where performance is below expectation and the overall rate of improvement has not reached the average for single tier authorities. For example, crime levels are reducing but still comparatively high. The Council is working effectively in partnership. This includes delivering multi-agency services in special schools, reducing under age drinking and improving the provision of English for speakers of other languages. The Council performs well in the use of resources.
- 11** Good progress is being made to implement plans to drive improvement. Key strategic plans are in place and there is alignment between Council and community plans. This is reinforced through the new performance management system. Capacity is being strengthened through a management restructure, the filling of key vacancies and by reinvesting savings in frontline services. Actions are addressing poorer performing services but are yet to achieve all planned improvements.

Recommendations

- 12** We have made the following recommendations on the basis of the key messages detailed above:

Summary

Recommendation
R1 <ul style="list-style-type: none">• The Council needs to continue to deliver improved outcomes in Children's Services (paragraph 61).
R2 <ul style="list-style-type: none">• The investment being made by the Council in respect of business transformation and service developments needs to be translated into performance outcomes (paragraph 83).
R3 <ul style="list-style-type: none">• Further improvements need to be made in respect of the Council's arrangements for ensuring Data Quality (paragraphs 93 and 94).
R4 <ul style="list-style-type: none">• Ensure that early steps are taken to plan for the adoption in local government accounting from 2010/11 of International Financial Reporting Standards (IFRS). Comparative data will be required for the 2009/10 year, meaning that the practical transition date to IFRS is 1 April 2009 (paragraph 61).
R5 <ul style="list-style-type: none">• Given the current financial climate, it will be important for the Council to closely monitor its own financial position, and to work with its partners to take action where appropriate (paragraph 61).
R6 <ul style="list-style-type: none">• The Council will need, as a priority, to prepare for the significant changes to the criteria and framework of the Use of Resources review that apply with the introduction of the Comprehensive Area Assessment from 2009 (paragraphs 62 to 87).
R7 <ul style="list-style-type: none">• Balances carried forward by schools at 31 March 2008 were £9.5m, an increase of £1.1m compared to 2006/07. In light of this, the Council, in conjunction with School Governors, should continue to keep the level of reserves under review and consider whether there is an appropriate balance between holding funds for future use and current expenditure (paragraph 57).
R8 <ul style="list-style-type: none">• Key areas for improvement arising from Direction of Travel assessment include:<ul style="list-style-type: none">– Improving revenues and housing benefits performance– Improving other currently poorly performing services

Purpose, responsibilities and scope

- 13 This Annual Audit Letter (the "letter") summarises the key issues arising from our work carried out during the year. We have addressed this letter to members as it is the responsibility of the Cabinet to ensure that arrangements are in place for the conduct of its business and that it safeguards and properly accounts for public money. We have made recommendations to assist the Cabinet in meeting its responsibilities.
- 14 The letter also communicates the significant issues to key external stakeholders, including members of the public. We will publish this letter on the Audit Commission website at www.audit-commission.gov.uk.
- 15 We have prepared this letter as required by the Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission. This is available from www.audit-commission.gov.uk.
- 16 As your appointed auditor, we are responsible for planning and carrying out an audit that meets the requirements of the Audit Commission's Code of Audit Practice (the Code). Under the Code, we review and report on:
 - the Council's accounts; and
 - whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.
- 17 Also, the Audit Commission uses our assessments to provide scored judgements for the Healthcare Commission to use as part of its Annual Health Check.
- 18 This letter summarises the significant issues arising from both these areas of work and highlights the key recommendations that we consider the Council should be addressing. We have listed the reports issued to the Council relating to the 2007/08 audit at the end of this letter.

How is Peterborough City Council performing?

19 The Audit Commission’s overall judgement is that Peterborough City Council is improving adequately and we have classified Peterborough City Council as [zero/one/two/three/four star] in its current level of performance under the Comprehensive Performance Assessment. These assessments have been completed in all single tier and county councils with the following results.

Figure 1 Overall performance of councils in CPA



Source: Audit Commission

Our overall assessment - the CPA scorecard

Table 1 CPA scorecard

Element	Assessment
Direction of Travel judgement	Improving adequately
Previous corporate assessment/capacity to improve, as included in overall CPA judgement	3 out of 4
Current performance	
Children and young people*	2 out of 4
Social care (adults)*	3 out of 4

How is Peterborough City Council performing?

Element	Assessment
Use of resources*	3 out of 4
Housing	3 out of 4
Environment	3 out of 4
Culture	3 out of 4
Benefits	4 out of 4

(Note: * these aspects have a greater influence on the overall CPA score)
(1 = lowest, 4 = highest)

The improvement since last year - our Direction of Travel report

- 20** The Audit Commission's overall judgement is that Peterborough City Council is Improving Adequately
- 21** Outcomes are improving in some areas that matter most to residents. Improvements are being made in environmental services, particularly in recycling and composting and in reported incidents of fly-tipping and graffiti. There are areas where performance is below expectation and the overall rate of improvement has not reached the average for single tier authorities. For example, crime levels are reducing but still comparatively high. The Council is working effectively in partnership. This includes delivering multi-agency services in special schools, reducing under age drinking and improving the provision of English for speakers of other languages. The Council performs well in the use of resources.
- 22** Good progress is being made to implement plans to drive improvement. Key strategic plans are in place and there is alignment between Council and community plans. This is reinforced through the new performance management system. Capacity is being strengthened through a management restructure, the filling of key vacancies and by reinvesting savings in frontline services. Actions are addressing poorer performing services but are yet to achieve all planned improvements.

What evidence is there of the Council improving outcomes?

- 23** The Council has made improvements against its priorities which are:
- plan and deliver a safe, attractive and environmentally friendly city;
 - achieve the best possible health and well being;
 - make Peterborough a better place in which to live and work; and
 - provide high quality opportunities for learning and ensuring children are healthy and safe;
- with the underpinning driving principle to:
- be accessible, effective and efficient.

How is Peterborough City Council performing?

- 24** There is evidence of improvement in a number of priority areas including, environmental services, adult social care and transport. Overall performance as measured by performance indicators is less positive, with 54 per cent of Council performance indicators improving in the last year. This is below the national average for single tier authorities, where over 61 per cent of indicators improved. 69 per cent of indicators improved over the last three years which is above the average range for all single tier authorities. The Council has 24 per cent of its indicators in the top 25 per cent of councils compared to a national average of 30 per cent.
- 25** The Council continues to improve most environmental services. Recycling and composting levels are amongst the best 25 per cent of councils nationally, achieving 46.6 per cent, and further increases are being achieved through the additional collection of glass. The introduction of more frequent cleansing schedules has contributed to reduced reported incidents of fly-tipping and graffiti and performance is amongst the best 25 per cent of councils. However, perception indicators about increased levels of litter have increased and are above average. This is now being tackled through the 'My Street' agenda. The amount of waste collected is amongst the worst 25 per cent of councils.
- 26** Improvement in outcomes for children and young people are mixed. Ofsted found that the Council delivers only minimum requirements for children. The management of children's services are adequate. Progress has been made in the area of staying safe. There has been year on year reduction in NEET levels between 2005/06 and 2007/08. The Council is making satisfactory progress in responding to the recommendations of the last Ofsted report published in November 2007. The standards of attainment reached by some children and young people in Peterborough are lower than those in similar councils and nationally. Performance is below the national average for achieving five or more GCSEs, grades A-G. Outcomes for looked after children and young people in care are good but remain low for young people with learning difficulties and/or disabilities and those from the Gypsy/Roma and Travelling community. Performance in 2008/09 (unaudited data) has improved across the majority of children's care indicators.
- 27** Overall adult social care performance is good. The CSCI annual performance assessment of social care services for adults reported 'good' performance for 2007/08. But indicator performance is inconsistent. The Council is amongst the best 25 per cent of councils for helping adults with mental health problems and adults with a learning disability to live at home. But it is amongst the worst 25 per cent of councils for the percentage of new assessments of older people.
- 28** Progress against some priorities is mixed. Crime levels are reducing, but from a low base with all but one indicators amongst the worst 25 per cent of councils. This is a key area of focus for the future. Performance of the Youth Offending Service continues to be effective with a significant reduction in first time entrants. The Council has recently been awarded transport authority of the year which complements its Beacon Status for accessibility to public transport. Through effective working with the local major bus operator a 12 per cent increase in public transport passengers has been achieved.
- 29** The Council contributes proactively to wider community outcomes. Significant improvements have been made in reducing under age drinking. Enforcement targeted

at underage sales of alcohol has contributed to a significant decrease in sales reducing to 0 per cent during the last operation conducted in July 2008. Multi-agency licensing visits to pubs have enabled partners to make a number of checks. For example this has included weights and measures, fire exits and the smoking ban. The Nene Gate School for children with behavioural, emotional and social difficulties, opened in January 2008. This provides a range of multi-agency services including health professionals fully engaged in its development and ongoing operation.

- 30** Overall the Council has a good focus on its vulnerable citizens, but performance in some areas, including housing benefits, is poor. The Council has achieved level three of the Local Government Equality Standard. The city's population has grown significantly since 2005. There are now over 100 languages spoken in a city of 163,300 residents. The Council is responding to this rapid change in its population. 24 community groups have been formed as the City Council strive to engage with its new and ever changing communities. But the major barrier for new arrivals and also for some excluded groups in older migrant communities is language. The Council's provision for English for Speakers of Other Languages (ESOL) training provision is not able to cope with the overwhelming recent rise in demand. The Council is talking to major employers to identify how they can support English language teaching projects, is working with Muslim communities to identify ways of helping women to learn English and support their inclusion in the wider community and is talking to current providers about expanding services. This is work in progress and improvements in language skills are yet to be seen. A recent Ofsted study was positive about initiatives for inclusion of children and young people.
- 31** Revenues and benefits services performance is mixed. Although the service has retained a maximum CPA rating score of four, processing times, in 2007/08, for new housing benefit claims and NNDR collection rates are amongst the worst 25 per cent of councils nationally. Processing times for housing benefit changes in circumstances, accuracy of housing benefit processing and Council Tax collection rates are below average. Some progress has been made on improving revenues and benefits service in 2007/08 and 2008/09. The Council has restructured the service, has made staff responsibilities more generic, developed a business support unit and is focusing on improving performance management.
- 32** Performance in 2007/08 is poor for the percentage of invoices paid and in the speed of delivering planning applications. The planning function has been fundamentally reviewed with the objective of delivering significant and sustained improvement in support of the growth aspirations for the City. The introduction of a new system to manage invoices has made an efficiency saving of £1 million.
- 33** Overall the Council achieved a score of three for the 2007/08 Use of Resources judgement, meaning that it is performing well. Performance continues to be adequate in the delivery of value for money. The Council has achieved significant savings through its business transformation programme.

How much progress is being made to implement improvement plans to sustain improvement?

- 34** Strategic plans for improvement are in place. The Corporate Plan sets out the Council's commitment to deliver the priorities contained within the sustainable

How is Peterborough City Council performing?

community strategy. The priorities have been consulted on with the citizens' panel. Other key plans are in place including plans for the future growth of the city. The Integrated Growth Study launched in February 2008 is the largest of its kind in the UK. This Peterborough-wide project analyses over 400 existing studies and documents and draws on extensive professional expertise and innovative techniques to determine the optimum pattern of housing and employment up to 2026. This is being used to inform vital strategies such as the draft Core Strategy. The study is supported by linked plans which consider development, transport, culture, water use and energy use. Council priorities are clear from its key strategies.

- 35** Some plans to deliver improvement in specific services are in place with improved outcomes planned to be delivered in 2009/10. Business planning has been transformed but this is the first year and its robustness has not yet been tested. The revenues and benefits service plan sets out required actions to achieve improvement but whilst these are being implemented performance has not yet reached target levels. A transition plan to deliver improvements identified through an external review of development control and planning services are being implemented but the impact of this is at an early stage. In HR a number of revised and new policies are being developed.
- 36** Improvement actions are implemented. The Council has monitored progress against recommendations made on its children's services following the Corporate Assessment in 2007.
- 37** Performance management is being strengthened. Its balanced scorecard looks at the performance of the Council including against corporate priorities, Local Area Agreement (LAA) targets, financial targets and the leadership agenda. A dashboard has been created around this. Services are at different stages of developing their own dashboards and performance management. Performance is a fixed item on the Corporate Management Team (CMT) agenda on a fortnightly basis where officers present performance information across the Council, linking areas which had previously been reported on a silo basis. There is a strong focus on performance management of partnerships. A Performance Hub for the Greater Peterborough Partnership (LSP) brings together performance specialists and analytical capacity across partners to provide collective analysis of performance data and wider delivery intelligence provided by delivery partners.
- 38** Capacity continues to be strengthened. The Council has made savings of over £3 million in the last year through its business transformation programme. These savings have been reinvested in frontline services. Effective partnership working is beginning to address poor performance in some areas. Through a Solution Centre approach the Council and its LSP partners are undertaking detailed analysis of specific services and developing innovative solutions. Initial trialling on teenage conceptions has proved successful and identified solutions are about to be piloted in 'at risk' areas across the city. Capacity in Children's services has improved though successfully appointing social workers and maintaining low level vacancies. Co-location of teams in one building has reduced building costs and improved joint working and communication between teams. The Council is making innovative staff appointments such as seconding the former police divisional commander to be Director of Operations and a

senior management restructure aims to make CMT less operational and more strategic.

- 39** Service prospects for improvement are positive. The CSCI annual performance assessment of social care services for adults for 2007/08 reported 'promising' capacity to improve. The annual performance assessment of services for children and young people reported that capacity to improve; including the management of services for children and young people is 'adequate'.

Service inspections

Commission for Social Care Inspectorate

Summary report of 2007/08 annual performance assessment of social care services for adults services

Areas for judgement	Grade awarded
Delivering Outcomes	Good
Improved health and emotional well-being	Good
Improved quality of life	Adequate
Making a positive contribution	Good
Increased choice and control	Adequate
Freedom from discrimination and harassment	Good
Economic well-being	Good
Maintaining personal dignity and respect	Adequate
Capacity to Improve (Combined judgement)	Promising
Leadership	Promising
Commissioning and use of resources	Promising
Performance Rating	2 Stars

Annual Performance Assessment Children and Young People

Assessment judgement area	APA grade
Overall effectiveness of children's services	2
Being healthy	2

How is Peterborough City Council performing?

Assessment judgement area	APA grade
Staying safe	2
Enjoying and achieving	2
Making a positive contribution	3
Achieving economic well-being	2
Capacity to improve, including the management of services for children and young people	2

Overall effectiveness of children's services

Grade 2

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- 40** As your appointed auditor, we issued an unqualified opinion on the Council's accounts on 23 September 2008.
- 41** The Audit Commission Code of Practice requires us to form an opinion as to whether the Statement of Accounts presents fairly the financial position of the Council and its income and expenditure for the year, and whether they have been properly prepared in accordance with relevant legislation and applicable accounting standards. This section of our Letter summarises the results of our audit work in relation to the Statement of Accounts for the year ended 31 March 2008.

Formal communication of relevant audit matters to those charged with governance (ISA 260 Report)

- 42** We are required to comply with the International Standard on Auditing (ISA) 260 - "Communication of audit matters to those charged with governance". This requires us to communicate the following matters to those charged with governance who, in the case of the Council, are deemed to be the Audit and Accounts Committee:
- Expected modifications to the auditors' report;
 - Unadjusted misstatements;
 - Material weaknesses in the accounting and internal control systems identified during the audit;
 - Views about the qualitative aspects of the entity's accounting practices and financial reporting;
 - Matters specifically required by other auditing standards to be communicated to those charged with governance; and
 - Any other relevant matters relating to the audit.
- 43** We presented our ISA 260 report to Members of the Audit and Accounts Committee on 23 September 2008. We were able to report that the accounts contained no unadjusted misstatements. Our report highlighted certain matters relating to accounting and control which are discussed in paragraphs 22 to 24 below.
- 44** The working papers provided by the Strategic Finance team were exemplary again this year, ready on the first day of the audit and prepared on a CD with clear links to the Statement of Accounts. We have reported the Council's working papers to the Audit Commission as an example of notable practice. No material adjustments were made to the accounts.
- 45** The ISA 260 report noted two significant matters relating to the Statement of Accounts:
- the 2007/08 Statement of Accounts included a prior period adjustment of £13.1m in relation to the investment properties included on the Balance Sheet; and

Audit of the accounts

- adjustments were made to the 2007/08 Statement of Accounts in relation to the Council's Private Finance Initiative ("PFI") schools to ensure that the accounting entries were appropriate.
- 46** We concluded that management's treatment of the above items in the 2007/08 Statement of Accounts was appropriate.
- 47** We also included detailed recommendations in the 'Report to Management 2007/08' which was issued to management in November 2008, focused on issues that arose during the final audit of the accounts. The more significant recommendations were that:
- the Council obtains more assurance over the value of the VAT shelter to be paid by Cross Keys Homes each year; and that
 - the Council reviews lease arrangements in place to determine whether these are the most suitable terms for the Council.
- 48** The Council has agreed to take action in respect of our recommendations and a detailed action plan has been prepared and is included within each report. We will consider progress in implementing these actions as part of our 2008/09 audit.
- 49** ISA 260 also requires us to communicate with those charged with governance regarding:
- The concept of materiality and its connection to our audit approach;
 - Our approach in addressing the risk of material misstatement;
 - Our approach to the assessment of, and reliance on, internal controls;
 - Intended reliance on the work of internal audit;
 - The work to be undertaken by any other firms of auditors, and how we will obtain assurance over the procedures of other auditors; and
 - The independence and objectivity of the audit team.
- 50** These matters were included within the 2007/08 Audit Plan which was presented to the Audit and Accounts Committee in March 2007. In our ISA 260 report we reported that there had been no changes since that time. In particular, we confirmed that we remain independent of the Council within the requirements of ethical and auditing standards.

Liaison with the Council during the year

- 51** During the course of the year we have held regular meetings with the Chief Executive, Director of Strategic Resources, Monitoring Officer and the Head of Strategic Finance to discuss emerging issues and priorities facing the Council, matters arising from audit work and areas in which we may be able to assist the Council. These meetings have been valuable in ensuring a shared understanding of key issues and priorities for the Council and have allowed for discussion of more significant matters arising from audit work.
- 52** We have also held quarterly meetings with the Council's internal audit service. These meetings have formed the basis of joint planning and cooperation designed to ensure

that duplication is avoided and that we work effectively together. There are a number of examples where we have been able to place reliance on the work of internal audit and also where we have worked effectively together.

Financial Standing

53 In this section we comment upon the Council's general financial standing taking into account both its performance during the last year and its ability to meet known financial obligations.

Overall financial performance in 2007/08

- 54** As set out in the Explanatory Foreword to the 2007/08 Accounts, the Council's revised net revenue budget for the year was £132.6m (net of Dedicated Schools Grant passed to schools), against which actual spending totalled £130.2m. The Statement of Accounts highlighted that the overall position was underpinned by net underspends in Strategic Resources of £4.1m and Assistant Chief Executive's of £1.3m, and an overspend of £3.0m in Children's Services.
- 55** The key factors causing the underspends were the result of interest receipts from investments being £1.2m higher than budget and £2.9m received from the VAT Shelter arrangement with Cross Keys Homes, which had previously been budgeted for as a capital rather than a revenue receipt. The key factor for the overspend in Children's Services was the demand led Looked After Children budget.
- 56** At 31 March 2008, total reserves available for use (earmarked reserves and General Fund balances) stood at £38.6m. Of this, £23.1m was earmarked for specific purposes, with a further £9.5m under the control of locally managed schools and £4.5m held to cover insurance risks. General Fund balances of £6.0m represented 4.5% of the net 2007/08 budget.
- 57** In light of the year-on-year increase of £1.1m in reserves under the control of locally managed schools, the Council, in conjunction with School Governors, should continue to keep the level of reserves under review and consider whether there is an appropriate balance between holding funds for future use and current expenditure.

Outlook for 2008/09 and beyond

- 58** The Council approved the budget for 2008/09 on 4 February 2008, as part of the Medium Term Financial Plan. The budget requirement for 2008/09 was £128.4m (being £237.0m less Dedicated Schools Grant of £108.6m), a 6.6% increase compared to the 2007/08 base budget. Funding for the capital programme for the year totalled £76.0m.
- 59** The latest financial position for 2008/09, as reported to Cabinet in February 2009, based on financial information to the end of December 2008, highlighted that overall the budget position is showing a forecast year-end underspend of £50,000.
- 60** We note that the Council had invested £3m in Icelandic banks and that management continue to report the latest position regarding these monies to as part of monthly budgetary control reports to the Council and Cabinet. We note that this investment was in line with the Council's treasury management policy at that time. The treasury

Audit of the accounts

management policy is regularly updated and has been reviewed and considered by the Council in the light of a globally deteriorating credit market.

- 61** There are a number of significant challenges facing Peterborough in future years. For example:
- The impact on the Council and the local economy of the general economic downturn. For example the current budget for the 2011/12 financial year shows a deficit of £2.7m. The Council is monitoring the potential impact on both its revenue and capital budgets;
 - The Council is continuing to oversee a number of significant capital schemes, notably, a number of schemes relating to the redevelopment of the city centre, the Waste Management Solution and the schools refurbishment programme. The economic downturn places the timetable of the city's ambitious growth and regeneration programme at risk. The Council is investigating innovative procurement strategies to deliver its growth agenda;
 - The investments made in Children's Services have resulted in the service achieving a 2 star rating in the recent Ofsted Annual Performance Assessment. A zero based budgeting exercise has also been undertaken as part of improvements in financial management in the service. Work is continuing to transform practices in the service, to ensure that statutory obligations are met efficiently, and to deliver an improved service; and
 - The adoption in local government accounting of International Financial Reporting Standards (IFRS) applies from 2010/11. Comparative data will be required for the 2009/10 year, meaning that, the practical transition date to IFRS is 1 April 2009.
- 62** The successful completion of these major initiatives and programmes of work will require effective operational and financial management, including the identification and management of risks relating to the schemes.

Annual Governance Statement

- 63** New reporting requirements for 2007/08 were introduced by CIPFA, in conjunction with the Society of Local Authority Chief Executives (SOLACE), through which local authorities were required to produce an Annual Governance Statement (AGS). This replaced and extended the previous requirements for a Statement on Internal Control.
- 64** Authorities were required to report publicly in the AGS on the extent to which they comply with their own local code of governance, how they have monitored the effectiveness of their governance arrangements in the year, and any planned changes in the coming period.
- 65** In its AGS for 2007/08, the Council reported that it had approved and adopted a Code of Corporate Governance, which is consistent with the principles of the framework established by CIPFA / SOLACE. It also confirmed that its governance framework had been in place and operated throughout the year.
- 66** The AGS sets out key elements of the systems and processes that comprise the Council's governance framework, and the arrangements for reviewing its effectiveness.

From this review, the Council concluded that the framework provided satisfactory assurance on the effectiveness of its governance arrangements, but identified a number of areas for ongoing improvement, for example around:

- Management of the Private Finance Initiative schemes at the Jack Hunt and Ken Stimpson schools;
- Development of Local Area Agreements and the establishment of robust governance arrangements for partnerships;
- Ensuring that services that are required to develop and test business continuity plans do so;
- Safeguarding electronic data following a review of the Council's Information and Communication Technology infrastructure; and
- Weak data quality arrangements.

67 The AGS confirmed that the first two issues had been addressed and that actions were ongoing to address the other issues. We reviewed the AGS to consider whether it complied with relevant guidance and whether it was consistent with other information known to us from our audit work. We found no areas of concern to report in this context. It will be important for the Council to continue to monitor and support the implementation of the planned actions to address the identified areas for improvement.

Certification of grant claims

68 We worked with the Council to certify the relevant claims and returns required by grant paying bodies for 2007/08. Due to changes in recent years to the Audit Commission certification requirements, the number of claims subject to audit was further reduced.

69 To date we have audited seven grant claims. One has been qualified (the National Non Domestic Rates Return). The Council should review the reason for qualification in this claim, and take steps to ensure relevant matters are addressed in future years.

Whole of Government accounts

70 Central government embarked on a programme leading to the preparation of consolidated accounts for the 'whole of government', including local government. The Council is required to submit a 'consolidation pack' to Communities and Local Government and we are required, as your auditor, to undertake a range of procedures and report on the pack.

71 We issued an unqualified opinion on the return stating that "the consolidation pack is consistent with the statement of accounts for the year ended 31 March 2008 on which we have entered our opinion in accordance with section 9 of the Audit Commission Act 1998".

Other work

- 72** In addition to our audit under the Code, we have also undertaken other work for the Council during 2007-08 (which was reported to the Cabinet in our 2006/07 Audit and Inspection Letter in March 2008):
- 73** We undertook a Business Process Mapping exercise at the request of the Director of Strategic Resources.
- 74** We also supported the Council in the development of a business case which secured revenue and capital funding for the Neighbourhood Investment Plan and John Mansfield Community Centre in Peterborough from the East of England Development Agency (EEDA) via the Investing in Communities Programme (IiC).
- 75** PwC has also been engaged by the East of England Regional Assembly to conduct a Performance Improvement Programme for the benefit of the Great Peterborough Partnership (GPP), the Local Strategic Partnership for Peterborough. This partnership comprises a wide range of local organisations, including the Council as lead member.
- 76** No other work in addition to our responsibilities under the Code has been undertaken during the 2008/09 financial year.

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Use of resources

- 77** External auditors are required by the Audit Commission to conduct a Use of Resources review at all Local Authorities, including the Council. The work involves assessing the Council's performance in five theme areas, using eleven criteria (or "Key Lines of Enquiry") specified by the Audit Commission. The outcomes contribute to the Council's overall CPA score.
- 78** Councils are awarded a score on a scale of one to four for each area and for their performance as a whole. These scores are based on the following scale:
- 1 = below minimum requirements – inadequate performance
 - 2 = only at minimum requirements – adequate performance
 - 3 = consistently above minimum requirements – performing well
 - 4 = well above minimum requirements – performing strongly
- 79** We undertook our most recent Use of Resources review in the period August to October 2008. The results of that review, and for the previous review undertaken in 2007, are shown in the table below. The Council's assessed scores increased for five of the eleven 'key lines of enquiry'. Overall, the Council maintained its score of level three 'performing well'.
- 80** In particular, arrangements in relation to Internal Control have improved since 2007. Existing good practices in Financial Management and Financial Reporting have also been embedded.
- 81** The scores awarded to the Council are summarised in the table below:

Theme	2007 Score	2008 Score
Financial Reporting	4	4
Financial Management	3	3
Financial Standing	3	3
Internal Control	2	3
Value for Money	2	2
Overall score	3	3

- 82** The Council should continue to implement the issues raised and recommendations made last year in order to demonstrate continuous improvement. We recognise that the Council has continued to improve its Financial Management and Financial Standing (especially in relation to Debt Management) practices since 2007, although the overall scores for these criteria have remained at Level 3.

Use of resources

- 83** In respect of areas for improvement, as of 31 March 2008, it remained unclear how the investment being made by the Council in respect of business transformation and service developments translated into performance outcomes, despite some areas of key work (for example the Solutions Centre and analysis of performance information with partners on areas such as teenage pregnancies).
- 84** The Council's Value for Money score remained at Level 2 in 2008 as the Council needed to demonstrate further relative improvements in performance. For example, in educational achievement and in its ranking compared to comparator authorities. These need to be allied to demonstrable efficiencies, as well as building on performance achieved within other priority areas, for example, children in care.
- 85** In addition, the Council needs to be aware of, and prepare for, the revised requirements of the 2008/09 Use of Resources assessment that move away from the achievement of criteria to 'characteristics of performance'.
- 86** The revised Use of Resources assessment will be broader in scope and embrace wider resource issues such as people, workforce planning and the use of natural resources. In addition it will consider and assess the Council's approach to mainstreaming the themes of:
- Partnership working;
 - Data quality;
 - Equalities; and,
 - Sustainable development.
- 87** The forthcoming assessment will place more emphasis on considering outcomes for local people and it is particularly important that the Council recognises that the revised KLoE are more strategic and focus much more explicitly than previously on value for money achievements, rather than on processes. In particular the Council will be required to demonstrate:
- Whether arrangements are working effectively in practice;
 - What difference they are making;
 - Whether they are achieving expected outcomes; and,
 - Value for money.

National Fraud Initiative

- 88** The National Fraud Initiative ("NFI") is a data matching exercise that compares sets of data to identify inconsistencies or other circumstances that might indicate fraud or error. It also helps auditors to assess the arrangements that audited bodies have put in place to deal with fraud.
- 89** The Council has used the NFI web based application to identify data matches, which have been reviewed and addressed as they have arisen.

Data Quality

- 90** The overall score reported to the Audit Commission in October in respect to this stage of the audit was “3”. This is an improvement on the prior year when the Council achieved an overall score of “2”.
- 91** The Council will need to ensure that data quality arrangements affecting partnership working are both fully embedded, and clearly demonstrable, for the 2009 assessment. Consideration should also be given to ensuring that partner bodies are fully involved and the development and updating of future data quality policies, procedures and guidance notes.
- 92** Evidence will be required for the 2009 assessment to demonstrate that key actions/processes identified in the Data Quality action plan have been fully implemented and embedded.
- 93** The Council’s current data sharing guidance provides information on sensitivity of data and council information and primarily addresses the Council’s way of sending information externally. However, this does not detail whether and/or how the Council validates data from third parties. The proposed Information Management Policy should identify and take account of all instances where data is shared and also the types of data being shared.
- 94** Furthermore, the Council should:
- monitor and report on the interventions made by the Strategic Improvement Division and Performance Management Development Group as appropriate, as this would provide an indication of the state of data quality within the Council, and not just Best Value Performance Indicator data; and,
 - assess the extent and quality of training provided across all departments to ensure that relevant officers have the necessary skills to ensure the effective collection, recording, analysis and reporting of data.

Specific risk-based work

- 95** We conducted three further performance reviews in 2007/08. These were:
- a review of the Council’s Internal Audit service;
 - a review of the project management arrangements and methodology in respect of identifying, challenging and evidencing efficiencies arising from the Council’s benefit realisation plans; and,
 - a review of the Council’s project and performance management arrangements.
- 96** We reported to management on these reviews in July 2007. The detailed recommendations in respect of these projects were reported in the 2006/07 Audit and Inspection Letter presented to the Cabinet in March 2008.
- 97** We have conducted follow-up reviews in respect of the above during the 2008/09 financial year. The review of Project Management Arrangements was reported in May

Use of resources

2008. We noted that the Council had made broad progress across the range of issues and matters arising from the July 2007 report.

- 98 The follow-up review of the Internal Audit service has been issued to management in draft for comment and the Benefits Realisation review is currently being undertaken.
- 99 We also completed our follow-up review of our Debt Management Report, which was reported to management in November 2008. We noted that debt recovery procedures had improved and that central oversight of debt recovery had been strengthened.

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Closing remarks

- 100** We have discussed and agreed this letter with the Chief Executive and the Director of Strategic Resources. We will present this letter at the Cabinet meeting on 30 March 2009 and will provide copies to all Council members.
- 101** Further detailed findings, conclusions and recommendations on the areas covered by our audit are included in the reports issued to the Council during the year.

Table 2 Reports issued

Report	Date of issue
Audit plan	June 2007
Internal Audit review	July 2007
Benefits realisation review	July 2007
Programme and Project Management review	July 2007
Programme and Project Management review follow - up	May 2008
Report to those charged with governance	September 2008
Opinion on financial statements	September 2008
Value for money conclusion	September 2008
Report to management on the 2007/08 Statement of Accounts audit	November 2008
Debt management review follow-up	November 2008
Annual audit letter	March 2009

- 102** The Council has taken a positive and constructive approach to audit and inspection work, and I wish to thank the Council's staff for their support and cooperation during the audit.

Availability of this letter

- 103** This letter will be published on the Audit Commission's website at www.audit-commission.gov.uk, and also on the Council's website.

Nigel Smith

CAAL

March 2009

CABINET	AGENDA ITEM No. 7.2
Date 30 March 2009	PUBLIC REPORT

Cabinet Member responsible:	Councillor Sheila Scott Efficiency and Business Improvement Portfolio Holder	
Contact Officer(s):	Jo Proud – Strategic Improvement Manager, Strategic Improvement Division	Ext 452531

PERFORMANCE MONITORING REPORT – QUARTER THREE 2008-09

RECOMMENDATIONS	
FROM : CMT	Deadline Date : n/a
<p>Cabinet is requested to note that:</p> <ul style="list-style-type: none"> (i) the performance of Corporate Plan and Local Area Agreement priorities is improving against the targets set. (ii) where areas of concern have been identified, actions are in place or further review and analysis is being undertaken to them put in place to bring performance back on track. 	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following approval from CMT.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to provide Members with information and analysis on the performance of the council between the 1 October 2008 and 31 December 2008.

2.2 This report is for Cabinet to consider under its Terms of Reference no. 3.2.1 'to take collective responsibility for the delivery of all strategic Executive functions within the Council's Major Policy and Budget Framework and lead the Council's overall improvement programmes to deliver excellent services'.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO
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4 BACKGROUND

- 4.1 Performance is measured against a combination of national and local indicators and priorities through our Sustainable Community Strategy, Corporate Plan, Local Area Agreement and the 188 indicators in the National Indicator Set.
- 4.2 This report shows how the Council is performing against these areas.
- 4.3 For the purpose of performance reporting the following system is used:
 - **Green** means that we should achieve our outcome in that area
 - **Amber** means we are not achieving our targets but may recover to achieve our outcome
 - **Red** means that we are at potentially at risk of not achieving our outcome
 - Arrows show the Direction of Travel since Quarter 2, end of September

5. PERFORMANCE MONITORING REPORT 2008-09 QUARTER 3

- 5.1 The information and analysis of the Council's performance between 1 October 2008 and 31 December 2008 is attached and broken down into three key areas:
 - **Corporate Plan**
 - **Local Area Agreement**
 - **National Indicator Set**


5.2 CORPORATE PLAN PERFORMANCE HEADLINES:





Good progress has been made within a number of key areas of delivery with 59 (49%) indicators on track to achieve targets. Monitoring and reporting of performance continues to be strengthened and challenged through monthly reporting to ensure services remain on track for delivery.

19 indicators show negative performance and where indicators have under performed over a period, further investigation and detailed analysis have been undertaken to identify root and cause. Where required action plans have been revised to ensure performance can be brought back on track.

Data is not available for 31 indicators, partly because of reporting issues that are being addressed, and partly as they are not due to report yet.

Table 1 –Director’s summary of Quarter 3 Performance of the Five Corporate Plan Priorities

<p>Plan to deliver a safe and attractive environmentally friendly city - Paul Phillipson</p>		<ul style="list-style-type: none"> • Quarter 3 has seen the continuation of the good performance set in previous quarters for this priority. Where performance has been lower than anticipated, remedial action plans have been produced and implemented with progress subsequently monitored in order to ensure that we remain on track for the achievement of year end targets. • The Climate Change strategy refresh work will now commence in March, with the council and partners working close to produce a robust delivery framework. • Success in obtaining external funding has enabled improvements to our bus infrastructure, complimented by bus operator investment in the vehicles themselves,
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		<p>thereby ensuring that we continue to improve accessibility. Increased recycling rates and reduced levels of waste going to landfill continue to perform well with work continuing within services to improve satisfaction levels with refuse collections and waste disposal.</p> <ul style="list-style-type: none"> Accurate monitoring and reporting of performance continues to be strengthened by the provision of monthly updates on progress and associated intelligence which can then be challenged as required to ensure services remain on track for delivery.
<p>Achieve the best possible health and well-being - Denise Radley</p>		<ul style="list-style-type: none"> Performance is mixed with some good progress and some targets exceeded. Where there is under-performance there is a good understanding of the contributory factors and the action being taken to pull up performance. In some areas a lack of data continues to inhibit confidence and progress and this is being challenged so that all performance areas can show timely data against actual or proxy indicators.
<p>Make Peterborough a better place in which to live and work - Ben Ticehurst</p>		<ul style="list-style-type: none"> There are strengths and weaknesses, leading to mixed performance overall. On the jobs front, overall employment is falling and the average earnings level within the area represents a significant challenge to close its gap with national levels. The number of new homes being built overall has not achieved targets for Q3, although it is notable that the number of affordable houses built continues to progress well in this quarter, and is forecast to exceed targets by around 20% by year-end. Both aspects can reasonably be linked to the economic downturn. Recreational activities – such as sports participation numbers and library visits – are performing broadly to target, and footfall through the major shopping centres in Q3 substantially exceeded expectations.
<p>To provide high quality opportunities for learning and ensure children are safe - John Richards</p>		<ul style="list-style-type: none"> Overall, there has been excellent progress in a number of key areas of delivery, including first time entrants into the Youth Justice System, Key Stage 1 and Early Years Foundation Stage results and the delivery of core assessments within Children's Social Care. NEET figures rose after the new academic year started as expected but are moving back towards the target in line with profile. The latest available data for teenage pregnancy rates (second quarter 2007) is promising and significant work has been undertaken through the Solution Centre to develop effective strategies to tackle this challenging area. A major programme of change and development is ongoing within Children's Services which will continue to ensure services are effective and efficient.
<p>Being accessible effective and efficient - John Harrison</p>		<ul style="list-style-type: none"> Whilst the majority of performance is in line with targets, the credit crunch is impacting on asset disposal plans. Significant service improvements continue in Peterborough Direct

6.1 LAA PERFORMANCE HEADLINES

Good progress has been made with developing and embedding a strong delivery focus as a partnership. Having invested in a genuine partnership approach to performance management we are in a good position for driving improvement through the LAA.

48% of indicators are on track to meet targets although 24% are underperforming. In some cases the lack of performance data or targets continues to be a concern with performance against the remainder of indicators being unable to be determined at the present time.

Successes to date;

Creating the UK's Environment Capital

- The LGA singled out the Climate Change Roadshow as Best Practice
- Satisfaction levels in street cleansing showed significant improvement
- There were 371 Environmental Businesses in Peterborough at the end of December

Delivering Substantial and Truly Sustainable Growth

- The Affordable Housing Programme has already exceeded its year end target
- The 'journey to work time' baseline report shows good existing performance
- The Cathedral Square project has been launched

Creating Strong and Supportive Communities

- We have been selected by the Home Office as a 'pioneer area' with additional funding to address neighbourhood crime
- There are now around 150 Street Leader Scheme volunteers
- The 9th Neighbourhood Week of Action took place in October

Creating Opportunities - Tackling Inequalities




- We have made a successful bid of £1/2m for housing energy grants
- 16.7% reduction in conceptions in the 15-17 female population
- The number of Direct Payments to those eligible for adult social care continues to increase in line with targets
- The target for supporting carers following an assessment has been exceeded
- Early Years Achievement has exceeded this year's target.


The LAA Review report summarising our progress in delivering the priorities has been submitted by GO-East to DCLG. Peterborough was one of only 3 areas to be awarded 'good progress' by GO-East, recognition of the work that has been done to improve performance and what we have achieved so far.

A key contributor to our continued progress is our Solution Centre approach with Programme 2 (Theft from Motor Vehicle) is currently finalising its proposed solutions in discussion with the Safer Peterborough Partnership Board and an update will be provided to the GPP Executive around March / April. Solution Centre Programme 3 (Child Obesity) started early in 2009 and is currently undergoing thorough analysis with a core group of stakeholders with proposed solutions to go before the Health and Wellbeing Partnership and Be Healthy Partnership Board in March and the Children's Trust Board in April.

6.2 Performance, status and direction of travel against the four priorities as follows:

Table 2 – Director’s summaries of LAA Quarter 1 Performance of the 4 Priorities

<p>Creating Strong & Supportive Communities - Paul Phillipson</p>		<ul style="list-style-type: none"> • We need to carefully consider our options in relation to working together as a co-ordinated partnership in the delivery of the reduction of serious acquisitive crime using new methods and innovative solutions reflected from the Solution Centre. • We have progressed the development of the Community Cohesion Board to a different level and altered membership to provide further improvements. I am happy with the work within this area and NI 035 is progressing extremely well. We are awaiting the results of the Place Survey to see if we have improved perception ratings. • The results from the latest Place Survey will be known imminently and this will give us a true indication of areas where we are progressing well and where we need to re-focus our efforts and resources. • The element of City Marketing is working in conjunction with Opportunity Peterborough. We are progressing and developing projects in ensuring that this outcome status has positive progress.
<p>Creating the Country’s Environment Capital - Trevor Gibson</p>		<ul style="list-style-type: none"> • 2008 ended with another encouraging month for the Environment Capital priority. Performance against targets for all four outcomes remained positive. Education and awareness is considered key to changing behaviours as part of the city’s climate change approach and is progressing well through a citywide partnership focussed on the Eco-School methodology. Higher than anticipated interest in, and membership of, the “TravelChoice” scheme is also positive along with increased interest in the Eco Innovation Centre. Partners are working hard to identify low carbon opportunities in the current economic climate. • Through the Council and its partners, measures are in place to counter the negative national and local publicity regarding the downturn in waste markets in order to maintain the city’s high recycling levels. Meanwhile, significant improvements have been recorded in relation to street cleanliness standards, environmental performance and public satisfaction with services. • The local, regional, national and international profile of the Environment Capital initiative continues to rise with strong links being forged with government departments and the European Union. The development of an overarching evidence base continues and will eventually form part of the, Environment Capital web-site.
<p>Creating Opportunities – Tackling Inequalities - Denise Radley</p>		<ul style="list-style-type: none"> • Health and wellbeing indicators are performing slightly better in December. Although obesity results published in quarter 3 show a rise in obesity levels for both reception and year 6 age groups, this is the focus of a national campaign currently, as this trend has been reflected nationally. Locally the solution centre is focusing on childhood obesity with interim reports just being made. Initial estimates of cancer and circulatory disease mortality show an improvement for Peterborough, evidencing the success of some of the current work around health and wellbeing. • Progress on indicators around adult social care is good – with levels receiving direct payments increasing and the numbers of carers receiving assessment and advice on target. • Indicators around children and education are mixed. • Work to strengthen the neighbourhood approach is key to improving performance against the target for the number of people claiming out of work benefits in the worst performing

		neighbourhoods
Delivering Substantial & Sustainable Growth - Steve Compton		<ul style="list-style-type: none"> • The deepening effects of the recession are being felt within the city with ongoing job losses across all sectors. This impact is also being keenly felt in the housing market with rapid and significant contraction in private sector activity. The overall effect of these symptoms of the recession is to question the deliverability of the targets as currently set and as can be seen for the Tier 2 reports further analysis is underway to fully understand the breadth and scale of this impact. • On a positive note the transformation of Cathedral Square is about to start on site, the University Building at the PRC site broke ground this month and February is anticipated to see the launch of the new city brand. • The City Centre Area Action Plan work draws to a close which gives a clear, comprehensive and robust guidance to the delivery of growth and regeneration across the city centre. • 2009 looks like being an exciting year of the city as key projects start on site but set against a backdrop of economic uncertainty and further challenges around delivery.

- 6.3 A number of NI's within the LAA that had been under performing for a period of time were selected for further analysis and review;
- NI 056 - % of Children in Yr6 with Height & Weight Recorded (for obesity purposes) – this was referred to the Solution Centre with the process to be concluded in April and improvement performance expected for next year.
 - NI 154 - Net additional homes provided – the target for this has now been renegotiated in the LAA Refresh taking into account the impact of the economic downturn
 - NI 092 - Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11 – actions have been put in place to strengthen results over the next 3 years, for example training and a pilot funding scheme.

7. NATIONAL INDICATOR SET QUARTER 3 HEADLINES

- 7.1 At the present time data for 118 indicators is being collected with a further 37 due for collection before the 31 March 2009. The remaining 35 NIs have been deferred or are scheduled for collection at a later date according to official guidance.
- 7.2 Where performance can be determined, at the end of December performance against 84 NIs (71%) were on track and 34 (29%) were off track.
- 7.3 A number of NI's not included in the Corporate Plan or the LAA were selected for further analysis and review;
- NI 065 - Children becoming the subject of a Child Protection Plan for a second or subsequent time - actions have been planned in quarter 3, for example developing a support service, which should work towards addressing the issue
 - NI 147 - Care leavers in suitable accommodation – actions have been put in place to address this issue, including the revision to a more realistic target for next year

8 ANTICIPATED OUTCOMES

8.1 For Cabinet to note the content of the report.

10. REASONS FOR RECOMMENDATIONS

10.1 Failure to monitor performance would mean that Cabinet would not be able to ensure that the council achieves its intended outcomes.

11. ALTERNATIVE OPTIONS CONSIDERED

11.1 This report was presented for monitoring purposes.

12. BACKGROUND DOCUMENTS

12.1 None.

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CABINET	AGENDA ITEM No. 7.3
30 MARCH 2009	PUBLIC REPORT

Contact Officer:	Lindsay Tomlinson, Senior Governance Officer	Tel. 452238
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OUTCOME OF PETITIONS

R E C O M M E N D A T I O N S	
FROM : Directors	
<p>1. This report recommends that the action taken in respect of the petition presented to full Council be noted.</p>	

1. ORIGIN OF REPORT

1.1 This report is submitted to Cabinet following submission of a petition to Council.

2. PURPOSE AND REASON FOR REPORT

2.1 The purpose of this report is to update Cabinet on the progress being made in response to the petition in accordance with Standing Order 10.

2.2 This report is for Cabinet to consider under its Terms of Reference No. 3.2.1 – ‘to take collective responsibility for the delivery within the Council's Major Policy and Budget Framework’.

3. TIMESCALE

Is this a Major Policy Item/Statutory Plan?	NO
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4. PETITION PRESENTED TO FULL COUNCIL ON 8 OCTOBER 2008

4.1 PETITION – PROVISION OF A NEW RECREATIONAL AREA FOR EXTREME SPORTS

This petition was presented to Council by Councillor Benton and requested the City Council’s support by investing in the building of a new recreational area for extreme sports.

The Council’s Head of Culture has responded and advised as follows:

“Thank you for enclosing background information which I have read with interest. I am aware that the closure of **Y2SK8** by the owners has created a deficiency for extreme sports in the city. I am very sympathetic to your position.

The Council has identified the need for good quality indoor provision for both traditional and extreme sport, and consequently incorporated this into its Sports Strategy (2009-14). The strategy recognises the importance of sport and active recreation and the positive impact it has on people's lives which you have articulated in your background information. The Council is committed to improving its sports provision further and is currently investigating ways that this can be achieved.

The Council recognises that it needs to balance provision of facilities for traditional sports with others, such as extreme sports. As part of its plan, the Council is working closely with Opportunity Peterborough to explore the feasibility of a flagship city centre sports facility, which could bring together a number of sports, including an area for extreme sports. This however is likely to take a number of years to come to fruition.

With respect to outdoor skate parks, the Council has invested significant resources in recent years to improving localised provision. These are designed for universal use and I appreciate they do not provide enough challenge for competent and advanced skaters. I would be happy to facilitate a meeting with you and colleagues to explore ways in which these areas can be further enhanced.”

5. REASONS FOR RECOMMENDATIONS

- 5.1 Standing Orders require that Council receive a report about the action taken on petitions. As the petition presented in this report has been dealt with by Cabinet Members or officers it is appropriate for the action to be reported in this way so that it will be presented in the Executive’s report to Council.

6. ALTERNATIVE OPTIONS CONSIDERED

- 6.1 Any alternative options would require an amendment to the Council’s Constitution to remove the requirement to report to Council.

7. IMPLICATIONS

- 7.1 There are no legal or Human Rights Act implications.

8. BACKGROUND DOCUMENTS

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

- 8.1 The Council’s Constitution, petitions presented to Peterborough City Council and responses to those petitions from officers.