

PROJECT INITIATION DOCUMENT (PID)

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

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

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Document Approvals:

Role	Date approved	Version approved
Project Owner		
Project Board		

Project Team Organisation:

Role	Name
Senior Supplier representing the interest of the supplier(s)	Sam McLean, Royal Society for the Arts
Senior User representing the interest of the customer/end user of the project's deliverables	Adrian Chapman
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Project Team members:	PCC: Graeme Clark RSA: Sam McLean Louise Thomas Ben Dellot Rebecca Daddow Emma Norris Jamie Young Jocelyn Cunningham Georgina Chatfield Gemma Lee ACE: Belinda Bryan Stacey Arnold Rachel Drury Vivacity: Kevin Tighe Gillian Barclay
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Cabinet Member Notification:

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

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

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

COMMUNICATIONS PLAN

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

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

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

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

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

COMMUNICATIONS PLAN

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

Key Messages

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

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

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

Peterborough Curriculum – connecting what we learn with where we live

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

Civic Commons – creating the capabilities for local action

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

Recovery Capital – empowering marginalised people to fulfil their potential

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

Civic Health – a new way of building community spirit

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

Sustainable Citizenship – making green innovation possible

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

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

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

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Social Media – creating participation by connections

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

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

Branding

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

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

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

Media Relations

Use bullet points to detail.

Proactive news programme:

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

Local features:

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

Specialist features:

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

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

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

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

COMMUNICATIONS PLAN

Negative publicity:

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

Identified interviewees:

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

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

Website

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

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

Internal Communications

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

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

Display Materials

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

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

Direct Marketing

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

COMMUNICATIONS PLAN

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

Evaluation

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

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

QUALITY PLAN

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

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

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

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

QUALITY PLAN

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

CUSTOMER QUALITY EXPECTATIONS

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

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

QUALITY STANDARDS

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

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

ACCEPTANCE CRITERIA

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

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

Recovery Capital

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

Sustainable Citizenship

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

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

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

QUALITY PLAN

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

QUALITY PLAN

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

RISK REGISTER

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

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

Impact: on the project should the risk materialise

Probability: of the risk occurring

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



RISK REGISTER

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

Impact: on the project should the risk materialise

Probability: of the risk occurring

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

ISSUE LOG

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

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

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LESSONS IDENTIFIED LOG

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

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

LESSONS IDENTIFIED LOG

What have you done to share your learning?

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-
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Additional Comments

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