



Reference No: 25-2015

THE POLICE & CRIME COMMISSIONER FOR CLEVELAND

DECISION RECORD FORM

REQUEST:

To approve the proposal for Restorative Cleveland and provide funding to the Community Safety Partnership's for 2015/16 and 2016/17 in support of this proposal.

Title:

Restorative Cleveland

Executive Summary:

In April 2014 Police and Crime Commissioners (PCCs) were provided with grant funding from the Ministry of Justice (MOJ) to cover capacity, capability building and commissioning of Restorative Justice (RJ) Services. Part of this funding was utilised to second a member of Police Staff into the role of RJ Co-ordinator for a period of two years (from April 2014 until March 2016). The Restorative Justice Co-ordinator job description can be seen attached at appendix A to this decision form.

A key part of the RJ Co-ordinator role in the first instance was to actively understand the various RJ schemes / projects currently being delivered across Cleveland. This resulted in a detailed mapping exercise. From completion of this, it was identified that there was currently a 'post-code' lottery in terms of delivery of RJ across Cleveland with victims in some areas having access to high quality RJ provision, whilst in other areas there was no provision at all.

Therefore, to ensure that at any stage of their journey victims have access to high quality RJ, the PCC in consultation with partners agreed to developing Restorative Cleveland. The aim of Restorative Cleveland would be to:

- Develop a consistent set of standards, principles and practice across the Cleveland area enabling victims to have access to RJ at any stage in their journey
- Build capacity and add value to the current RJ provision across Cleveland
- Be a central hub for RJ by providing advice, guidance and promoting/ supporting the use of RJ across Cleveland

So as not to de-stabilise those RJ Schemes already developed in the area, the PCC welcomed a joint business case from the Community Safety Partnerships (CSPs) (Appendix 2) detailing how they would like to develop an RJ scheme locally to complement and input into Restorative Cleveland.

The decision requested is to implement those proposals.

Decision:

To approve that £95k per annum for a two year period (from April 2015 to March 2017) be provided to the 4 local CSPs (£23,750 per CSP per annum) to build on existing restorative services in their area. Parameters will be put in place through a grant agreement and delivery monitored through the PCCs scrutiny meeting process.

In addition to the above and to ensure consistency and continuity to approve that the Cleveland RJ Co-ordinator post is extended for a further period of 12 months, at a cost of around £32k, to the end of March 2017 to fall in line with the Community Safety Partnership grant funding

Implications:

Has consideration been taken of the following:	Yes	No
Financial	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Equality & Diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Risk	<input checked="" type="checkbox"/>	<input type="checkbox"/>

(If yes please provide further details below)

Decision Required – Supporting Information

Financial Implications: (Must include comments of the PCC's CFO where the decision has financial implications)

The PCC has sufficient funds within the 2015/16 and 2016/17 budget to support the grants over a two year period.

Legal Implications: (Must include comments of the Monitoring Officer where the decision has legal implication)

Equality and Diversity Implications

None arise

Human Rights Implications

None arise

Sustainability Implications

The project will be sustainable for two years, during this time other funding sources will be looked in to in terms of additional capacity and for longer term sustainability.

Risk Management Implications

None arise.

OFFICER APPROVAL

Chief Executive

I have been consulted about the decision and confirm that financial, legal, and equalities advice has been taken into account. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signed: _____



Date: _____

5/3/15

Police and Crime Commissioner:

The above request HAS / ~~DOES NOT HAVE~~ my approval.

Signed: _____



Date: _____

5/3/15

Restorative Justice Co-ordinator

JOB DESCRIPTION

Job Title	Restorative Justice Co-ordinator
Service Unit	Neighbourhood and Partnership Policing Command
Team	
Responsible to	Community Safety Unit
Salary Range	Two-year fixed term secondment (post to be the subject of job evaluation)
Vetting Status	Recruitment Vetting (RV)

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March 15

Job Purpose:

The principal aim of the Force's Restorative Justice (RJ) programme is to prevent offending and re-offending and to reduce the overall number of young people and adults who enter the criminal justice system when a RJ or other similar intervention would be more appropriate. This within the context of wishing to support victims of crime and anti-social behaviour, ensuring that they feel reassured and satisfied over action taken by the Force.

In support of this ambition, a two-year secondment opportunity commencing in April 2014 has been created with funding from the Ministry of Justice (MoJ) and Cleveland Police & Crime Commissioner (PCC). This for a member of police staff (including PCSO) to undertake the newly established role of 'Restorative Justice Co-ordinator'.

- The post holder will be the Force and PCC's 'champion' for restorative justice; promoting understanding, both internally and externally, and the effective use of RJ in all appropriate circumstances, at all times;
- The post holder will act as a key professional adviser over restorative justice, both for Cleveland Police, the Cleveland Police and Crime Commissioner (PCC) and in support of the multi-agency wider restorative justice partnership of Teesside;
- The post holder will support the smooth running of the Force's restorative justice programme on a daily basis providing appropriate professional advice, support and guidance on RJ matters to members of the Force, victims of crime and other third parties;
- The post holder will manage a programme of long-term RJ development for the Force and PCC providing suitable advice and arranging training for restorative justice practice both within Cleveland Police and in support of restorative justice Programmes within the wider Cleveland Partnerships.
- The post holder will prepare and present information to multi-agency partners and groups; also advising members of the Force and PCC's Office (at all levels) over all aspects of RJ;
- The post holder will implement systems to manage and monitor the quantitative and qualitative performance of the Force in delivering RJ and they will undertake internet based and other forms of RJ research to identify and disseminate good practice demonstrated from elsewhere;
- The post holder will maintain the good image and values of the Force and PCC and uphold policies on quality of service and equality of service and opportunity.

Principal Duties & Responsibilities:

Provide and promote a high standard of service to internal and external clients in a professional manner in line with Force policy and legislative requirements.

Promote Equality, Diversity and Human Rights in working practices by developing and maintaining positive working relationships, ensuring that colleagues are treated fairly and contributing to developing equality of opportunity in working practices.

Ensure your behaviour complies with Police Service values and organise your own work effectively to meet the demands of your role. Identify, implement and monitor development activities to enhance your own performance.

Work co-operatively with team members and colleagues, contributing positively and constructively to the achievement of team and Force goals.

Make best use of technology in support of your role, ensuring correct operation and compliance with Force and legal requirements.

Ensure that you show a duty of care and take appropriate action to comply with health and safety requirements at all times.

Ensure that all matters relating to the process of information are carried out in a prompt, efficient manner and in accordance with legislation, policy and procedure.

Undertake general administrative and policy development duties as required. Providing written reports, oral briefings and more formal presentations to individuals and groups where necessary.

Enter information correctly using an appropriate computer system, in accordance with legislative requirements and Force policy. Retrieve and present information in a suitable format and supply to relevant personnel.

Record, store and supply information in accordance with Force policy and legislative requirements.

Prepare, organise and record details for organisational meetings.

Organise, occasionally lead and record meetings

Work with the community partners and other agencies to advance the use of Restorative Justice in accordance with the relevant legislation policy procedures and partnership agreements.

Contribute to multi-agency case Restorative Justice conferences / meetings

Attend Restorative Justice multi-agency meetings as a representative of the Force and PCC.

Actively seek, develop and maintain productive relationships with a wide range of partners to facilitate crime reduction and enhance community safety.

Disseminate information in the appropriate manner, to relevant organisations, departments and/or individuals, whilst maintaining the required confidentiality, sensitivity and duty of care.

Share information with partner agencies

Work with partner agencies and when necessary share information in accordance with the information sharing protocol.

To monitor own work and identify best practice Restorative Justice opportunities locally, regionally and nationally to improve both service provision and outcomes for victims and offenders.

Gather information from a range of sources in order to support action. Ensure the information is obtained ethically and in accordance with relevant legislation and policy.

Process incoming information and enquiries from internal and external clients sensitively and professionally in line with Charter Standards and Force policy. Comply with the requirements of the Data Protection Act 1998.

Prepare for and actively contribute within meetings in a clear, concise and relevant manner, ensuring decisions and actions are communicated to appropriate personnel.

Process incoming/outgoing information and enquiries sensitively and professionally in line with Charter Standards and Force policy.

Note

The above list is not exhaustive and other duties commensurate with the grade and general nature of the post may, from time to time, be required. In addition, there may be some variation and/or development of the above duties and responsibilities without changing the general nature of the post

All employees are to comply with confidentiality and principles laid down in the Data Protection Act (DPA) and the Management of Police Information (MOPI).

All post holders to comply with health and safety legislation.

All employees are expected to demonstrate a commitment to the principles of equality of opportunity and fairness of treatment for all within Cleveland Police.

PERSON SPECIFICATION

The information on the table below will be used to ascertain if a candidate meets the required criteria to be selected for interview. Some posts may also require candidates to undertake a pre interview assessment. If required this will be clearly identified in the job advert and supporting paperwork.

	<p>Essential knowledge, skills and experience</p> <p>Good level of general education including Maths and English Excellent IT skills including word processing, MS PowerPoint, email and internet etc Ability to prioritise tasks and demonstrate evidence of using own initiative Excellent written and verbal communication skills Experience of giving presentations to individuals and groups Excellent organisational skills Ability to understand Police Service, Crown Prosecution Service, Magistrates and learn about other multi agency partners in order to gather all relevant. Methodical approach to keeping accurate records and devising methods of working. General interest in restorative justice and the running of project management and administrative processes in a small multi disciplined/ agency team. Understanding of information technology.</p>	<p>Desirable knowledge, skills and experience</p> <p>Clean and valid UK Driving Licence Experience of working within law enforcement</p>
<p>Experience</p>		<p>Experience of working in a public sector organisation Experience of Restorative Justice (theory and practice) MOPI training PNC / IRIS training desirable Experience of using the Police National Computer/ Database</p>
<p>Skills/ Abilities</p>	<p>Ability to develop networks with both statutory and voluntary agencies Ability to make effective decisions Ability to plan and prioritise resources effectively in order to deliver good service Ability to work to tight deadlines while maintaining a high degree of accuracy and attention to detail Actively seeks to find solutions to problems Must be capable of working methodically and logically, setting up systems. Ability to communicate in writing and verbally with all multi agency partners and service users. Apply logical matrices to information sets. Dealing effectively with all levels of staff within the organisation, both internal and external</p>	

	Essential knowledge, skills and experience	Desirable knowledge, skills and experience
<p>Other</p>	<p>Treat all people with dignity and respect Able to build effective working relationships with both immediate colleagues and line managers Ability to handle confidential material appropriately Experience of working within a similar administrative role Flexible to work in more than one location Ability to work as part of a small, multi disciplined team in a general office</p>	

Applicants who identify themselves on the relevant section of the application form as having a disability under the Equality Act 2010 and who meet the essential criteria for the post will be guaranteed an interview, should they request one by ticking the relevant box on the application form.

Policing Professional Framework Practitioner (Constable and Police Staff Practitioner)

The list below is the personal qualities that candidates will be measured on at interview.
The qualities are adapted from the Policing Professional Framework.

Personal Qualities	Behavioural indicators
Serving the Public	Demonstrates a real belief in public service, focusing on what matters to the public and will best serve their interests. Understands the expectations, changing needs and concerns of different communities, and strives to address them. Builds public confidence by talking with people in local communities to explore their viewpoints and break down barriers between them and the police. Understands the impact and benefits of policing for different communities, and identifies the best way to deliver services to them. Works in partnership with other agencies to deliver the best possible overall service to the public.
Openness to change	Positive about change, adapting rapidly to different ways of working and putting effort into making them work. Flexible and open to alternative approaches to solving problems. Finds better, more cost-effective ways to do things, making suggestions for change and putting forward ideas for improvement. Takes an innovative and creative approach to solving problems.
Service Delivery	Understands the organisation's objectives and priorities, and how own work fits into these. Plans and organises tasks effectively, taking a structured and methodical approach to achieving outcomes. Manages multiple tasks effectively by thinking things through in advance, prioritising and managing time well. Focuses on the outcomes to be achieved, working quickly and accurately and seeking guidance when appropriate.
Professionalism	Acts with integrity, in line with the values and ethical standards of the Police Service. Takes ownership for resolving problems, demonstrating courage and resilience in dealing with difficult and potentially volatile situations. Acts on own initiative to address issues, showing a strong work ethic and demonstrating extra effort when required. Upholds professional standards, acting honestly and ethically, and challenges unprofessional conduct or discriminatory behaviour. Asks for and acts on feedback, learning from experience and developing own professional skills and knowledge. Remains calm and professional under pressure, defusing conflict and being prepared to step forward and take control when required.
Decision Making	Gathers, verifies and assesses all appropriate and available information to gain an accurate understanding of situations. Considers a range of possible options before making clear, timely, justifiable decisions. Reviews decisions in the light of new information and changing circumstances. Balances risks, costs and benefits, thinking about the wider impact of decisions. Exercises discretion and applies professional judgement, ensuring actions and decisions are proportionate and in the public interest.
Working with Others	Works co-operatively with others to get things done, willingly giving help and support to colleagues. Is approachable, developing positive working relationships. Explains things well, focusing on the key points and talking to people using language they understand. Listens carefully and asks questions to clarify understanding, expressing own views positively and constructively. Persuades people by stressing the benefits of a particular approach, keeps them informed of progress and manages their expectations. Is courteous, polite and considerate, showing empathy and compassion. Deals with people as individuals and addresses their specific needs and concerns. Treats people with respect and dignity, dealing with them fairly and without prejudice regardless of their background or circumstances.



Fund Application Form

[Deadline for submission here]

Clare Clark

26/1/2015

Details provided within this application form will be used to generate Schedule 1 (Purpose) of the PCC Grant Agreement and will be published on the PCC website at www.cleveland.pcc.police.uk.

Section 1 – Basic bid information

Contact details

Organisation / Agency name	Cleveland Community Safety Partnerships
Name of main contact who we can approach in case of queries	[REDACTED]
Contact details (email, telephone/mobile]	01429 523100 ([REDACTED])
In the case of a joint bid, please list all organisations and agencies involved as well as all key individuals.	Safer Stockton Partnership ([REDACTED]) Safer Middlesbrough Partnership ([REDACTED]) Safer Redcar and Cleveland Partnership ([REDACTED]) Safer Hartlepool Partnership ([REDACTED])

Brief description of proposed services/initiative(s)

Please provide a summary of your proposed services/Initiative(s) in no more than 300 words.

This initiative aims to offer all victims of low level crime and anti social behaviour the opportunity to engage in a restorative intervention through a variety of methods including face-to-face conferencing by a trained RJ expert, or indirectly through a mediator, a letter, or a range of other approaches outlined in the Cleveland Police and Crime Commissioners Community Remedy 'menu of options' established under the Anti-social Behaviour Crime and Policing Act 2014.

Individuals will be identified for a restorative intervention through Cleveland Police Restorative Justice Co-ordinator who will make referrals to a single point of contact operating within each of the local policing areas within the Cleveland Force area who will facilitate the delivery of restorative interventions on a local level.

Stakeholders

Victims: The benefits of RJ can be helpful for both victims and offenders. It gives victims a chance to have their say, ask questions, get an apology from the offender and achieve a sense of closure. RJ has also been shown to improve victims satisfaction with the justice process.

Offenders: RJ also gives offenders a chance to understand the impact of their crime, apologise and do something to repair the harm that they have caused.

Communities: Evidence shows that RJ can play an important role in reducing the chances of re-offending, with government statistics showing a 27% reduction in re-offending by those taking part in RJ compared with those who didn't. As such the broader community stand to benefit from the approach.

Criteria check – Does your proposal meet the PCCs Objectives?

1. Do the proposed services/initiatives support the Police and Crime Commissioner's objectives?	Yes
a. Retaining and developing neighbourhood policing	Yes
a. Ensuring a better deal for victims and witnesses	Yes
b. Diverting people from offending, with a focus on rehabilitation and the prevention of reoffending	Yes
c. Develop better coordination, communication and partnership between agencies to make the best use of resources	Yes
d. Working for better industrial and community relations.	
2. Are you able to use the requested funds within the 2015/16 financial year?	Yes

Section 2 – Strategy Statement

Please provide information as to how this application will support or enhance other services that you intend to commission, if that is your intention.

Introduced by the Crime and Disorder Act 1998, CSP's have a statutory responsibility to develop and implement strategies to reduce crime and disorder, substance misuse and re-offending in their local area.

CSP's are made up of representatives from the six 'responsible authorities', these include the Local Authority, Police, Fire Brigade, Community Rehabilitation Company; National Probation Service; and Clinical Commissioning Group. CSP's have a number of statutory duties which include:

- Producing an annual **partnership strategic assessment** to help identify and better understand local priorities;
- Produce a **partnership plan** that details how the CSP will tackle the crime, disorder, anti-social behaviour, substance misuse and re-offending priorities in its local area;
- **Consulting** with local residents and organisations on community safety priorities.

As set out in the Governments "New Approach to Fighting Crime" CSP's play a unique role in assessing, analysing and responding to local need in relation to crime and community safety issues and all four CSP's have established evidence-led service planning and local multi-agency delivery models. And there is recognition that Partnership working between CSP's and the PCC is fundamental to the successful delivery of the Police and Crime Plan and local Community Safety Plans.

Although the PCC is not a 'responsible authority' under the Crime and Disorder Act 1998, provisions included in the Police Reform and Social Responsibility Act 2011 places a mutual duty on Police and Crime Commissioners and the responsible authorities to cooperate to reduce crime and disorder and re-offending. The Act expands on this duty to also require that CSP and PCC's have regard to the priorities set out in the local Police and Crime Plan and respective Community Safety Plans.

The table below shows how CSP priorities support four of the PCC's objectives, as set out in the Police & Crime Plan 2013-17

PCC Objectives	Hartlepool	Middlesbrough	Redcar	Stockton
Retaining and developing Neighbourhood Policing	Anti-social Behaviour	Target specific locations where there are disproportionately high levels of crime and/or deprivation	Reduce Anti-social Behaviour & Associated Incidents	Reduce Anti-Social Behaviour Violent Crime and

	Acquisitive Crime		Reduce House Burglaries, Other Burglaries & Other Theft	Robbery Criminal Damage
Ensuring a better deal for victims & witnesses	Domestic Violence & Abuse Hate Crime	Reduce repeat victimisation	Reduce Violence: Domestic & Sexual, & Alcohol-related Increase Reported Hate Incidents	Domestic Abuse
Divert people from offending, with a focus on rehabilitation and prevention of re-offending	Substance Misuse Re-offending	Reduce reoffending Reduce the harm to themselves and others by the most troubled families locally	Reduce the Harm caused by Drugs & Alcohol Reduce Offending & Re-Offending	Reduce drug related offending
Develop better coordination, communication and partnership between agencies to make the best use of resources.	Tackling community safety issues at a neighbourhood level	Target specific locations where there are disproportionately high levels of crime and/or deprivation	Address local Community Priorities identified through the 3x Neighbourhood areas	Reduce alcohol related crime and ASB

Low level crime and anti-social behaviour damages quality of life, erodes confidence and blights our most vulnerable communities. Over the 12 months (October 2013 - September 2014) anti-social behaviour across Cleveland has followed an increasing trend, with year to date incident levels increasing by 4.4% in comparison to the same period the previous year. The effect of this increase is clearly evident in the results from the latest Local Public Confidence Survey, where perceptions of anti-social behaviour and fear of crime have continued on an increasing trend from the previous year, and public confidence in the police and local authorities dealing with crime and anti-social behaviour issues that matter locally has reduced.

The Anti-social Behaviour Crime and Policing Act 2014 introduces new measures to empower communities to get involved in tackling anti-social behaviour including a

responsibility on the Police and Crime Commissioner to establish a Community Remedy which must include reparative, restorative, and punitive interventions enabling individuals within the community to choose from a list of options their preferred remedy, implemented at the discretion of the Police.

Local Community Safety Teams will assist the PCC and local Police teams to deliver restorative interventions by providing a co-ordinated response on a local level ensuring appropriate interventions are implemented.

Section 3 – Financial information

Funding requested

£190,000	Total funding requested: £190,000
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Funding period and payment schedule

April 2015-March 2016	£95k
April 2016-March 2017	£95k

Payment schedule (single payment, quarterly, etc)

Quarterly

Bid elements

Service/Initiative	Amount Requested
Restorative Justice Co-ordination 2015-16	£95,000
Restorative Justice Co-ordination 2016-17	£95,000
Total funded requested	£190,000

Joint bid elements (if applicable)

Service/Initiative	Amount Requested
Restorative Justice Co-ordination	£23,750(annually)
Restorative Justice Co-ordination	£23,750(annually)

Restorative Justice Co-ordination	£23,750 (annually)
Restorative Justice Co-ordination	£23,750 (annually)
Total funded requested	£190,000

Start and End Dates

1 April 2015	31 March 2017
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Section 4 – Meeting the Police and Crime Commissioners Objectives

1. What are the benefits of this service and how does the proposed services/initiatives support the Police and Crime Commissioner’s objectives?

- **Retaining and developing neighbourhood policing**
- **Ensuring a better deal for victims and witnesses**
- **Diverting people from offending, with a focus on rehabilitation and the prevention of reoffending**
- **Develop better coordination, communication and partnership between agencies to make the best use of resources**
- **Working for better industrial and community relations.**

There is a commitment from the PCC to retain and develop neighbourhood policing, provide a better deal for victims and witnesses, and develop better co-ordination and use of resources.

Restorative Justice is proven to be successful in improving victim satisfaction with the criminal justice system. The benefits of RJ can be helpful for both victims and offenders. It gives victims a chance to have their say, ask questions, get an apology from the offender and achieve a sense of closure.

- Recent government research found that 85% of victims who took part in face-to-face RJ were satisfied with the experience.
- The same research also found that 72% of victims said it had helped to give them closure.
- RJ also gives offenders a chance to understand the impact of their crime, apologise and do something to repair the harm that they have caused.
- Evidence also shows that RJ can play an important role in reducing the chances of reoffending, with government statistics showing a 27% reduction in re-offending by those taking part in RJ compared with those who didn't.

Each local policing area has been developing their own local approaches to restorative justice, however by providing a single point of contact for a range of restorative interventions linked to Cleveland Police Restorative Justice Co-ordinator and a 'Central Hub' there is clear potential to ensure that restorative justice is offered to all victims and offenders in each of the local policing areas.

This will improve communication and partnership working on a neighbourhood level providing a co-ordinated response to neighbourhood issues between neighbourhood policing, and local authority anti-social behaviour teams. The initiative will also build on the successful local approaches to restorative justice through the youth offending teams.

2. Please give details showing how you will be able to use the requested funds within the 2015/16 financial year?

The funding will build on existing restorative approaches in each local authority area. An early decision will give local areas time to procure the services externally, or develop their own in-house arrangements to ensure that the services required, compatible with desired Cleveland model, are in place.

3. Exit Strategy – Are you able to secure alternative funding or to have plans to scale down your proposal if required?

Local authorities invest heavily in community safety services including anti-social behaviour officers, environmental enforcement officers but do not have the funding to take forward this initiative to the level envisaged by the PCC ie the vision of ensuring that all victims/offenders are offered the opportunity to participate in restorative justice.

Section 5 Quality Criteria

Does your application include specialist and/or innovating approaches to service provision?

It is now widely acknowledged that restorative justice is an integral element of strategies to improve the victim experience of the criminal justice system, reducing re-offending, and

building stronger more confident communities. This initiative builds on existing approaches (Gloucestershire RJ Model) and follows the good practice already established in relation to 'what works'.

To ensure consistency across the local policing areas each local community safety team will participate in a Cleveland Force steering group facilitated by the Cleveland Police Restorative Justice Co-ordinator.

Each local area will ensure local community safety teams are trained in restorative interventions, and fully trained individuals to deliver RJ conferencing and other restorative interventions.

Section 6 Performance Criteria

Details of outcomes expected and performance measurement criteria to be used (including as appropriate indicators and trend analysis).

Indicator/Trend	Outcome expected
Number of restorative interventions broken down by type Number of individuals trained in restorative interventions	Increase in the percentage of people who think the police and local authority are dealing with the crime and anti-social behaviour issues that matter locally Improved victim satisfaction with the way low level crime and anti-social behaviour is dealt with by agencies

Section 7 Governance, Reporting and Communications Plans

Details of how the funds will be monitored and how the service/initiative(s) will be communicated to service users and other partners (where appropriate).

Community Safety Leads will be responsible for ensuring output, outcome and financial monitoring in each in each of their respective local areas and report on progress in relation to their local area initiative to the PCC at quarterly scrutiny meetings

Section 8 Notice of other bids for funding

Please add details of any related funding bids.

There are no other funding bids related to this initiative