

Bi-Monthly Bulletin from

- Community Safety Team**
- Drug & Alcohol Action Team (DAAT)**
- Domestic Abuse Unit**
- County Research Group**



December 2010

Community Safety Team

Manager: Helen Turner

1. Safer Officer Group – 22 November 2010 meeting

- # Exception Report received for NI20 (violent crime) as more offences were committed in the summer months of 2010 compared to other times of the year. In addition, the recent strategic assessments for Cambridge, Huntingdonshire and Fenland have all identified alcohol related violent crime as being a priority so this has been carried forward to the countywide strategic assessment.
- # CSP exception reporting included concerns over rise in violent crime, ASB and burglary.
- # Following a discussion on the new models of partnership working, it was agreed to decommission the Safer Officer Group with immediate effect as their remit to monitor NI performance does no longer exist. Task and Finish Groups will be used in the future to deal with any emerging issues.
- # The draft countywide Strategic Assessment was presented and Safer Officer Group agreed that CSP community safety officers would work with County Council Community Safety Team to draft the next three-year Community Safety Agreement outlining the strategic direction for Cambridgeshire 2011 – 2014.
- # All agreed to take part in a countywide community safety Peer Review to be conducted for free by Local Government Improvement and Development (LGID) in the new year.

2. Safer and Stronger Strategic Board - 09 Dec 2010 meeting

- # Adrian Smith (CCC Head of Corporate Development) presented the new models of partnership working which is a framework for how partnerships will work in Cambridgeshire, removing bureaucracy and freeing up frontline staff to concentrate on service delivery. However, as this model removes the Safer & Stronger Strategic Partnership (which currently is a statutory body), a Task and Finish Group has been asked to consider this issue in more detail before the SSSB will be asked to make a final decision in the spring of 2011.
- # The countywide Strategic Assessment was presented by Mike Soper. Thematic priorities include alcohol related crime, domestic violence and reducing reoffending. Further work will be carried out to identify the geographical locations within the county which have highest crimes as this data is linked to funding allocation for 2011/12.
- # Mike Davey presented a paper on Localism and the Big Society which included details of service-led pilots in Huntingdonshire and Fenland (highways), Cambridge (literacy), South Cambs (integrated youth services) and a number of countywide pilots on community involvement and libraries.
- # The Board agreed to allocate Safer and Stronger Communities Funding to CSPs next year on a crimes per thousand formula with a top slice for Domestic Violence and PPO scheme.
- # A response to ASB complex case was presented and Board agreed to recommendations for a number of improvements to be actioned by the countywide ASB strategic group.
- # A final meeting of the Board will be held in the spring of 2011 to agree new models of partnership working and to sign off the new three-year Community Safety Agreement.

3. [Anti-Social Behaviour \(ASB\)](#)

- ✚ The Government has appointed Baroness Newlove as their Community Champion in order for her to be the voice of communities across the country. She is a community campaigner based in Warrington and since the death of her husband Garry in 2007 she has worked to make her local area a safer place to live. Through campaign work, she aims to provide opportunities to all members of the community, and to bridge the gap between generations. For more information and to follow her progress, please visit her blog: <http://www.helennewlove.co.uk/>
- ✚ Home Office review of ASB powers: with the aim of introducing new, improved, anti-social behaviour powers and tools, the Home Office has started a review of existing legislation and a consultation will be launched in January 2011. They will also be introducing street-level and ASB crime mapping next year to allow the public to get clear and up-to-date data on crime and ASB in their local area. Link to Home Office business plan 2011 – 2015: <http://www.homeoffice.gov.uk/publications/about-us/corporate-publications/business-plan-2011-15/business-plan?view=Binary>
- ✚ Countywide ASB Group last met in October when they discussed the need for greater information sharing in the county, the possibility of ASB shared services and one contact number and the group decided to add into delivery plan cohesion work on intergenerational issues.

4. [Integrated Offender Management](#)

A draft business plan has now been presented to the IOM Executive Group which outlines a proposed governance structure and a communications plan. It is anticipated that the new structure will be in place by summer 2011.

Cambridgeshire County Council Overview and Scrutiny Committee has compiled a report on IOM which focuses on observing the change process as the new programme is developed. This report makes a number of recommendations which, if implemented, would almost certainly reduce reoffending rates in the county without requiring a significant increase in public expenditure.

For a copy of either document, please contact the CCC Community Safety Team.

5. [Violence and Public Protection Seminar](#)

On 24th November 2010, ACPO hosted an event in London on violence and public protection. An update was received on violent crime, serial perpetrators, drug debt crime, IOM and the setting up of Multi-Agency Safeguarding Hubs (MASH). For a copy of the presentations, please contact the CCC Community Safety Team.

6. Adult Safeguarding and Community Safety

On 12th November 2010, LGID hosted a free seminar at Homerton College on the topic of safeguarding and CSPs. Presentations were given by Blackpool community safety team on multi-agency ASB risk assessment and response and the Metropolitan Police Service gave advice on how to identify vulnerable ASB victims. A team from Waveney described their Joint Visiting Scheme which has seen a much improve service provided to vulnerable adults. If you have access to Communities of Practice, all presentations can be found here:

<http://www.communities.idea.gov.uk/c/1315521/forum/thread.do?id=8377594>

7. Crime Commissioners

The Policing in 21st Century white paper/ consultation laid out plans for the “Elected Individual” which is now becoming known as the Crime Commissioner.

The Police Authority will be decommissioned in 2012 and the new Crime Commissioner will take over their responsibilities of holding the Police to account and will provide links between the Police and local people.

There will be one Crime Commissioner for each force area and The Home Secretary will devolve responsibilities down to the Commissioner who will be accountable to their local community.

The first commissioners will be elected in May 2012.

Further information at: <http://www.homeoffice.gov.uk/publications/consultations/policing-21st-century/>

8. Safer and Stronger Communities – October Funding Round

Applications were invited from district community safety partnerships for capital and revenue projects and a total of £34,925 were awarded to initiatives aimed a bringing down crime and anti-social behaviour across Cambridgeshire. For more details, please refer to our press release from 18th Nov (you may have to use the search facility and type in “community safety”):

<http://www2.cambridgeshire.gov.uk/db/pressrel.nsf/webPROlderView?OpenForm>

9. Inside Government Conference: Safer and Stronger Communities

On 7th December, Inside Government hosted a conference in London with speakers such as Stephen Rimmer, Director General of Crime and Policing at Home Office, and Professor Ted Cantle from Institute of Community Cohesion, aimed at giving an up-to-date snapshot of most recent government initiatives and legislative measures around the role of community safety partnerships in the future. The emphasis was on increased partnership working with regular and honest information sharing using the latest technology to combat crime. For a copy of the presentations, please go to:

<http://www.insidegovernment.co.uk/communities/safer-communities/presentations772.php>

Community Safety Partnerships in the 21st century

**A FREE workshop hosted by
Cambridgeshire County Council**

**Friday 28th January 2011
9.00 – 13.30**

The Medway Centre, Huntingdon, PE29 1SF

Purpose: To raise awareness and develop tools for the community safety partnerships on how to deal with new statutory responsibilities around reducing reoffending and ways to improve community engagement.

Value for money and Community Engagement

- What is it and how do we know if we have achieved it?
- Who are our communities and how can we effectively engage with them?

Reducing Reoffending – where do the CSPs fit in?

Get up to date on national and local developments and discuss with practitioners across the county the best way forward for reducing reoffending rates in Cambridgeshire.

The day will be a highly interactive event with lots of discussion to take place amongst delegates. Speakers include the Home Office Lead on IOM, Mr Bernard Lane and Chair of Cambridgeshire Criminal Justice Board, Mr Tom Jefford.

Please book before Friday 14th January 2011.
Refreshments provided.

Who should attend?

- Community Safety Officers
- ASB Practitioners
- Community Development Officers
- Members of CSP Boards
- Members of community safety task groups
- Communications and CSP support officers
- Probation staff
- Police staff

And everybody else with an interest in public safety and community engagement

For more information and to book your place, please go to our website:

<http://www.cambridgeshire.gov.uk/community/safercommunities/safety/cstraining.htm>

HO research survey into the use of Integrated Offender Management, PPO and DIP

The Home Office Research and Analysis Unit is undertaking a research project to gather views and experiences in relation to Integrated Offender Management (IOM), the Prolific and other Priority Offender programme (PPO) and the Drug Interventions Programme (DIP). The results of this work will help inform future development of policy.

The research is based on **a short, anonymous, on-line questionnaire** about areas' experiences and views on implementing IOM, PPO and DIP. The final completion date for the survey is 14 January 2011 but we would very much welcome earlier responses.

We would be extremely grateful for your help in ensuring that the survey reaches the appropriate people within your CSP and DAT area who have strategic responsibility for, or who are directly involved in the implementation of these programmes and approaches in the community. The survey is particularly aimed at:

- IOM leads within the CSP
- PPO leads within the CSP

- DIP Strategic leads
- DIP Operational practitioners

We would ask, therefore, if you would arrange to have this email with the link to the survey forwarded to the persons you consider the most appropriate within your CSP or DAT area, and in good time for them to complete the survey by 14th January 2011 at the latest.

Link to survey:

https://www.surveymonkey.com/s/Reducing_reoffending_survey

Community Safety Managers and DAT/SMAT Commissioners/ Managers are being copied into the email for ease of reference. We are sending the survey separately to DIP Police Strategic Leads and to the DIP Police Single Points of Contact (SPOC).

Responses to the survey will be treated in confidence and **neither individuals nor areas will be identified** in any reporting or analysis of the survey; the aim is to provide a national level picture and identify key issues and opportunities to inform strategic planning.

We propose to share the survey findings with you when these become available in early 2011.

If participants are unable to access the on line survey or they have any questions or require further information, please could they contact me, Andrew Kent – Andrew.Kent2@homeoffice.gsi.gov.uk or phone 0207 0353307.

Andrew Kent, Research and Analysis Unit (CPG)

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Drug & Alcohol Action Team (DAAT)

Managers: Susie Talbot and Vickie Crompton

Drug protocol training for Housing Providers

- Five drug protocol training events for Housing Providers took place in Cambridge City, Ely, Huntingdon and Wisbech during October and November this year. Professionals from various housing providers attended the training and left very positive feedback. Delegates were provided information on legislation around working with substance misusers in rented accommodation, referral pathway to Addaction, working with the Police, harm reduction and prevention of drug related deaths.

Consultations

- The DAAT carried out a service user consultation in November as part of our Needs Assessment process. With support from ex-service users, we visited hostels, treatment agencies and major cities and towns across Cambridgeshire and talked to 230 current and ex substance misusers. They were very open about their experience with the treatment services, what works and what not in their circumstances. This process has provided us with valuable information in identifying gaps and areas for improvement. Overall, this was a really positive response to people getting their voices and views heard and many would happily be more involved.
- Alongside with the service user survey, we also run two professional consultations for adult treatment services and young people treatment services. The consultations aim at professionals who have experience working with drug/alcohol misuse clients. The feedback will be fed into our future treatment planning and commissioning process and the survey can be accessed here: <http://www.surveymonkey.com/s/2NWRFMF>

Simple Brief Alcohol Advice in Custody Suites

In a move to tackle alcohol related crime and anti social behaviour, Addaction the new adult alcohol service have been working with prisoners in Police custody suites at Cambridge, Huntingdon and March. The treatment workers have been engaging with clients whose drinking and criminal behaviour has got them arrested. They see the prisoner the "morning after", when the full impact of the previous night is much clearer. It utilizes the "teachable moment" when the recipient is much more likely to be receptive. This initiative has also been rolled out all of the 3 custody suites the county. Of the 18 prisoners that have been engaged in this project since October, 7 of them have been referred into a full program of treatment.

For information on services opening hours during Christmas period, visit www.cambsdaat.org

Alcohol advice service and Street Pastors working together to ensure A HAPPY CHRISTMAS AND A SAFE NEW YEAR. Press release from 16th December:

<http://www2.cambridgeshire.gov.uk/db/PressRel.nsf/WebPRView?OpenForm>

Domestic Abuse Unit (DAU)

New Domestic Violence Task groups

Following a consultation with the Community Safety Partnerships and the District Domestic Violence Task group members earlier this year, the county's four Domestic Violence Task groups have now become two new Domestic Abuse Task groups, which are aligned with police BCUs (Basic Command Units).

The new **Central** (Hunts / Fen) and **Southern** (East / City / South) Task groups will focus primarily on the Prevent strand of the Cambridgeshire Domestic Abuse Strategy to raise awareness of the issue of domestic abuse with agencies and service users. The Task groups will also host two larger fora each year for other practitioners and managers to access updates and information on DV and to develop action plans for each District based on need.

The Central Task group Chair is Anna Calvert (Children's Services Locality Manager, March and Chatteris) and the Southern Task group Chair is Chief Inspector Dave Sargent (Cambridgeshire Constabulary).

Freedom Programme

A new series of Freedom Programme sessions have now been organised to cover the whole of Fenland and the first date is 11 January 2011. There is a crèche facility and transport can be provided for female DV survivors who wish to access the programme.

Freedom Programmes in Polish have now also been rolled out in Cambridge and Wisbech. For more information on dates and venues, please contact the Domestic Abuse Unit.

International Day for the Elimination of Violence against women

Each year more women suffer rape or attempted rape than have a stroke, and the level of domestic abuse in the population exceeds that of illnesses such as diabetes by many times.

It is estimated that last year alone in Cambridgeshire over 15,000 women suffered some form of domestic abuse, with an additional 4,700 being the victim of sexual violence.

On 25th November, Cambridgeshire celebrated the 20th International Day for the Elimination of Violence against Women by releasing awareness-raising materials, including safety information for survivors of abuse to help in the struggle against gendered violence.

Following on from this event, member agencies of the Cambridgeshire Domestic Abuse Partnership will continue to be raising awareness with staff and service users as part of the ongoing strategy to reduce the prevalence of violence against women and girls in the county.

Police crack down on DV offenders this Christmas

Patrols dedicated to tackling domestic abuse will be run over the Christmas period as police in Cambridgeshire crack down on offenders. The dedicated vehicles will ensure as much evidence is gathered at the scene of incidents as possible and arrests made wherever possible.

Officers across the force will use head cameras, which allow them to gather extra evidence at scenes where victims are often reluctant to make statements.

Patrol vehicles will be dedicated to dealing with domestic incidents from December 16 to January 3 and there will be at least one specially trained officer on each shift, who will offer support and guidance to colleagues dealing with incidents.

Southern Cambridgeshire MARAC Chosen as 'Leading Light'

Southern Cambridgeshire's Multi-Agency Risk Assessment Conference (MARAC) has been chosen by the Home Office as one of only three areas nationally to undergo a review commissioned by Central Government to assess the effectiveness of the process and determine whether MARACs should be placed on a statutory footing.

This is a great compliment to the MARAC and its partners from across all agencies and will go a long way to inform the national direction of travel as we move into 2011.

Cambridgeshire given green light to pilot Participatory Budgeting (PB) for Ending Violence Against Women and Girls

Cambridgeshire's Domestic Abuse Partnership has been awarded £15,000 by Central Government to test participatory budgeting on the Violence Against Women and Girls (VAWG) strategy in the county. The award, one of only three made nationally, will go towards facilitating groups in the north and south of the county in March 2011. These groups will be exploring issues of VAWG for traveller/gypsy groups and children/young people as part of the Localism agenda. Findings from the project will be shared with the Home Office to inform the roll-out of PB for VAWG issues.

Cambridgeshire Chosen to Trial 'Positive Deviance' Project

The Cambridgeshire Domestic Abuse Partnership has been awarded a Home Office grant to explore the opportunities of using a 'positive deviance' approach to addressing Violence Against Women and Girls (VAWG) issues. 'Positive deviance' is a process whereby practices outside of usual operating procedures are identified as leading to improved outcomes. Once identified, a participatory budgeting approach is facilitated to allow community groups to resource the identified 'positive deviance' practice. Again, Cambridgeshire is one of only three partnerships nationwide that has been resourced by Central Government in this way.

For more information on any of the above, please contact Simon Kerss

Research Group

Manager: Mike Soper

Strategic Assessments 2010

Since the last Community Safety Bulletin was published, the five Strategic Assessments for 2010 have been completed and presented to each Community Safety Partnership. Following on from each of these, discussions took place amongst all partners to identify what priorities might be suitable for the following year. The draft agreed priorities are outlined below, due to be finalised in meetings held in the new year, from which full annual plans will be developed.

Full versions of the reports are now suitable for public release and will be available on the Cambridgeshire County Council website:

<http://www.cambridgeshire.gov.uk/business/research/rescrime/>

Cambridge City (Meeting held 2nd November)

At the November meeting it was agreed that Cambridge CSP should take forward three priorities into the next year. It was decided that the group would identify five potential issues, and then open discussions with the general public across December to hone these down to three. The following priorities were sent out for public consultation:

- Reducing Reoffending
- Alcohol-related violent crime
- Repeat incidents of ASB
- Domestic Violence
- Cycle crime

East Cambridgeshire (Meeting held 20th October)

East Cambridgeshire CSP identified three priorities under which partnership work and targets should be identified for the coming year:

- Challenge offending behaviour in our local communities
- Promote a safer community
- Challenge ASB

Fenland (Meeting held 18th November)

Partners narrowed down the priorities to:

- Domestic Violence
- Address crime in Wisbech and other emerging hotspots
- Tackle ASB (with a focus on offender and location)
- Reduce reoffending with a view to supporting the IOM Agenda
- Tackle safety issues with regards to the night time economy
- Tackle acquisitive crime including rural locations

It was decided that these should be amalgamated into the following priorities:

- Prevention and Awareness (Domestic Violence, ASB and acquisitive crime)

- Intervention and Emerging Issues (DV, ASB, and location-specific work around violent and acquisitive crimes, e.g. Wisbech and March East)
- Reducing Re-offending (Integrated Offender Management, DV, ASB and Acquisitive Crime)

[Huntingdonshire \(Meeting held 14th October\)](#)

Huntingdonshire identified two themes under which partnership work should be carried out over the next year:

- Prevention (At the present time these issues are alcohol related violence and domestic violence)
- ASB (including criminal damage) with an initial focus on St Neots

[South Cambridgeshire \(Meeting 25th October\)](#)

The following priorities were identified within South Cambridgeshire. It is intended that this will be given further consideration at planning meetings in the new year before they are finalised. At this point it is likely they will be reduced in number. Reducing re-offending is not highlighted by this CSP as it is intended to remain part of mainstream work.

- Improving Road Safety (to develop an understanding of local road safety issues as a separate entity to ASB and the work that can be done to address matters such as speeding)
- ASB repeat victims, with a further drill down of offences to identify specific problems
- Dwelling burglary (seeking to address incidents on the city border outskirts and looking to work jointly with the City Acquisitive Crime Group)
- Rural crime and offences committed against farmers

Common themes across all districts included domestic violence, ASB, violent crime and reducing reoffending.

A new arising issue within some districts is rural crime. Whilst difficult to target, the counts of rural crimes (such as farm crimes etc) have been on the increase since 2006/07. Additional scans of commercial victims of crime were carried out across the districts, and it was found that the typical victim groups were

- Farms (mainly the victims of theft)
- Shop owners (mainly victims of shop lifting)
- Service Stations (mainly the victims of fuel theft, driving off without paying)

Alongside the 2010 Strategic Assessments, a community safety survey was conducted seeking public perceptions of their local communities on various community safety issues. These were analysed and are included with each relevant Strategic Assessment document at the webpage linked above.

Ward profiles

The latest [Cambridgeshire Atlas: Ward Profiles](#) is an interactive atlas displaying key socio-economic and demographic data at a ward level. On screen metadata notes explains each of the individual indicators and you are also able to print off your own personalised profile: <http://map1.cambridgeshire.gov.uk/observe/Flash/Profiles/WardProfiles/atlas.html>

For more information contact Gurjeet Rajania or Hendrik Grothuis in the Research Group.

Last but not least....

The Localism Bill

1.0 Introduction

On 13 December, the Secretary of State for Communities and Local Government, Eric Pickles, published the “Localism Bill”, providing the legislative framework for achieving a shift of power to communities. In the accompanying “Decentralisation and the Localism Bill: an essential guide”, the Deputy Prime Minister Nick Clegg and the Minister of State for Decentralisation, Greg Clark, set out six essential actions to shift power from the centralised state to local communities, outlined below with the key announcements for each.

2.0 Key announcements

The six essential actions are described as the “anatomy of the transformation to which the Government is fully committed and on which more details will be set out in the public service reform white paper”. The Reform White Paper will be published in 2011 and will propose further changes to allow new methods of service provision including mutuals and extension of innovative payment and funding methods.

Local authorities are seen as having two vital roles. They will be the beneficiaries of decentralisation as power is passed to them through the Localism Bill and they will have a vital role in passing power to communities and individuals.

Action 1: Lift the burden of bureaucracy

The Localism Bill scraps several instruments of top-down control:

- **Regional strategies** – top down regional targets are abolished in favour of democratic local decision making.
- **The Standards Board regime** – will be abolished, allowing councils to devise their own regimes to govern propriety and behaviour and empowering local people to hold their elected representatives to account.
- **The “predetermination” rules** – will be abolished, ending the situation where councillors are prevented from acting on local issues because of the risk of challenge that they are biased.

Action 2: Empower communities to do things their way

The Localism Bill will give communities the freedom to run their own affairs in their own way by enacting a series of specific rights that can be exercised on the initiative of local people:

- **General Power of Competence** – local authorities will be given a General Power of Competence, allowing them to do anything which is not specifically prohibited by law. This allows them to innovate in response to local needs.
- **Community right to buy** – communities will be given the power to save local assets threatened with closure, by allowing them to bid for the ownership and management of community assets.
- **Neighbourhood plans** – the planning system will be reformed to give local people new rights to shape the development of the communities in which they live. Local areas will be given the right to permit development without planning applications; developers planning large schemes will have to consult communities before submitting a planning application.
- **Local plan reform** – The Planning Inspectorate will no longer be able to rewrite local plans. Authorities will only be able to adopt plans judged ‘sound’ by the inspector, but inspectors will only be able to suggest changes at the request of the local authority.

- **Local authority housing** – Councils will be able to set qualification criteria for housing waiting lists, and offer short-term council house tenancies. A national ‘homeswap’ scheme will be established for housing tenants. The law requiring home information packs, previously suspended, will be abolished.
- **Homelessness** - Councils will now be allowed to find homeless families private rented accommodation for at least 12 months, rather than putting them on a waiting list for a council house or housing association accommodation. Concerns have been raised that these powers could lead to homeless families being relocated to cheaper parts of the country.

Action 3: Increase local control of public finance

The Localism Bill contains several provisions to increase the power that local people have over local spending:

- **Council tax referendums** – the Bill will remove Council Tax caps from local government, and instead local residents will be given the power to veto excessive increases, by requiring local authorities to hold a referendum on any proposed rise above a certain threshold.
- **Business rate discounts** – local authorities will be given the power to grant a discount in business rates.
- **Community Infrastructure Levy** – This new levy will require local authorities to allocate a proportion of Community Infrastructure Levy revenues back to the neighbourhood from which it was raised.

Action 4: Diversify the supply of public services

The Government’s default position is that all public services should be open to diverse provision, with monopoly provision justified on an exceptional basis. The Localism Bill will give rights to new and established service providers:

- **Community right to challenge** – communities will be given the right of challenge to run local authority services. It is hoped that local communities will be able to get more involved in the direct delivery of public services and shape them in a way that will meet local preferences.
- **Community right to buy** – community organisations will be given greater opportunities to identify and bid for assets of value to them, from which they can deliver existing or new services.

Action 5: Open up Government to public scrutiny

The Bill will place a requirement on local authorities to produce an annual statement setting out their policy on the remuneration of their chief officers. This builds upon a number of measures already taken to put financial information in the public domain, for example:

- Starting next year, local authorities will be required to publish every item of expenditure over £500
- Public sector bodies will also be expected to be transparent on contracts, salaries and staffing.

Action 6: Strengthen accountability to local people

The Bill contains a package of democratic reforms designed to ensure that public services are also subject to the individual and collective choices of active citizens:

- **Local referendums** – local residents, councillors and councils will have the power to instigate, via a petition, local referendums on any local issue. 5% of the local electorate will be required to sign the petition to request a referendum. Results of referenda will not be binding, although the local authority is required to publish the result and report on any action taken, or the reasons for no action being taken.
- **Removal of ‘bin taxes’** – Governments will lose the power to charge or levy fines on waste collections
- **Local authority governance** – Councils will be allowed to return to the committee system of governance, if they so wish
- **Elected mayors** – the Bill includes measures to enable 12 cities in England to have directly elected mayors from 2012, subject to referendums.
- **Removal of the duty to promote local democracy** – This duty introduced by Labour will be abolished as an ‘unnecessary burden’.

For more details, see 'Decentralisations and the Localism Bill: an essential guide'
<http://www.communities.gov.uk/publications/localgovernment/decentralisationguide>

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