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CLEANER GREENER AND SAFER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

Wednesday 9 November 2011

Present:- Councillor John Williams – in the Chair
Councillors Allport, Becket, Miss Cooper, Hailstones, Mrs Johnson,
Kearon, Matthews, Richards, Robinson and Tagg S J

1. ALSO IN ATTENDANCE

Councillor Miss Reddish – Portfolio Holder for Environment and Recycling.

2. MINUTES OF THE PREVIOUS MEETING

Resolved:- That the minutes of the meeting held on 31 August 2011 be agreed as a correct record subject to the inclusion of Councillor Allport and apologies received from Councillor Robinson.

3. PRIMARY AUTHORITY SCHEME

The Council's Head of Environmental Health Services updated Members on the Primary Authority Scheme which had been approved by the Cabinet on 19 October 2011.

Members were advised that there were 33 potential businesses wishing to join the scheme. Letters would be sent out this week and responses awaited prior to meeting with the businesses to assess their needs.

Resolved:- That the information be received.

4. CARBON MANAGEMENT PLAN

The Council's Head of Housing updated Members on the current position regarding the Carbon Management Plan. Information on this was handed to Members at the meeting.

Questions had been raised at the previous meeting regarding the Midway Car Park and its position during the evenings. One proposed action would be to close the Midway off on all but levels four and five and to switch the lights off on the empty floors. Members were advised that notices would be put up this week explaining which floors were available.

Members also enquired about the Civic Offices and the leasees who would be coming into the building. Would they be responsible for the energy they used or would it be built into the contract.

Members had also enquired about funding for Community Centres and were advised that the Energy Savings Trust and the Carbon Trust may provide funding. The Council's Head of Housing would look into these grants.

The Portfolio Holder for Environment and Recycling advised Members that a grant had been received and a meeting was due to be held on putting it to its best use.

Resolved:- That the information be received.

5. CCTV CONTROL ROOM

Members received a presentation from the Council's Community Safety Officer on the CCTV Control Room Operator Volunteer Scheme.

It had been brought about in order to extend the periods of operation by the use of volunteers.

The Council was looking to appoint approximately ten volunteers over a three month pilot period.

Concerns were raised that there could be a perception that the Council were cutting paid workers to replace with volunteers. This would only supplement the present service and not replace it.

Members asked if the volunteers would be Security Industry Association (SIA) trained. This would be investigated but was not essential. Members requested that it be checked to see if full time employees had to be SIA trained and if so, it should follow that the volunteers should be too.

A request was made for information on the manning levels of the CCTV equipment.

It was felt that there could be a high turn over of staff once they had been trained and could move on to full time paid work.

This had been accounted for in the budget.

Resolved:-

- (a) That the information be received.
- (b) That the position of SIAs be investigated.
- (c) That information on the meaning of the CCTV be forwarded to Members.

6. ALCOHOL HARM REDUCTION STRATEGY

Members received a presentation from the Council's Community Safety Officer on the Council's Alcohol Harm Reduction Strategy.

An Alcohol Strategy Priority Action Group had been set up in 2008 looking at alcohol related issues.

The original strategy, which was a statutory responsibility for all Crime and Disorder Reduction Partnerships had been set up in 2008 and would expire in 2012.

The strategy set out six objectives: prevention, education, health, treatment, crime and disorder.

For the night time economy, St John's Ambulance and the Red Cross run triage operations to keep A&E units for emergencies. It was reported that the Red Cross ran the service for free whilst St John's Ambulance had cut their costs significantly

A statue and mobile juice bar had been set up in 2008/09 in the town centre and the outskirts and Members asked if this could be extended to other areas of the Borough – for example Kidsgrove where there was a large drink problem. This would depend upon capacity and the Chair requested that the Kidsgrove LAP put something forward. The Council's Community Safety Officer would attend a Butt Lane LAP meeting to discuss a way forward.

Cheshire East had raised the price/unit of alcohol by 30p and Newcastle was waiting to see what happened. The information would be brought to this meeting when it was available.

Members requested that Trading Standards be invited to a future meeting to discuss alcohol related problems.

- Resolved:-**
- (a) That the information be received.
 - (b) That the Council's Community Safety Officer attends a Butt Lane LAP meeting.
 - (c) That the outcomes of the Cheshire East Initiative be brought to a future meeting when it becomes available.

7. DRAFT SCRUTINY BRIEFS

(i) Volunteers Staffing of CCTV Control Room

This had been covered earlier in the meeting. Members were advised that there was a new emergency number of 101. The current number of 303030 would phase out over time.

Resolved:- That the information be received.

(ii) Police Reform and Social Security Act

This Act had just received Royal Assent and therefore it would be better to await its implementation. Any information from LAPs should be passed to the Council's Elections and Licensing Manager who would bring the information to a future meeting.

- Resolved:-**
- (a) That the information be received.
 - (b) That following its implementation the item be brought to a future meeting along with any information received by the Council's Election and Licensing Manager.

(iii) Crime and Disorder Reduction Partnership

Resolved:- That a report on this be brought to the next meeting.

(iv) Development of a Space and Stronger Communities Strategy

Members requested that a meeting be set up with the Council's Head of Business Improvement and Partnerships to discuss which areas to lead on and to bring the matter to a future meeting. Members would like to see the draft strategy.

Resolved:- That the draft strategy be brought to a future meeting of this Committee.

8. FORWARD PLAN

Consideration was given to a report on items contained within the Forward Plan that were relevant to this Committee.

Two issues were raised from the items:-

(i) Recycling Bring Site Provision

Members requested that draft ideas be brought to this Committee for pre-decision scrutiny.

(ii) North Staffs Green Space Strategy Progress Report

Members requested that an annual update be given to this committee on this item regarding the progress with the delivery of the Action Plan.

- Resolved:-**
- (a) That the Forward Plan be received.
 - (b) That draft ideas for recycling bring site provision be brought to a future meeting.
 - (c) That an annual update on the Green Space Strategy be given to this committee.

9. TREE PRESERVATION ORDERS

Members queried the Tree Preservation Order Process which was managed through the Town and Country Planning Act. Members suggested that the way in which they were interpreted could be scrutinised by this Committee and requested that a presentation be given at a future meeting with particular attention being made to park areas.

- Resolved:-**
- (a) That the information be received and the comments noted.
 - (b) That a presentation be made to the next meeting on Tree Preservation Orders.

**J WILLIAMS
Chair**

ALCOHOL LICENSING AND OFF-LICENCES IN NEWCASTLE UNDER LYME

Submitted by: Democratic Services Manager

Portfolio: Safer and Stronger Communities

Ward(s) affected: Non Specific

Purpose of the Report

To update the Committee regarding a meeting that took place on 7 February 2012 with representatives from Trading Standards.

To inform the Committee of the process for a review of a premises licence.

To request that the Committee consider future ways to consolidate information regarding licensing complaints such as underage sales and the sale of counterfeit alcohol.

Recommendation

That a central point for the collation of information regarding off licence premises be identified.

Reasons

At present complaints may be made to a variety of different bodies regarding off licence sales, this information is vital as it can be used by Trading Standards to identify and take action against problem premises. Very little information is currently being fed into Trading Standards from the Newcastle area.

1. **Background**

1.1 The Chair and Vice Chair of this Committee met with Fiona Chapman and Brandon Cook from Staffordshire Trading Standards on 7 February 2012 to discuss issues relating to off licensed premises, underage sales and the sale of counterfeit alcohol. Also in attendance was Trevor Smith, the Council's Community Safety Officer (Alcohol Lead).

2. **Issues**

2.1 There are currently 400 off-licences in the County which have now been visited by Trading Standards of which 73 had alcohol seized. It is still unknown who is supplying these premises but there are thought to be 2 or 3 major suppliers. Eighteen thousand bottles of counterfeit alcohol had been confiscated county wide, some of which have been contaminated, some which are genuine alcohol with counterfeit labels and some of which have been imported without having duty paid. Attached at **Appendix A** is a list of operations that have been carried out by Trading Standards Officers.

2.2 The main area where the Council can look to help Trading Standards in the identification of problem premises is with regards to the provision of information. At the moment information may be fed to Councillors from concerned constituents, to residents associations, to LAPs and to a variety of other sources. In order to help the efficient processing of information to Trading Standards a centralised point for the collation of this information is required and it is suggested that a database of complaints be held by the Licensing Department and regular reports sent to Trading Standards to allow them to identify premises that are persistent

offenders. The production of fact based evidence is vital should Trading Standards prosecute a premise or a responsible authority submit an application for a review of a premise licence, guidance regarding a review clearly states that any speculative evidence will not be accepted. Details regarding submitting an application for a review of a premise licence are attached at **Appendix B**.

2.3 Attached at **Appendix C** is a diagram highlighting the many organisations from which information about problem premises may be received.

3. **Options Considered**

3.1 That a centralised point for the collation of off licence related complaints be identified.

4. **Proposal**

That the Licensing Department help to collate and keep a database of all complaints relating to off licence sales and provide regular reports to Trading Standards.

5. **Reasons for Preferred Solution**

5.1 At the moment a lack of information from the Newcastle Area means that Trading Standards are unable to identify persistent offenders regarding under age sales and the sale of counterfeit alcohol. This information is vital for any prosecutions or reviews of the licence that are submitted.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- creating a cleaner, safer and sustainable Borough
- creating a healthy and active community
- transforming our Council to achieve excellence

7. **Legal and Statutory Implications**

None identified at present.

9. **Financial and Resource Implications**

9.1 May result in some additional work for licensing administration staff.

10. **Major Risks**

10.1 There is a risk that should information not be handled in a more comprehensive way that Trading Standards will be unable to take the required action against problem premises.

11. **List of Appendices**

Appendix A – List of Operations

Appendix B – Review of Premise License application

Appendix C - Diagram re problem premises

Action Taken In Newcastle under Lyme by Trading Standards.

1. Illicit alcohol was taken from the premise. The spirit was tested by the public analyst and was classified as not being fit for consumption due to the high methanol content. The owner of the business was interviewed and formal enforcement was sanctioned.
2. Illicit alcohol was taken from the premise. The spirit was tested by the public analyst and was classified as not being fit for consumption due to the high methanol content. The owner of the business was interviewed and the investigation file is currently being finalised, prior to meeting with the head of service to discuss the options regarding formal action.
3. Illicit alcohol was taken from the premise. The spirit was tested by the public analyst and was classified as not being fit for consumption due to the high methanol content. The owner of the business has been interviewed and the investigation file is currently being finalised, prior to meeting with the head of service to discuss the options regarding formal action.
4. Illicit alcohol was taken from the premise. The spirit was tested by the public analyst and was classified as not being fit for consumption due to the high methanol content. The owner of the business and Licence holder/DPS has been interviewed and the investigation file is currently being finalised, prior to meeting with the head of service to discuss the options regarding formal action.
5. Both illicit and counterfeit alcohol was taken from the premise. The illicit spirit has been tested by the public analyst and has been classified as not being fit for consumption due to the high methanol content. Confirmation has also been received from brand holder to confirm that the spirit drink has counterfeit back labels. The owner of the business has been interviewed and the investigation file is currently being finalised, prior to meeting with the head of service to discuss the options regarding formal action.
6. 1 bottle of counterfeit alcohol was seized. The premise owner has been interviewed and the investigation file is almost complete. Awaiting a meeting with head of service.
7. Counterfeit alcohol was taken from the premise. Confirmation has also been received from brand holder to confirm that the spirit drink has counterfeit back labels. The DPS has been interviewed. Investigation report is pending completion.
8. Counterfeit alcohol was taken from the premise. The interview was delayed due to awaiting formal confirmation from the brand holder. However, confirmation has now been received and accordingly an interview will be arranged shortly.

9. Counterfeit alcohol was taken from the premise. Confirmation has been received from brand holder to confirm that the spirit drink has counterfeit back labels. This premise will be interviewed shortly; other premises have been prioritised in favour of illicit of product and due to limitation period.

Submitting an Application for a Review of a Premise Licence

A review of the licence/certificate can be applied for by:

(a) An interested party

- (i) A person living in the vicinity of the premises.
- (ii) A body representing persons living in the vicinity of the premises.
- (iii) A person involved in business in the vicinity of the premises.
- (iv) A body representing persons involved in business in the vicinity of the premises.

(b) A responsible authority

- (i) Newcastle Police
- (ii) Staffs Fire & Rescue Service
- (iii) Staffordshire County Council, Trading Standards
- (iv) Principal Environmental Health Officer
- (v) Head of Planning & Development Manager

(c) A member of club (for Club Premises Certificates only)

(d) An Elected Member

- The application must be based on at least one of the four licensing objectives:

The prevention of crime and disorder

Public Safety

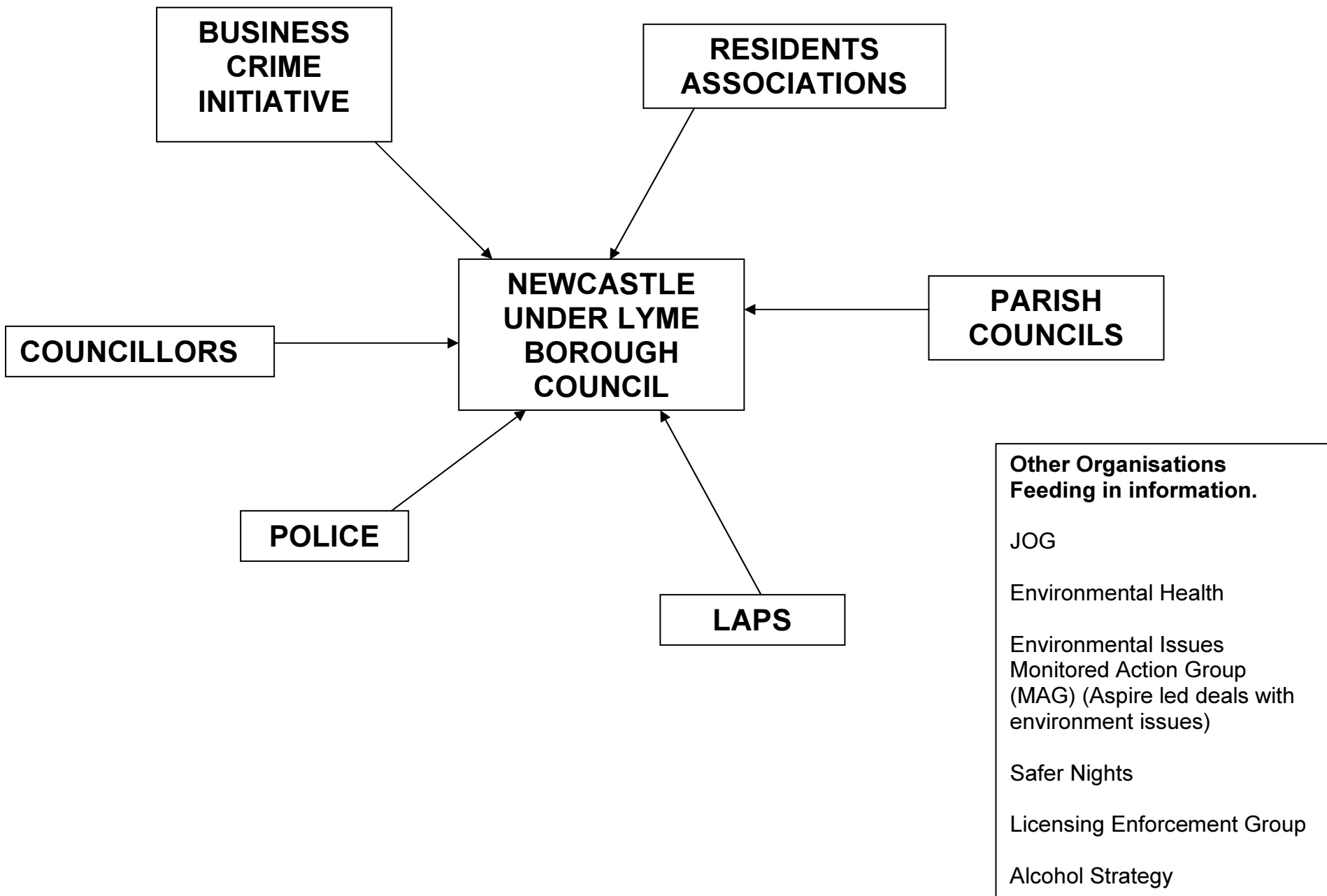
The prevention of public nuisance

The protection of children from harm

- The application must be submitted to the Licensing Authority (Newcastle Borough Council) and copies sent to all responsible authorities.
- The Licensing Authority must advertise the review in a local newspaper and place notices in the premise.
- Responsible authorities and interested parties have 28 to make representations to the Licensing Authority.
- At the end of the 28 day objection period, a hearing (meeting of the Licensing Sub-Committee) must be held with 20 working days.
- The Sub-committee is made up of three members of the Licensing Committee.

- The Sub-Committee will hear evidence from the applicant, the representatives of the premise and any other responsible authorities or interested parties who have made submissions during the 28 day objection period.
- The Sub-committee will decide based on the empirical evidence provided (speculative evidence must be disregarded) and the Licensing Objectives to carry out any of the following actions:
 - (1) Take no action – there are no steps necessary for the promotion of the licensing objectives.
 - (2) Issue a formal warning or recommend improvement within a given time.
 - (3) Modifying the conditions on the premise licence (adding new conditions, altering existing conditions or omitting existing conditions).
 - (4) Excluding a licensable activity.
 - (5) Removing the Designated Premises Supervisor.
 - (6) Suspend the licence for a period not exceeding 3 months.
 - (7) Revoke the licence.

If the licence is revoked a new licence must be applied for which will again involve submitting an application with a 28 day objection period.



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STRONGER AND SAFER COMMUNITIES STRATEGY 2012-2017

Submitted by: Head of Business Improvement and Partnerships – Mark Bailey

Portfolio: Safer and Stronger Communities

Ward(s) affected: All

Purpose of the Report

To provide the Committee with a first draft of the Stronger and Safer Communities Strategy.

The Strategy has been developed in line with the other key Borough Council strategies on Economic Development and Health and Well-Being.

Following presentation at the Committee, the Strategy will be presented at Cabinet on 14 March 2012 and will be amended based on comments from the Committee and elsewhere.

Recommendations

- (a) That the Committee notes the contents of the Strategy.**
- (b) That the Committee make any amendments or suggestions to the content of the Strategy.**
- (c) That the Committee endorses the presentation of the Strategy to Cabinet on 14 March 2012.**

Reasons

The Strategy will provide the main framework for the work being done by the Borough Council in conjunction with its partners, communities and other key stakeholders in seeking to develop stronger and safer communities in the Borough and beyond.

The Strategy brings together previously disparate areas of work and provides a common basis for future work programmes as well as providing a set of key indicators and outcomes which those projects listed in the Strategy seeks to deliver.

It is proposed that the Strategy – as with the other key strategies mentioned above – will be subject to consultation with key sections of the Borough's population.

1. Background

- 1.1 An initial brief for the Borough Council's Stronger and Safer Communities Strategy was presented to the Cleaner, Greener, Safer Overview and Scrutiny Committee in November 2011. The original Brief is provided with this report at Appendix A.
- 1.2 At its meeting in November 2011, the Committee agreed to proceed with work on the Strategy and asked that an initial draft of the Strategy be presented to the Committee at its meeting on 29 February 2012. The first draft of the Stronger and Safer Strategy is included with this report for initial consideration from the Committee.

1.3 The Strategy is presented here in draft form at Appendix B, with further work is needed with communities, partners and others to establish whether those areas included in the Strategy for delivery are achievable within the timescales (2012-2017). Some of the work around health, for example, is generational and may require a wider focus as a result.

2. **Issues**

2.1 The Stronger and Safer Communities Strategy itself has been developed along a number of key lines of enquiry/development.

2.2 There are a number of key drivers listed in the Strategy, including: -

- National developments
- Evidence/data
- Other plans/strategies developed in the Borough
- Previous experience
- Resource issues/prioritisation

2.3 Based on these drivers and the clear focus on delivery now demanded by communities and partners, the Strategy is focused heavily on action planning, and Appendix C of the document provides the outline of these action plans for the Committee.

2.4 As with the other key strategies being developed by the Borough Council, this Strategy responds to the issue often raised by the public and others that there are too many plans and too many strategies in place and not enough delivery. There are a range of existing plans in place for the Borough, including partnership plans and individual organisational plans. This Strategy seeks to codify large amounts of this work – putting the key areas in one Strategy in order to focus attention on the key projects developed on the basis of evidence and political priorities.

2.5 It is clear that, with the economic downturn in recent years and the subsequent tightening of the public finances, not everything can be done in terms of addressing the issues of the Borough. As a result, a clear focus has been made in this Strategy on a clear set of objectives, allied to the key priorities identified by the Newcastle Partnership of economic growth and vulnerability. The next step will be to secure commitment from partners and others in terms of delivering the key aspects of the Strategy itself over the next 4-5 years.

3. **Options**

3.1 There are no options to be considered at this stage. The Committee is asked to consider the draft version of the Strategy and make any comments as required. Further consultation will take place with partners and other key stakeholders following this meeting and a further version of the Strategy will be presented to Cabinet at its meeting on 14 March 2012. The report to Cabinet will include the views expressed by this Committee.

4. **Proposal**

4.1 It is proposed that the Committee consider the Strategy and make comments as required, in order that the Strategy can be considered by Cabinet on 14 March 2012, as per the original Scrutiny Brief.

4.2 It is proposed that the Strategy becomes the overarching document for work in these key areas of activity over the five year period up to and including 2017.

5. **Reasons for Preferred Solution**

- 5.1 The Strategy has been developed in order to organise the work being done under the headings of 'Stronger' and 'Safer' communities. The Strategy has taken note of key drivers as set out in this report and has also taken into account the restrictions placed on organisations and individuals due to the prevailing economic situation. The Strategy forms the basis for ongoing work in these areas over the next few years and provides a structure and coherence which will assist in moving forward in the areas covered by the Strategy.

6. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 6.1 The Strategy has potential to help deliver key outcomes across all the priorities of the Borough Council and a number of the priorities set out in the Sustainable Community Strategy for the Borough.

7. **Legal and Statutory Implications**

- 7.1 None at present – there is no statutory requirement to provide this Strategy, although it remains a statutory requirement to produce a Sustainable Community Strategy.

8. **Equality Impact Assessment**

- 8.1 An Equality Impact Assessment is being developed for the Strategy.

9. **Financial and Resource Implications**

- 9.1 There are a range of resource implications in terms of delivering the Strategy and these have been referred to in this report and elsewhere.

10. **Major Risks**

- 10.1 The GRACE risk assessment for the Strategy is being developed. The key risks include not committing enough resources to these areas of work and the community and Borough continuing to deal with the ongoing issues as a result.

11. **Sustainability and Climate Change Implications**

- 11.1 No direct implications, although these issues will be part of the projects set out in the Strategy.

12. **Key Decision Information**

- 12.1 This item is included in the forward plan.

13. **Earlier Cabinet/Committee Resolutions**

Cleaner, Greener and Safer Communities Overview and Scrutiny Committee – 9 November 2011

14. **List of Appendices**

Appendix A – Brief for Scrutiny

Appendix B – Newcastle-under-Lyme Stronger and Safer Communities Draft Strategy 2012-2017

Appendix C – Action Plan

15. **Background Papers**

None.

Brief for Scrutiny – Proposed Development of a Safer and Stronger Communities Strategy for Newcastle-under-Lyme

<p>Topic to be Scrutinised</p> <p>The proposed development of a Safer and Stronger Communities Strategy for the Borough of Newcastle-under-Lyme.</p>
<p>Questions to be Addressed</p> <ol style="list-style-type: none"> (1) What priorities should a Safer and Stronger Communities Strategy focus on and what should be included in the Strategy? (2) How should such a Strategy be developed and who should play a part in this development? (3) What critical success measures should be included in any proposed Strategy? (4) How will the Strategy be delivered and what are the major obstacles to effective delivery? (5) What other strategies, plans and approaches link in with a proposed Safer and Stronger Communities Strategy? (6) What should be the period covered by the Strategy and what should be the process for renewal or refreshment to reflect changes at the national level and elsewhere?
<p>Outcomes</p> <ol style="list-style-type: none"> (1) A clear understanding of the main drivers behind the development of a Safer and Stronger Communities Strategy for the Borough, including a knowledge of the key statistics and indicators connected to this area of work. (2) A developed and agreed Strategy, which sets out the key areas of priority and focus for the Borough Council, its partners and communities and a clearly articulated set of outcomes underpinning the Strategy. (3) A clearly developed set of measures and milestones to order the areas of focus set out in the Strategy, in order to be able to evaluate progress against outcomes and the impact of work being done as part of the delivery of the Strategy. (4) Clear links between the Strategy and existing/planned areas of work both at the local level and also beyond, including the developing localism agenda as set out in the Decentralisation and Localism Bill and elsewhere, and also the other key strategies being developed by the Borough Council – in the areas of health and economic development. (5) Input into the development of approaches designed to deliver the main aspects of the Strategy – including ongoing work with partner organisations under the main headings of the Strategy. (6) A clearly developed evaluation approach in order to review and challenge the Strategy and also to ascertain the levels of impact of the actions resulting from delivery of the Strategy. (7) A clear approach to communication and engagement with key stakeholders in the Borough both in order to better understand need and perception and also to work with stakeholders closely in delivering the Strategy. (8) An understanding and appreciation of any barriers to delivery or further development and an ability to work on approaches to mitigate or remove these barriers, together with an ability to recognise further opportunities and develop approaches based on these opportunities. (9) To develop and implement horizon scanning approaches which allow the Strategy to be dynamic and which also allow for changes to be made where relevant and which recognise changes to the external environment which impact on the Strategy's ongoing development.

<p>(10) A knowledge of work being done elsewhere and an appreciation of how applicable other examples are in terms of developing and delivering the Strategy.</p> <p>(11) An evaluation of the capacity for existing mechanisms – e.g. Locality Action Partnerships (LAPs) to deliver key areas of this work.</p>
<p>Background Materials</p> <p>(1) Existing Community Safety Strategies, including the Borough’s Alcohol Harm Reduction Strategy and other key documents.</p> <p>(2) The Decentralisation and Localism Bill and other key pieces of existing or planned legislation.</p> <p>(3) The existing Corporate Plan, Sustainable Community Strategy and the ‘Story of Our Place’ (drafted as part of the ongoing review of Locality Action Partnerships).</p> <p>(4) Previous Cabinet and Scrutiny reports relating to the LAPs review (see above) and the work being done in Community Safety in the Borough by the Borough Council and key partners.</p> <p>(5) Other key documents produced either locally or nationally – e.g. relating to Community Budgets.</p>
<p>Evidence and Witnesses</p> <p>(1) Representatives from partner organisations – e.g. Staffordshire Police, NCVS. Leader of the Council and Portfolio Holder for Safer & Stronger Communities.</p> <p>(2) Other Cabinet Members.</p> <p>(3) Relevant Heads Of Services & Business Managers.</p> <p>(4) EMT.</p> <p>(5) Offices from Business Improvement & Partnerships.</p> <p>(6) Other local authorities and local government agencies (where relevant).</p>
<p>Method of Scrutiny</p> <p>(1) It is suggested that the role of the Cleaner, Greener and Safer Communities Overview and Scrutiny Committee is to continue its existing role in terms of scrutiny, but receive updates on progress of ongoing work on developing a Safer and Stronger Communities Strategy for the Borough.</p> <p>(2) The Scrutiny Committee may wish to examine this Brief and suggest particular areas of focus, which can be progressed through a Task and Finish Group, if the Committee so wishes</p>
<p>Timetable</p> <p>Start Date: Initial brief to the Cleaner, Greener and Safer Communities Overview and Scrutiny Committee – 9 November 2011.</p> <p>Presentation of the initial draft to Cleaner, Greener, Safer Overview and Scrutiny Committee – 29 February 2012.</p> <p>Presentation to Cabinet: 14 March 2012.</p> <p>Progress Reports: to be arranged.</p>
<p>Constraints</p> <p>No immediate constraints, although ‘localism’ picture is still emerging and also developing picture in terms of future Community Safety work.</p>
<p>Members to Undertake the Scrutiny</p> <p>Members of the Cleaner, Greener, and Safer Communities Overview and Scrutiny Committee.</p>

<p>Support</p> <p>Chief Executive EMT Head of Business Improvement & Partnerships Partnerships Manager/Community Safety Manager Other Heads of Service & Business Managers</p>
<p>Newcastle Borough Council Corporate Plan Priority area(s)</p> <ul style="list-style-type: none"> • Creating a cleaner, safer and sustainable Borough • Creating a Borough of opportunity • Creating a healthy and active community • Transforming our Council to achieve excellence
<p>CfPS Objectives:</p> <ul style="list-style-type: none"> • Provides and critical friend challenge to executive policy makers and decision makers • Enables the voice and concerns of the public to be heard • Is carried out by independent governors who lead and own the scrutiny role • Drives improvement in public services
<p>Brief Approved by Overview and Scrutiny Co-ordinating Committee</p> <p>Signed Date</p>

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NEWCASTLE UNDER LYME B.C. STRONGER AND SAFER COMMUNITIES STRATEGY 2012-2017**Introduction**

Developing and creating stronger and safer communities is the key to developing a Borough which is “a better place to live, work and invest” (as stated in the vision for Newcastle under Lyme Borough Council in its Corporate Plan).

This is a draft version of the Newcastle Borough Council Stronger and Safer Strategy, which aims to create a community centred around the Council’s vision – a community that: -

- Is strong, resilient and supportive and which encourages people to take responsibility for their own lives, whilst supporting them through the difficult times in their lives.
- Is free from crime, disorder and danger.
- Lives, works and studies in areas which are organised and planned effectively and therefore allow equal access to all services and facilities.

This Strategy seeks to set out the main issues and drivers underpinning the work being done and planned by the Borough Council and its key partners in pursuit of delivering the vision and key objectives set out above.

In doing so, we aim to develop community capacity in the Borough, so they are better able to plan and develop approaches to identifying their own issues and priorities; deal with them in partnership with all public sector agencies and have the ability to react effectively to any issues they have to confront.

How this Strategy Works

The Council's Stronger and Safer Strategy is the key document which sets out how the Borough Council and its partners will deliver key aspects of work relating to community development, community safety and community empowerment is seeking to deliver the vision of "a better place to live, work and invest".

The Strategy, therefore, sets out those **issues** and **evidence** which are key for the Borough to deal with based on an overview of the Borough, including its key demographics and other key areas of data.

Next, the Strategy details those **existing plans and initiatives**, which have formed the basis of the positive work done by the Council and its partners in addressing the challenges created by the major issues faced by the Borough. This information is included because it is the intention to build on this work, in areas such as locality working, for example.

Finally, the Strategy covers the **developing national agenda**, in vital areas such as community safety, localism, tackling troubled and vulnerable families and other key relevant areas such as reforms to the health service. In taking into account these national factors, together with the focus on local issues, it is envisaged that the Strategy will be effectively a synthesis of local and national priorities and factors and will be based on the strengths already found in partnership working in the Borough.

Based on each of these key drivers – key data/issues; national/local priorities; existing work in locality/partnership working, community safety and community development; and relating to other key strategies such as the Council's Corporate Plan; the Borough's Sustainable Community Strategy and Health and Well-Being/Economic Development Strategies, this Strategy outlines **the way forward** in terms of developing stronger and safer communities in the Borough of Newcastle-under-Lyme.

Our focus is on **delivery**, so we will set out those actions identified to deliver our vision and key objectives and support these actions with plans which are measurable, accountable and which are open to scrutiny.

Overall, this Strategy is based on **evidence** – responding to and developing our key areas of policy and action. It takes account of the major risks facing the Borough and builds on our strengths.

It is also based on **experience**, building on what has worked well in the past as well as using good examples from elsewhere and developing our own innovative approaches.

Finally it will be based on **effectiveness** - focused on partnership working and community engagement (primarily through our Locality Action Partnerships) and also focused on our collective priorities in partnership with other agencies and the community as a whole.

Our aim is to deliver positive outcomes for our Borough – delivering our key objectives by using evidence effectively to **enhance** the lives of the people we serve and represent.

The Evidence Base

A key principle of this Strategy is that it is based on evidence. In order to better understand our issues, it is important we know what the key data tells us about our Borough and the communities within it. This section of the Strategy, therefore, covers an overview of the Borough, including key demographics before going on to link the Strategy with other areas of policy, including developing national and local (Staffordshire and Newcastle) priorities.

Background Analysis

Profile of the Borough of Newcastle-under-Lyme

The Borough of Newcastle-under-Lyme is in North Staffordshire and has, as its primary focus, the town of Newcastle-under-Lyme itself. The Borough is also made up of Kidsgrove (to the north of Newcastle-under-Lyme) and a number of villages and other settlements to the west and south of the two main towns.

The Borough is semi-urban (20% of the land and 80% of the population could be described as 'urban'), with the eastern part of the town of Newcastle bordering with Stoke on Trent as the major city in Staffordshire.

The Borough is also the location for Keele University, as well as Newcastle College of Further and Higher Education and a number of schools and other learning institutions.

Transport networks are reasonably good in the Borough, with the M6, A500 and A34 running through at least part of the Borough and train stations located nearby in Stoke on Trent and Kidsgrove.

The population of the Borough stands at around 125,000 and is projected to grow by over 7% to around 134,000 in 2033. This population is ageing - it is estimated that the number of residents over retirement age will increase by 46% over the next twenty years.

Major Issues/Trends

Deprivation

Newcastle has several wards where levels of deprivation are high (within the top 20% most deprived in the country). Residents in these areas are experiencing higher levels of deprivation relating to income, employment, health and education than elsewhere in the Borough. Conversely, there are areas in the Borough where the levels of deprivation are some of the lowest in the country.

According to the IMD 2010, approximately 15,500 residents in Newcastle live in the top 20% most income deprived areas - approximately a quarter (4,200) of these residents are likely to be experiencing income deprivation.

Approximately 2,700 residents aged 0-15 live in the top 20% income deprived areas in the Country- around a half of these young people are likely to be experiencing income deprivation.

Around 1,000 older residents live in the top 20% most income deprived areas - just over a third of these people are likely to be experiencing income deprivation.

Worklessness/Economy

As at November 2011, the rate of Job Seeker’s Allowance claimants in Newcastle was 2.8%. This was lower than the national rate of 3.8%, however there are variations across the wards and in smaller areas of the Borough. Cross Heath had a claimant count rate of 5.4% - and in one area in that ward the rate was as high as 10.3%. The rate of JSA claimants in Loggerheads and Whitmore was 1.6%.

Young people aged 16-24 are disproportionately suffering from unemployment across the country, and this is also true in some areas of Newcastle. The overall rate of youth unemployment in the Borough is 4.4%; this is lower than the Staffordshire rate 5.1% and the rate across the country 6.2%. However, the following five wards have significantly higher rates of youth unemployment:

Butt Lane	8.3%
Cross Heath	8.2%
Knutton & Silverdale	7.4%
Holditch	6.7%
Silverdale & Parksite	6.6%

Job Seeker's Allowance only gives us an indication of the number of people who are available for work but who cannot find a job. Worklessness due to incapacity is also an important measure and one which also gives an insight into the health of Newcastle's residents. In May 2011 the overall rate of people claiming benefits due to their incapacity to work because of ill-health* was 7.7%. As is the case with JSA, there are significant differences in the rate of claims across the Borough with rates ranging from 11.8% in Cross Heath, to just 0.4% in Keele. Generally between one third and a half of all claimants are receiving their benefit due to a mental health condition.

Health

People in Newcastle-under-Lyme generally consider themselves to be in good health. According to the 2001 Census, two thirds (66.1%) of people rated their health as 'good' compared to 68.8% for England as a whole.

However, there are harsh inequalities in health experience, illustrated most starkly by variations in life expectancy which is 9.6 years lower for men and 9.7 years lower for women in the most deprived areas of Newcastle than in the least deprived areas (based on the Slope Index of Inequality published on 5th January 2011).

Most recent published data shows that teenage pregnancy rates in the Borough are higher than the national average with particularly high rates in Butt Lane and Cross Heath.

Alcohol-specific mortality rates in Newcastle are amongst the highest in the country for both men and women.

Finally, mental health remains a major issue in the Borough and elsewhere in Staffordshire, and is a major risk factor in relation to areas such as domestic abuse, offending and re-offending and anti-social behaviour.

Crime/Community Safety

Performance in the Borough in terms of crime is good, with many of the main crime headings seeing reductions in recent years.

Examples of these reductions include a 30% reduction in serious acquisitive crime in 2009/10 (compared to 2008/9); a 22% reduction in domestic burglaries and a reduction of 21% in reports of anti-social behaviour.

Despite these results, a wide range of challenges remain.

* Incapacity Benefit, Severe Disablement Allowance and Employment Support Allowance as at May 2011. Source: NOMIS

A key example of this is that fear of crime remains high, despite the reductions referred to above. In addition, and despite improvements, domestic violence remains a major issue in the Borough, as does anti-social behaviour.

In responding to these issues, the Newcastle Community Safety Partnership uses the Newcastle Borough Community Safety Strategic Assessment 2011¹ to develop 'problem orientated' approach to determining the key priorities for the partnership for the coming financial year.

The current community safety priorities for the Partnership are:

- Tackling the harm caused by alcohol;
- A focus on locality working and vulnerable localities;
- Improving support for vulnerable victims;
- Improving offender management.

In addition, the focus of community safety work recognises that – whilst improvements have been felt across the board in terms of crime and disorder – hotspots remain and these hotspots have witnessed higher levels of crime, anti-social behaviour and misuse of alcohol and offending than other areas. The list includes: -

- Newcastle Town Centre
- Wolstanton
- Chesterton
- Kidsgrove

Vulnerable people and those susceptible to harm continue to be a priority in Newcastle. Deprivation remains a key factor in terms of offending and also in relation to being victims of crime. Figures from the Strategic Assessment show that 40% of all victims of domestic abuse tend to come from areas described as 'lower income'. Misuse of alcohol and drugs remains a key factor in relation to issues of 'hidden harm'. Overall, there remains a need to deal with actual crime and disorder issues, but also to help to keep the vulnerable members of society – children and adults – safe and also to work with families in tackling a range of issues faced by them.

¹ <http://www.staffordshireobservatory.org.uk/IAS/strategicassessment2011>

Key Measures of Success

In addressing the key areas outlined in the previous section, we are seeking to achieve improvement in performance and delivery. To this end, we have – via a range of our already established strategies and work programmes – identified a number of key performance indicators which we would expect to see improvement in as a result of delivering the key aspects of this Strategy.

These include: -

- Reduction in the number of wards in the Borough in the top 20% most deprived areas in the country
- Reduction in the number of residents living in wards which are in the top 20% most deprived areas in the country
- Reduction in the numbers of people aged 0-15 who live in areas which are in the top 20% income deprived areas in the country
- Reduction in the numbers of older people living in the top 20% income deprived areas in the country
- Reductions in the numbers of families claiming JSA and also reductions in the inequalities between different areas of the Borough
- Improvements in the levels of employment amongst younger people, aged 16-24
- Reductions in the levels of teenage pregnancy in the Borough
- Reductions in the numbers of young people not in employment, education or training
- Reductions in the number of violent crimes in the Borough
- Reductions in the levels of anti-social behaviour

Priorities

In addressing those issues presented to us by data and other sources of evidence and seeking to deliver improvements in the areas outlined above, we must accept that we cannot do everything.

In coming to this acceptance, most organisations have formulated a set of priorities for action within their own plans and strategies in recent years. In addition, central government has its own priorities. In so doing, each organisation recognises that their finite resources need to be directed into the most pressing areas, based on evidence and other key drivers, including political, financial, legislative and environmental factors.

In relation to this Strategy, there are a number of national and local (Staffordshire) priorities which have been taken into account in terms of developing the key actions. These include:-

- Developing a thriving economy (national/Staffordshire/Newcastle priority)
- Providing a safe and healthy place to live (Staffordshire priority)

- Focusing on families and their issues (National priority)
- Tackling vulnerability (Newcastle Partnership priority)
- Creating active and cohesive communities (Newcastle Borough Council priority)

These priorities form the basis for the focus of this Strategy and where resources will be directed in terms of the actions set out here.

Context

This Strategy builds on previous work done by the Borough Council and its partners. This work has been in the form of previously developed plans and strategies and has also been in the form of projects and tasks completed which has both created the framework for dealing with the issues set out in the previous section and also has delivered improvements in the life of the Borough. This section sets out the main plans and strategies which this Strategy has been built on and which have also contributed to the main body of this Strategy – the key actions to take forward in the next five years.

The Local Context

This Strategy has been developed in part by referring to and building on existing and ongoing plans and strategies. It should be noted that some of these – the SCS, example – are currently under review.

Sustainable Community Strategy

The key over-arching document for the Borough has been the **Sustainable Community Strategy (SCS)**. This was agreed by the then-Local Strategic Partnership in Newcastle-under-Lyme in 2008.

The SCS set out a triangulated approach to identifying priorities for the Borough, based on: -

- Community Priorities
- Evidence Based Need
- Organisational Priorities

In focusing on these three areas, a range of consultation and research work was carried out in order to establish priorities for the Borough as a whole.

The priorities were then organised in the SCS under three headings: -

- People
- Places
- Prosperity

The final list of priorities under the three headings above included 21 priorities in all, covering a range of different areas of work and covering many different issues.

Corporate Plan 2012-13 to 2014-15

The Corporate Plan is the main planning document for Newcastle under Lyme B.C.

The Plan sets out the Council's vision – “making the Borough a better place, to live, work and invest”.

In seeking to deliver this vision, the Plan sets out four key priorities for the Council: -

- Creating a Cleaner, Safer and Sustainable Borough
- Creating a Borough of Opportunity
- Creating a Healthy and Active Community
- Transforming our Council to Achieve Excellence

The Plan is monitored by elected Members of the Borough Council to ensure that delivery against the objectives set out in it are being delivered.

Other Plans/Strategies

In addition to the major plans set out above, there are a number of other plans and strategies which are delivered by organisations both alone and in partnership. These include: -

- Newcastle Safer Communities Partnership Plan 2011-14
- Newcastle under Lyme B.C. Asset Management Strategy 2011/12-2013/4
- Community Engagement & Involvement Strategy 2007-2011
- Third Sector Commissioning Framework
- Alcohol Harm Reduction Strategy 2009-2012

This is not an exhaustive list, but does offer some idea of the work which is being done across a range of different areas of work. In addition to these plans and strategies, the Borough Council is also developing three overarching strategies for delivering improvements

and support in key areas. This Stronger and Safer Strategy is one of these; the other two are the Health and Well-Being and Economic Development Strategies.

Key Tasks and Projects

These plans and strategies are only a part of addressing the key issues facing the Borough. The main focus is on delivery. A number of key areas have been delivered in recent years, including: -

- University of the First Age - offering young people the opportunity of being part of a 'university' at an early age to raise their aspirations and increase the likelihood that they will go on to further and higher education.
- Staffordshire Youth Service have, supported by the Newcastle Partnership secured 'My Place' funding that will provide a state of the art Youth Service facility in Chesterton.
- The MACs Place project targeted teenagers not in education, employment or training (NEETs).
- Staffordshire Fire and Rescue Service operated the Student Firefighter programme within Newcastle.
- Invested in the expansion of the provision of the Home Safety Equipment scheme in Newcastle-under-Lyme.
- The PCT offered Chlamydia screening for 15-24 year olds from pharmacies.
- 11 pharmacies in Newcastle are trained to provide Tier two Emergency Hormonal Contraception (EHC) and one is trained to provide Tier one EHC.
- NHS North Staffordshire commissioned a Cervical Screening Advance campaign which toured around target areas within Newcastle-under-Lyme to promote cervical screening amongst young women.
- Community Pride events were held in a number of areas offering communities services around community safety including skips to clear waste and recycling, fly posting enforcement.
- The Respect programme of work has been piloted in Knutton and Cross Heath with various work, drama and dance going into schools to provide alternative ways of educating local children around 'Respecting Others'.
- Carbon Crush - a local community based initiative managed by Newcastle Countryside Project which offers energy themed workshops, energy and fuel saving ideas, support to plan community projects, and help to run the project
- Encouraged inward investment via initiatives such as the 'Make It' scheme.

As already said, this is not an exhaustive list and a number of these areas will be built upon by this Strategy and also pursued and developed by the Health and Well-Being and Economic Development Strategies referred to above.

The National Context

The Strategy should also be read in relation to the Government's developing national agenda around localism and the ongoing reforms relating to the health and community safety frameworks, as well as taking note of the economic circumstances facing the country as a whole and the focus of central government on particular issues – for example tackling troublesome families.

Legislative Framework

The major legislative developments which have influenced the policy framework underpinning this Strategy are: -

- Localism Act 2011
- Police and Social Responsibility Act 2011
- Best Value Statutory Guidance (DCLG,. 2011)

These and other areas of legislation and policy at the national level provide the policy framework for this Strategy.

In the last 10-20 years, national government has viewed the development of communities and the need for partnership working to deliver safer and stronger solutions in different ways. The Governments of 1997-2010, for instance, introduced a range of different initiatives designed at ensuring that partnership working formed the basis of public sector delivery. The Crime and Disorder Act 1998, for example, promoted the practice of partnership working in reducing crime and disorder and placed a statutory duty on police forces and local authorities to develop and implement a strategy to tackle problems in their areas, being required to work in partnership with a range of other local public, private, community and voluntary groups and with the community itself.

In addition, the Local Government Act 2000 set up Local Strategic Partnerships, whilst the Local Government and Public Involvement in Health Act 2007 placed increased emphasis on involving local communities and people in the design and delivery of local services, in particular through a 'duty to involve'.

Since the election of the national 'coalition' government in May 2010, there has been a change of emphasis in terms of the national drivers for safer and stronger work.

This change has been encapsulated in the two pieces of legislation set out above. In detail, these Acts have covered the following: -

Localism Act 2011

Will devolve greater powers to councils and neighbourhoods and give local communities more control over housing and planning decisions.

Key areas

- Giving councils a general power of competence.
- Giving residents the power to instigate local referendums on any local issue and the power to veto excessive council tax increases
- Allowing councils more discretion over business rate relief.
- Providing new powers for local communities around, for example, the right to challenge local authorities over their services (Community Right to Challenge).
- Allow local authorities to discharge their duties to homeless people by using private rented accommodation.
- Give local authorities the power to limit who can apply for social housing within their areas.
- Amend the way in which a social tenant can make a complaint about their landlord.
- Improve the ability of social tenants to move to different areas.
- Amend the Community Infrastructure Levy (CIL), which allows councils to charge developers to pay for infrastructure. Some of the revenue will be available for the local community.
- Provide for neighbourhood plans, which would be approved if they receive 50% of the votes cast in a referendum
- Provide for neighbourhood development orders to allow communities to approve development without requiring normal planning consent.

Police Reform and Social Responsibility Act 2011

Covers five distinct policy areas: police accountability and governance; alcohol licensing; the regulation of protests around Parliament Square; misuse of drugs; and the issue of arrest warrants in respect of private prosecutions for universal jurisdiction offences.

Key areas

- Replaces police authorities with directly elected Police and Crime Commissioners, with the aim of improving police accountability.
- Amends and supplements the Licensing Act 2003 with the intention of 'rebalancing' it in favour of local authorities, the police and local communities.
- Enables the Home Secretary to temporarily ban drugs for up to a year and removes the statutory requirement for the Advisory Council on the Misuse of Drugs to include members with experience in specified activities.

Policy Framework

Taken together, and including other initiatives such as the Troubled Family Initiative (developing approaches to dealing with issues created by 120,000 families across the UK); community budgets and guidance issued by government around how authorities should support and fund the voluntary sector (Best Value Guidance – September 2011), there is a clear signal from national government towards developing solutions which: -

- Are local, usually at the sub-local authority level;
- Are based on evidence and assessment of need;
- Involve engagement with local communities and consultation with key stakeholders;
- Place the community at the centre of policy development and delivery; and
- Recognise partnership working as the basis for service delivery and support for local communities

Partnership Approaches

There are 2 key focus areas and mechanisms for the promotion of stronger communities in Newcastle-under-Lyme. These are partnership working and locality working.

In the case of partnership working, like all other local authority areas, Newcastle-under-Lyme established a Local Strategic Partnership (LSP) following the process set out in the Local Government Act 2000 (amended in the Local Government and Public Involvement in Health Act 2007).

The LSP, as originally constituted, was made up of an Executive Board, together with a Communities Forum and a Voluntary Sector Forum. Underneath this, there were five themes, represented as a series of standing groups – Children and Young People; Safer and Stronger Communities (also the Crime and Disorder Reduction Partnership); Economic Development & Enterprise; Healthier Communities and Older People; and Sustainable Development.

The LSP structure was reviewed in 2006, and was amended accordingly. In 2010, national government effectively abolished LSPs and – as a result – the structure in Newcastle-under-Lyme was reviewed again and simplified so as to remove the five theme groups and replace them with a much smaller set of standing groups. This structure was further reviewed in late 2011 and a proposal to develop a single Strategic Board (incorporating the former CDRP Board), together with a minimum of standing groups and a range of task and finish groups is currently being considered by partners.

Together with the partnership structure set out above, the Borough has also developed a locality working structure, based on the issues raised in the Borough Council's **Community Engagement and Involvement Strategy 2007-2011**.

The Borough Council, along with the other partners, is signed up to the **Staffordshire Compact** that sets out guidelines for the relationship between the public sector and the voluntary & community sector.

The locality based structure for the Borough was rolled out in April 2009, based on the successes of the Knutton & Cross Heath Neighbourhood Management Pathfinder.

The approach to locality working has focused on Locality Action Partnerships (LAPs). These are made up of: -

- Newcastle under Lyme B.C.
- Local Councillors
- Residents Associations/Community Groups/Individuals
- Community & Voluntary Organisations
- Staffordshire County Council
- Staffordshire Police
- NHS North Staffs
- Aspire housing
- Staffordshire Fire & Rescue Service
- Parish/Town Councils (where applicable)
- Schools/College
- Local businesses

This approach was designed to enable positive partnership working within localities (eleven LAPs were set up across Newcastle Borough). The LAPs were designed to provide the opportunity to identify issues based initially on primary evidence and create the environment to support communities.

Most of the intervention will be implemented at the level of need within each area - street/streets; estates; or any other locality.

As part of an ongoing desire to ensure that LAPs remain relevant and deliver against their aims, a review of locality working in the Borough took place from February 2010 onwards.

The review has included consultation and engagement with a variety of key stakeholders and has focused on a number of key areas including: -

- General functions of LAPs
- Resourcing LAPs
- Communications
- Community Pride
- Funding of LAPs
- Future Development

In a number of key documents, most notably the **Story of Our Place** – the LAPs review has looked at the fundamental structure of LAPs and has set out a range of changes in order to enhance their ability to deliver and also areas of potential future development, including the responsibilities set out in the 2011 Localism Act.

The partnerships and locality working ‘arms’ make up the framework for the Borough’s approach to developing ‘stronger’ communities. Further areas of work in this area include the Council’s innovative **Third Sector Commissioning Framework**, which was established in 2008 to provide a more robust approach to apportioning funding and other resources to third sector organisations by the Borough Council, based on the fundamental principles of performance management (investment v. output). This supplements the grants provided by the Borough Council to voluntary and community groups under a range of headings and administered by the Grants Assessment Panel of the Borough Council.

Outcome Focus

It can be seen that the existing work done by the Borough Council and its partners under the headings of ‘stronger and safer’ communities has relied heavily on the fundamental principles of partnership working and locality working.

It can also be seen that this locality and partnership working has sought to recognise and build on examples of best practice, where available, and also to performance manage the work done in order to establish that the impact of various initiatives has been positive and is worth continuing with.

The intention is to continue to adhere to these key principles in moving forward.

Whilst building on the existing elements of its work in this way, however, the Borough Council and its partners have adopted priority based approaches to dealing with the key issues. This is recognition that no organisation or group of organisations can hope to do everything and – in an era of resource rationalisation – this especially rings true at the present time. It also recognises that very little can be done by one organisation alone without the input of others and also that the role of organisations will vary depending on the issue at hand.

Historically, this list of priorities for partnership and locality working in the Borough has been a relatively long one. As mentioned earlier, for example, the existing SCS has a list of 21 priorities underpinning it. In addition to the partnership priorities, the different organisations involved in the Newcastle Partnership (created following the demise of the LSP) each have had their own organisational priorities.

This potential for a lack of focus and ‘anti-prioritisation’ through overloading priorities has been addressed in the various reviews of partnership and locality working outlined above. The results of these reviews is that partners are now keen to have only two key priorities guiding their partnership working: -

- Economic growth; and
- Vulnerability

This much sharper focus is an explicit recognition from agencies that resources are tight and also reflects a desire to deliver positive outcomes based on the most pressing areas of need for the Borough.

Allied to a changed partnership structure, therefore, this reduction in the list of priorities is a key part of building stronger and safer communities in the short to medium terms for the Borough of Newcastle-under-Lyme.

This focus on two key priorities is also geared to identifying more easily those definitive risks in relation to not meeting priorities, identifying which partner will be responsible for managing the risks and also recognising any missed opportunities in terms of developing things further.

The focus on prioritisation is clearly linked with delivering key outcomes for the Borough. In targeting scarce resources in particular areas, it is envisaged that this will have a positive impact on key outcomes. In terms of these outcomes, the following list provides a flavour of the areas covered by this Strategy: -

- Reduced deprivation and inequalities and increased social mobility

- Greater empowerment of communities
- More integrated and resilient communities
- Greater levels of participation in social action and decision making
- Increased social investment and giving
- Increased attractiveness of places to live, work and visit
- Increased volunteering and reciprocity
- Increased healthy life expectancy
- Reduced differences in life expectancy between communities
- Reductions in the levels of crime and the fear of crime
- Realising economic potential and better employment opportunities for young people
- Better educated and more skilled communities

This is by no means an exhaustive list, and should be read in conjunction with the key indicators provided on page eight of this Strategy. It is envisaged that – under the vision for this Strategy and the key aims and objectives set out for this Strategy that delivery against these key outcomes will signify a measure of success for the approaches set out in this document.

Objectives of the Strategy

The vision of this Strategy is taken from the Newcastle under Lyme B.C. Corporate Plan – “Making the Borough a better place to live, work and invest”.

This Strategy seeks to bring the vision to life and has a number of aims which it is seeking to deliver. These aim to create a Borough which: -

- Is strong, resilient and supportive and which encourages people to take responsibility for their own lives, whilst supporting them through the difficult times in their lives
- Is free from crime, disorder and danger
- Is made up of communities which live, work and study in areas organised and planned effectively and allowing equal access to all services and facilities

Whilst it is accepted that achieving all of these is not necessarily possible, even within the timeframe of this Strategy (five years between 2012 and 2017), it is important that any Strategy remains largely aspirational in nature.

Reflecting the evidence base already set out in this Strategy, therefore, and also reflecting the priorities set out previously, the Strategy has four main objectives in mind when seeking to order its actions for delivery.

These objectives are: -

- Creating a strong, resilient and supportive Borough and creating organised and planned areas - *building a strong community*
- Creating a Borough which is free from crime and disorder - *tackling crime and disorder*
- Creating a Borough which is free from danger - *developing a safe place to live*
- Encouraging responsibility, supporting people and allowing equal access to services - *protecting vulnerable people and families*

The Strategy's main actions can be ordered under each of these headings.

Building a strong community

1. Promoting community integration - developing ways of enabling communities to live and work together effectively.
2. Completing the ongoing review of locality working and Locality Action Partnerships in the Borough.

3. Developing communities to encourage participation in the localism agenda as set out in the Localism Act in key areas such as community right to challenge.
4. Further development of Community Pride events in order to both deal with issues facing local communities and also prevent further issues from arising.
5. Focus on dealing with troubled families and enhancing community involvement and self-reliance.
6. Investigate opportunities to develop a Partnership Social Enterprise.
7. Building on relationships with the voluntary and community sector in delivering key services to local people.

Tackling Crime and Disorder

1. Expansion of the Safer Nights programme to tackle the problems raised by alcohol use and other activities in the town centre and elsewhere.
2. Enhancing the Business Crime Initiative – working with local businesses and partners to deal with crime and to seek to prevent it.
3. Tackling Hate Crime – working with partner organisations and key pressure groups, together with communities to raise awareness of and deal with incidents of hate crime in the Borough and – where relevant – elsewhere.
4. Tackling victimisation of vulnerable residents – working with partners and other organisations to tackle crime committed against the vulnerable including serious acquisitive crime.
5. Explore the potential for tracking perpetrators of domestic violence using the Integrated Offender Management Scheme.
6. Continue to discuss trans-border cases with neighbouring authorities where relevant and appropriate, including anti-social behaviour and domestic violence cases.
7. Building on the existing multi-agency conference system to address the problems faced by vulnerable victims.
8. Introduce online reporting of anti-social behaviour incidents.
9. Improve – where possible – support for victims of anti-social behaviour and domestic violence.
10. Family Employment Initiative – continue to build on and develop the approaches already in place.

A Safe Place to Live

1. Introduction of a Passport to Safety scheme for younger drinkers.
2. Work with the Partnership Against Business Crime to enhance enforcement.
3. Introduction of the Street Pastors scheme in the Borough.
4. Roll out prevention materials for all aspects of domestic violence and anti-social behaviour activity.

5. Encourage and enhance the provision of information to residents on how to avoid domestic fires – in conjunction with FARS and other partners.
6. Develop our approaches to working with the new Police & Crime Commissioner in developing key areas of work in community safety in the future.
7. Develop the first aid triage process in the town centre and elsewhere for dealing with people injured or ill during nights out and at other times.
8. Complete the gating off of problematic alleyways under the Green Routes scheme.
9. Continue the I'll Be Des scheme designed to prevent drink driving.
10. Raise awareness of Safeguarding Vulnerable Children and Adults across the borough.
11. Promoting good behaviour amongst tenants – ensuring behaviour is appropriate amongst tenants to reduce anti-social behaviour.

Protecting Vulnerable People and Families

1. Introduce devices for vulnerable people to use in protecting themselves.
2. Rolling out the Let's Work Together project across the Borough, aimed at all organisations and individuals being able to refer cases of vulnerability.
3. Support winter car advice for young people in further and higher education.
4. Map vulnerability across the Borough and its neighbourhoods to target services more effectively.
5. Develop approaches with the Families First teams at Staffordshire County Council to deal with issues of vulnerability affecting families in the Borough.
6. Develop educational approaches to dealing with areas of risk around behaviour and attitudes in young people.
7. Develop health promotion work in areas of greatest need.
8. Continue to work on Financial Inclusion intervention with the joint Stoke-on-Trent and Newcastle-under-Lyme Financial Inclusion Group.
9. Support vulnerable residents in housing.

Action Plans

In taking forward these areas, under each of the four main objectives for this Strategy, an action planning approach is to be utilised.

To this end, therefore, these areas can be found at Appendix A, organised into the main areas of focus for delivery.

Objective		Key Subject Areas		
<i>Building a strong community</i>		Localism Community Cohesion/Integration Locality Working Troubled families		
Action	Lead Organisation	Others involved	Timeframe	Comments
Promoting community integration developing ways of enabling communities to live and work together effectively	Newcastle Borough Council	Partners, including Aspire and Locality Action Partnerships (LAPs)	Ongoing – initial assessment at April 2013	Work being developed across a range of areas, including a number of actions on this Action Plan. Initial assessment to be carried out, based on work being done by the Staffordshire Observatory. Actions to be developed based on this work.
Complete the ongoing review of locality working and Locality Action Partnerships in the Borough	Newcastle Borough Council	Newcastle Partnership Partners	May 2012 (first milestone)	Constitution and Terms of Reference Agreed. LAP Development Plan progress and updates to Cabinet and Partnership
Developing communities to encourage participation in the localism agenda as set out in the Localism Act in key areas such as community right to challenge	Newcastle Borough Council	LAPs (Community Right to Challenge) Aspire (Tenancy Strategy) Parish Councils	Legislative timeframe (initially April 2012)	Heads of Service Reports to EMT and Cabinet. NBC response and key areas embedded into NBC policy and procedure.

		(Neighbourhood Plans)		
Further development of Community Pride events in order to both deal with issues facing local communities and also prevent further issues from arising	Newcastle Borough Council (although other partners could lead on some events, depending on the focus and location).	Newcastle Partnership Partners including Police, Aspire (key priority), Fire and Rescue Service and LAPs.	May 2012 (initial events to be organised)	Initial meeting with Environmental Action Group to develop plan on 22 February 2012. Review of approach to be carried out by April 2012. Events to be held throughout 2012/13. Review to focus on what Community Pride is; what the evidence is saying and how the events can be delivered effectively.
Focus on dealing with troubled families and enhancing community involvement and self-reliance	Staffordshire County Council	Newcastle Borough Council Public Health/Combined Healthcare Staffordshire Police Staffordshire County Council ('Families First')	April 2012-April 2013 (initial milestone to establish processes and approaches)	To assess the evidence base and develop approaches to research and identification. To develop case conference approaches to family intervention, including prevention and education work as well as problem solving.

<p>Investigate opportunities to develop a Partnership Social Enterprise.</p>	<p>Newcastle Partnership</p>	<p>Partners to be involved where relevant and where required</p>	<p>April 2014- April 2015 (establishment of social enterprise)</p>	<p>Meetings with Aspire and Fire and Rescue Service (who have developed a Social Enterprise/Community Interest Company. Discuss opportunities. Investigate funding available and support from partners</p>
<p>Building on relationships with the voluntary and community sector in delivering key services to local people</p>	<p>Newcastle Borough Council</p>	<p>Voluntary and Community Sector.</p>	<p>Ongoing – initial assessment at October 2012</p>	<p>Attendance at Voluntary Sector Forum meetings.</p> <p>Further LAP development and funding.</p> <p>Developing infrastructure support commissioned through the Third Sector Commissioning Framework</p> <p>Addressing issues of procurement and review of Compact working.</p>

Objective		Key Subject Areas		
<i>Tackling Crime and Disorder</i>		Safer Nights Business Crime Hate Crime Anti-Social Behaviour Vulnerability Information Sharing Domestic Violence		
Action	Lead Organisation	Others involved	Timeframe	Comments
Expansion of the Safer Nights programme to tackle the problems raised by alcohol use and other activities in the town centre and elsewhere	Newcastle Borough Council Staffordshire Police	Trading Standards West Midlands Ambulance Service (WMAS) Staffordshire Fire & Rescue Services (FARS) St Johns Ambulance Red Cross Churches and Street Pastors	2012-13	Street Pastors scheme to be initiated (from April 2012) Expanded triage service running until 31.3.12 as funded by WMAS. Will seek to include emergency care practitioners and other medical staff from April 2012. Independent evaluation report to be commissioned

				to identify value for money and areas for improvement or growth, with deadline of Sept/Oct 2012 (in time for introduction of the Police & Crime Commissioner).
Enhancing the Business Crime Initiative – working with local businesses and partners to deal with crime and to seek to prevent it	Partnership Against Business Crime	Staffordshire Police Newcastle BC Newcastle business community	April 2012- April 2013	To initially liaise with the Business Crime Initiative and assess the existing situation in order to identify gaps in provision and ideas for dealing with these issues.
Tackling Hate Crime – working with partner organisations and key groups, together with communities to raise awareness of and deal with incidents of hate crime in the Borough and – where relevant – elsewhere	Challenge North Staffs	Staffordshire Police Newcastle BC Staffordshire County Council Newcastle business	April 2013- April 2016	Initial assessment/ research into the issue to take place during 2012-13 including liaison with the key agencies.

<p>Tackling victimisation of vulnerable residents – working with partners and other organisations to tackle crime committed against the vulnerable including serious acquisitive crime.</p>	<p>Staffordshire Police</p>	<p>community Newcastle Borough Council Staffordshire County Council Public Health Mental Health providers (including the above) Third Sector providers</p>	<p>Ongoing</p>	<p>To build on existing initiatives around case conferences and multi-agency approaches To develop approaches to research and develop proactive approaches to problem solving</p>
<p>Explore the potential for tracking perpetrators of domestic violence using the Integrated Offender Management Scheme</p>	<p>Newcastle BC</p>	<p>Staffordshire Police Staffordshire Probation Service Third Sector Providers</p>	<p>April 2012 to April 2015</p>	<p>Explore feasibility through discussions with partners (April-Oct 2013) If appropriate, initiate a pilot scheme (January 2013-June 2013) Evaluate success and explore potential roll-</p>

				<p>out (June 2013-January 2014)</p> <p>Initiate programme across the Borough (January 2014-January 2015)</p> <p>Will link with national work ongoing under the national violence against women and girls programme including consultations on sharing details of previous offences with new partners.</p>
<p>Continue to discuss trans-border cases with neighbouring authorities where relevant and appropriate, including anti-social behaviour and domestic violence cases.</p>	<p>NULBC and Police</p>	<p>Partners relevant to the case</p>	<p>Ongoing (initial review in April 2013)</p>	<p>Agree parameters of joint working</p> <p>Maintain contacts through networking</p>

				Ensure appropriate information sharing in line with protocols and good practice
Building on the existing multi-agency conference system to address the problems faced by vulnerable victims	Newcastle BC	Staffordshire Police Staffordshire Probation Services Staffordshire County Council Aspire Housing Third Sector Providers	Ongoing (review at April 2013)	Need to examine support arrangements for these conferences May look to link in with other multi-agency approaches set out above
Introduce online reporting of anti-social behaviour incidents	Newcastle BC	Staffordshire Police	April 2012	Work has started and will be going 'live' imminently. Review of system to be put in place (April 2013)
Improve – where possible – support for victims of anti-social behaviour and domestic violence	Newcastle BC	Staffordshire Police Aspire Housing	Ongoing	Continue to review the systems in place and refine where

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		Staffordshire County Council		necessary
Family Employment Initiative	Newcastle BC	Coalfields Regeneration Trust European Regional Development Fund Staffordshire County Council Newcastle Business Community		Part of a wider national programme which works in some of the most disadvantaged former coalfield areas. Launched in February 2009 and has now helped more than 240 people into work and 480 into training. Seeking to continue to develop the scheme and promote it with partners in the Borough.

Objective		Key Subject Areas		
<i>A Safe Place to Live</i>		Prevention Safeguarding Engagement Commissioning Safety Treatment		
Action	Lead Organisation	Others involved	Timeframe	Comments
Introduction of a Passport to Safety scheme for younger drinkers	Newcastle BC	Multiple Partners, including Staffordshire Police	April 2012- April 2013	Undertake development of the scheme in conjunction with partners. Assess the issues using evidence and data. Undertake a pilot approach initially.
Work with the Partnership Against Business Crime to enhance enforcement	Partnership Against Business Crime (PABC)	Newcastle BC Staffordshire Police Newcastle Business community	April 2012- April 2013	Undertake assessment of key issues. Work with developing Town Centre Partnership and PABC in identifying issues

				Work with partners to identify solutions and approaches
Introduction of the Street Pastors scheme in the Borough	Newcastle BC Street Pastors	Staffordshire Police Church leaders Ascension Trust	April to June 2012	Links to Safer Nights initiative above Initiation of pilot project (April 2012) Ongoing evaluation of pilot Seek expansion if relevant and appropriate
Roll out prevention materials for all aspects of domestic violence and anti-social behaviour activity	Staffordshire County Council	Newcastle BC Third Sector Providers Public Health	April 2013 onwards	Assess provision of materials currently and gaps in provision Work with Staffordshire County Council commissioners to develop further

				materials to aid promotion of activity
Encourage and enhance the provision of information to residents on how to avoid domestic fires – in conjunction with FARS and other partners	Staffordshire Fire and Rescue Service (FARS)	Newcastle BC Staffordshire County Council Staffordshire Police	April 2013	Assess provision of information and work with partners to identify gaps. Links to the Lets Work Together initiative.
Develop our approaches to working with the new Police & Crime Commissioner in developing key areas of work in community safety in the future	Newcastle BC Staffordshire Police	All partners	Ongoing	Evaluate current approaches and services with a view to the future and value for money Identify and implement good practice Seek to engage and work in partnership
Develop the first aid triage process in the town centre and elsewhere for dealing with people injured or ill during nights out and at other times	Newcastle BC St Johns	Staffordshire Police	2012-13	Explore feasibility of enhancing the

	<p>Ambulance</p> <p>Red Cross</p> <p>West Midlands Ambulance Service (WMAS)</p>	<p>FARS</p> <p>Business community</p> <p>PABC</p>		<p>scheme with additional health professionals</p> <p>Explore potential funding streams</p> <p>Map key nights for 2012-13 that the service should be run, especially with a view to Football championships, Olympics and Jubilee</p> <p>Seek to pilot enhanced service offer</p>
<p>Complete the gating off of problematic alleyways under the Green Routes scheme</p>	<p>Newcastle BC</p>	<p>Staffordshire Police</p> <p>FARS</p> <p>Staffordshire County Council</p> <p>PABC</p> <p>Newcastle Civic</p>	<p>March 2013</p>	<p>Complete this for identified Red Routes as far as possible</p>

		Society Business community		
Continue the I'll Be Des scheme designed to prevent drink driving	Newcastle BC Staffordshire Police	FARS Staffordshire County Council	April 2013- April 2014	Development of scheme, based on evidence of hot spots and key demographics. Undertake pilot of scheme Roll out scheme across the Borough by April 2014
Raise awareness of Safeguarding Vulnerable Children and Adults across the borough.	Staffordshire County Council	Staffordshire Safeguarding Children Board Let's Work Together Steering Group	April 2013	Raise awareness of referral pathways and criteria etc
Promoting good behaviour amongst tenants	Newcastle BC	Aspire Housing	April 2012 onwards	Reducing priority for re-housing and ceasing fixed term tenancies when anti-social behaviour occurs.

Objective		Key Subject Areas		
<i>Protecting Vulnerable People and Families</i>		Information sharing Families focused Education Promotion Protection		
Action	Lead Organisation	Others involved	Timeframe	Comments
Introduce devices for vulnerable people to use in protecting themselves	Staffordshire Police	Newcastle BC Staffordshire County Council FARS	April 2012- April 2013	Staffordshire Police are planning to review arrangements for these kinds of devices across county.
Rolling out the Let's Work Together project across the Borough, aimed at all organisations and individuals being able to refer cases of vulnerability	Newcastle BC	Staffordshire County Council FARS Staffordshire Police NHS	April 2012 (start of scheme)	Currently being developed, based on pilot in Lichfield Will be rolled out in April 2012, with further reviews thereafter. Designed to ensure that home visitors refer individuals at risk to appropriate

				organisations.
Support winter car advice for young people in further and higher education	FARS, through Road Safety group	Newcastle College Keele University Staffordshire County Council	Winter 2012-13	Identify potential locations and key audience Identify and secure funding for further winter advice sessions Deliver project Evaluate impact
Map vulnerability across the Borough and its neighbourhoods to target services more effectively	Staffordshire County Council	Newcastle BC Staffordshire Police NHS	December 2012 onwards	Work done by Staffordshire Observatory. Will continue to work together to develop evidence base for use in multi-agency approaches.
Develop approaches with the Families First teams at Staffordshire County Council to deal with issues of vulnerability affecting families in the Borough	Staffordshire County Council	Newcastle BC Staffordshire Police Staffordshire Probation Service	April 2012 onwards	To work with the Families First team to identify key areas of risk and develop approaches designed to

		NHS		deal with these areas.
Develop educational approaches to dealing with areas of risk around behaviour and attitudes in young people	Staffordshire County Council (schools)	Newcastle BC Newcastle College	April 2013 onwards	To identify opportunities for working with younger people and providing educational facilities. Working with schools in developing approaches to community based working to help young people.
Develop health promotion work in areas of greatest need.	Newcastle Borough Council	Staffordshire Director of Public Health	April 2012- April 2013	Assess existing approaches and identify areas for development in the first instance Focused work through Newcastle Partnership Strategic Board.

				<p>Closer working relations with Public Health, Health and Wellbeing Board and Clinical Commissioning Groups.</p> <p>Analysis of the Joint Strategic Needs Assessment.</p> <p>Dedicated resource from Newcastle Borough Council to the Staffordshire Public Health Team.</p> <p>Development of a Health and Wellbeing Strategy. Continued promotion of Jubilee 2.</p>
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<p>Continue to work on Financial Inclusion intervention with the joint Stoke-on-Trent and Newcastle-under-Lyme Financial Inclusion Group.</p>	<p>Newcastle Borough Council</p>	<p>Aspire Housing Staffordshire Credit Union Moneyline Pertemps Beat the Cold Warmzone Citizens Advice Illegal Money lending Team</p>	<p>April 2012- April 2013</p>	<p>Assessment of existing approaches and identification of opportunities for additional working and new initiatives. Work with other partners and organisations to identify solutions</p>
<p>Supporting vulnerable residents in housing</p>	<p>Newcastle BC</p>	<p>Aspire Housing</p>	<p>April 2012 onwards</p>	<p>Supporting vulnerable residents to move home when they are unable to afford their current properties.</p>

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