

# Public Document Pack

**Date of meeting** Thursday, 28th February, 2013  
**Time** 7.00 pm  
**Venue** Committee Room 1. Civic Offices, Merrial Street,  
Newcastle-under-Lyme, Staffs ST5 2AG  
**Contact** Louise Stevenson ext 2250

## **Cleaner Greener and Safer Communities Overview and Scrutiny Committee**

### **AGENDA**

#### **PART 1– OPEN AGENDA**

- 1 APOLOGIES**
- 2 DECLARATIONS OF INTEREST**  
To receive declarations of interest from Members on items included in the agenda.
- 3 MINUTES OF THE PREVIOUS MEETING (Pages 1 - 4)**  
To receive the minutes of the previous meeting of this Committee held on 5 December 2012.
- 4 THE CARBON MANAGEMENT PLAN (Pages 5 - 10)**  
To enable members to review progress of the delivery the Carbon Management Plan.
- 5 ALCOHOL STRATEGY – UPDATES ON PROJECTS (Pages 11 - 14)**
- 6 LET'S WORK TOGETHER (Pages 15 - 20)**  
To provide the Committee with an update and summary of the Let's Work Together (LWT) initiative.
- 7 UPDATE ON THE STRONGER AND SAFER COMMUNITIES STRATEGY (Pages 21 - 80)**  
To provide the Committee with an update on the Stronger and Safer Communities Strategy 2012-2017.
- 8 THE MOVE OF THE MAGISTRATES COURTS FROM FENTON TO NEWCASTLE - WORKING GROUP UPDATE (Pages 81 - 88)**

**9 WORK PLAN**

**(Pages 89 - 90)**

To discuss and update the work plans to reflect current scrutiny topics.

**10 URGENT BUSINESS**

To consider any business which is urgent within the meaning of Section 100B(4) of the Local Government Act 1972.

**Members:** Councillors Allport, Mrs Burgess, Hailstones, Mrs Johnson, Miss Mancey, Miss Reddish, Robinson, Mrs Simpson, Stringer, Sweeney (Vice-Chair), Tagg, Wemyss and Mrs Williams (Chair)

**'Members of the Council: If you identify any personal training / development requirements from the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Committee Clerk at the close of the meeting'**

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

# Public Document Pack Agenda Item 3

## CLEANER GREENER AND SAFER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

Wednesday, 5th December, 2012

**Present:-** Councillor Mrs Gillian Williams – in the Chair

Councillors Allport, Mrs Burgess, Hailstones, Mrs Johnson, Miss Mancey, Miss Reddish, Robinson, Mrs Simpson, Stringer, Sweeney and Wemyss

### 1. APOLOGIES

Apologies were received from Councillor Tagg.

### 2. DECLARATIONS OF INTEREST

There were no declarations of interest received.

### 3. MINUTES OF THE PREVIOUS MEETING

The minutes of the previous meeting were agreed as a correct record, with the addition of Cllr Miss Mancey's apologies.

### 4. ALCOHOL ACTION PLAN UPDATE AND CHESHIRE EAST PRICING WORK

The Committee received updates regarding the Alcohol Action Plan and the Cheshire East pricing work from the Council's Community Safety Officer (Alcohol Lead).

There were two key projects leading from the Alcohol Action Plan. The first related to early intervention through a complete revamp of the Personal Social Health and Economic (PSHE) curriculum in schools. PSHE which taught high school pupils about alcohol and drugs, was now outdated and it was felt that a review was needed with two secondary schools signing up to be early implementers. Staffordshire County Council had asked district councils to lead on the project which was considered important as this would give districts the chance to change matters locally. The project was currently passing through the partnership delivery group.

The two early implementer secondary schools were noted and Members questioned whether schools were resistant to sign up due to not wanting to acknowledge there was a problem at their school. Some were resistant to change and would take more persuading than others, but it was positive there were schools signing up. The Alcohol Change Lead was confident that other schools would sign up and those which had not were being contacted. There was also confidence the project would get rolled out to all schools and it was hoped more information would become available through the Alcohol Change Lead.

Members questioned whether there would be support for bullying and it was considered that alcohol was a cross-cutting issue with the project covering a wide range of issues including drugs and anti social behaviour, therefore the project could include bullying. There would be some local governance and bullying could be suggested if it was considered that it should be incorporated. Truancy would most likely be included in the project too.

Members felt there were difficulties with PHSE and unless it was delivered imaginatively, children would either forget or not be interested in the subject. Members were aware of a drug dealer serving a prison sentence visiting a school to speak with the pupils and a multi agency event where a road traffic accident was mocked up. There had also been a project in the ST7 post code area aiming to reduce teen pregnancy, which drinking could lead to. The Kidsgrove/Butt Lane LAP were responsible for the project and would be happy to get involved. It was considered that involving partners could be something to aspire to and this could be fed back.

The Council's Community Safety Officer was aware of a survey, understood to be a parental survey, which had been conducted by four schools in Newcastle and could be circulated. The survey aimed to identify what parents would like to see their children learn in school. The Alcohol Change Lead would be attending the next Partnership Delivery Group and there should be more information available as a result of this.

The second project related to strengthening families and was a project driven by Staffordshire County Council which covered a broad range of issues. The county council were seeking further funding to roll out the project county wide.

With regard to the Cheshire East pricing work, Cheshire East was monitoring what was happening at national level. There was currently a debate in the news regarding the minimum unit price for alcohol and it was considered that there needed to be a consultation exercise with regard to this.

The Community Safety Officer would update the partnership of the Committee's comments.

**RESOLVED:** That the information be received.

5. **UPDATES ON THE POLICE MOVES IN KIDSGROVE AND NEWCASTLE, AND HOW POLICING IN KIDSGROVE AND RURAL AREAS WILL LOOK IN THE FUTURE**

The Committee received a presentation from the Local Policing Team Commander for Newcastle Borough regarding the move of the Police into Kidsgrove Town Hall and the Civic Offices in Newcastle, with consideration of how policing in Kidsgrove and rural areas would look in the future.

The transfer of service was complete in Kidsgrove, the Kidsgrove Neighbourhood Team had moved into Kidsgrove Town Hall on a permanent basis and the move had been well received.

Police officers and staff were now working from the Civic Offices, where there was still work to be done, but it was progressing. Partnership working was one area that was being developed, with a multi-partner briefing taking place on a Monday morning and Police work with the Community Safety section being helped by the fact that both parties were now in the same building. Partners working together and adopting a problem solving approach to get to the root cause of problems and identifying long term sustainable solutions was considered the key to the effective delivery of a local policing service.

Members noted the Police move into the Civic Offices had benefits for both the Police and Newcastle Borough Council. However, there was still a way to go and the clear desk policy for the Police offices was not yet up and running. It was agreed that it was a work in process and would take some time. The Police were used to being in a station and there were concerns regarding data protection. However, it was felt it best not to rush things.

There was consideration of integrated offender management, which looked after people leaving prison that had served sentences for serious crimes, and helped them with such things as finding a job or drugs treatment so there would not be a cycle of reoffending. Problematic individuals would be offered support and guidance to hopefully change their offending behaviour and if an individual's behaviour was still not satisfactory then there were other options available. It was felt that the public should be informed through the LAPs about this and it should be publicised as best it could be, as it was going on quietly in the background but had been recognised nationally as working well. There was also a Neighbourhood Action Team consisting of a plain clothes Sergeant and four officers who undertook patrols and investigated individuals causing crime in an area.

The last slide of the presentation detailed partnership working and it was felt by Members that this was a positive way forward. It was considered that LAPs needed to take more control as Members felt that no real information was being passed down. Currently a PCSO attended LAP meetings, it was felt they did not provide significant information and the situation needed revitalising. This issue had been discussed at the LAP summit where it had been considered there was a wealth of information on the internet. It was felt that PCSOs were the right level of representation, in order that Police officers were then free to do their jobs. PCSOs should know local issues, but it was necessary for them to add value. The Portfolio Holder for Safer Communities was of the opinion that work was required to create a better flow of information, but that this did not necessarily mean that everybody needed to be in the same room, Police officers running through statistics was not the best use of their time. It was necessary to think creatively about how to make sure all parties communicated. Members considered that there were problems with LAPs as they were all working differently.

The Chair had visited Kidsgrove Customer Service Centre and considered the arrangements were very good. Partnership working was the driving force and it was requested that C.I. Hulme be invited back in the future to address the committee.

**RESOLVED:** That the information be received.

6. **URGENT BUSINESS**

There was no urgent business considered.

**COUNCILLOR MRS GILLIAN WILLIAMS**  
**Chair**

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## **DELIVERY OF THE CARBON MANAGEMENT PLAN**

**Submitted by:** Mike O'Connor

**Portfolio:** Environment and Recycling

**Ward(s) affected:** All

### **Purpose of the Report**

To enable members to review progress of the delivery the Carbon Management Plan.

### **Recommendations**

**To note progress of the delivery of the projects in the Carbon Management Plan for 2012/13 and to seek members views on the proposed projects for 2013/14.**

### **Reasons**

The Council's Carbon Management Plan which was adopted in 2011 outlines the approach to reducing carbon emissions and sets out in an action plan what projects will be undertaken. In February 2012 Cabinet approved the use of Low Carbon Funding to take forward a range of projects and officers were authorised to update the Carbon Management Plan Delivery Plan to reflect these projects. This report outlines progress in delivering the Low Carbon funded projects in 2012/13 and seeks members views on the proposed projects for 2013/14.

## **1. Background**

- 1.1 The Council has a Carbon Management Programme to deliver a reduction in carbon emissions from operations and estate by 30% from a baseline established in 2009/10. The Carbon Management Plan includes a Delivery Plan which outlines what projects should be completed subject to securing funding.
- 1.2 A Carbon Board was formed to provide strategic direction and provide a link between the programme, the Executive Management Team and Cabinet. A key role of the Board is to report overall progress and seek executive approval for continuing delivery of the plan. Whilst the Board leads on delivery of the plan, previous Cleaner Greener and Safer Communities Overview and Scrutiny Committees have requested updates on progress as part of the Scrutiny process.

## **2. Issues**

- 2.1 The Council was successful in bidding to the Improvement and Efficiency West Midlands for Low Carbon funding with £35,000 awarded in 2012. This funding was awarded on submission of satisfactory returns, evidence of financial expenditure and confirmation of compliance of funding conditions. The fundamental condition of this grant funding was that 10% of the subsequently generated annual revenue savings had to be paid to IEWM for 3 years following the first year of implementation. The updated Carbon Management Plan attached outlines the completion of the 2012/13 projects which were funded though the IEWM funding.
- 2.2 As highlighted above the delivery of the Carbon Management Plan is monitored through the Carbon Board. A corporate Carbon Management Officers Team is responsible for implementing the plan seeking new projects as well as monitoring the progress of projects.

The draft updated CMP includes projects that have been considered by these groups as appropriate.

- 2.3 Within the Finance and Resource Implications section below there are some examples of potential opportunities that Scrutiny members may wish to give a view on. Officers will outline at the Scrutiny meeting the type of funding which may be considered for the proposed projects.

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

- 3.1 The delivery of these projects clearly contributes to the priority of Promoting a cleaner, safer and sustainable borough.

4. **Legal and Statutory Implications**

- 4.1 As part of the 2012 decision to utilise IEWM funding the Council has committed to paying 10% of the annual financial savings for 3 years to them. If officers are able to secure funding for projects in 2013/14 the funding requirements and pay back periods will need to be considered in conjunction with the Portfolio Holder for Environment and Recycling prior to making any legal commitments.

5. **Equality Impact Assessment**

- 5.1 The benefits of investing in energy efficiency measures will benefit all members of the community and will not impact on particular equality strands.

6. **Financial and Resource Implications**

- 6.1 The proposed projects for 2013/14 outlined in the appendix have estimated costs and longer term financial savings. This report seeks Scrutiny members views on the proposed projects and subject to members views officers will then seek opportunities for external funding as there is no Council capital or revenue allocated to the projects.

- 6.2 Pure grant funding for energy efficiency schemes is very unlikely to be available in the forthcoming years, there may however be further opportunities for grant funding with repayment conditions like that of the 2012 IEWM funding.

7. **Major Risks**

There are no major risks.

8. **Key Decision Information**

- 8.1 The funding will deliver improvements to Council buildings that are used by a range of the residents potentially from wards across the Borough.

9. **Earlier Cabinet/Committee Resolutions**

- 9.1 Cabinet in February 2012 noted the decision of the Portfolio Holder for Environment and Recycling that the £35,000 funding is claimed from the Improvement and Efficiency West Midlands to deliver energy efficiency improvements in the premises referred to in the report.

10. **List of Appendices**

- 10.1 Appendix A - Updated Carbon Management Plan Delivery Plan.



Updated Carbon Management Plan Delivery Plan

Projects for completion 2010 – All completed

CMP Ref	Project	Lead	Indicative Cost		Notional Annual Savings (year 1)		Pay back (yrs)	% of target	Year	Funded
			Capital	Operational	Financial (Gross)	tCO <sup>2</sup>				
106	Closure of minor sites	M McGill	0	0	7275	34	0	2.7	2010	N/A
15	Energy Management Policy	MProffitt	0	0	3936	18	0	1.5	2010	N/A
62	Replacement of Waste Fleet	T Nicoll	25000	0	5295	12	4.7	1	2010	Yes
5	TRV's for HQ building	JKenyon	19000	0	3411	16	5.6	1	2010	N/A

Projects for completion 2011- All complete apart from Closure of Midway Car Park

CMP Ref	Project	Lead	Indicative Cost		Notional Annual Savings (year 1)		Pay back (yrs)	% of target	Year	Funded
			Capital	Operational	Financial (Gross)	tCO <sup>2</sup>				
8	Air Conditioning in server room	JKenyon	30.000	0	6016	29	5	2.3	2011	Yes
28	Annual Eco Driving	A Bird	0	0	14797	34	0	3	2011	Yes
53	Closure of Midway at 8pm - 6am	G Williams	<b>Not</b>	<b>Completed</b>	<b>Defer</b>	<b>To</b>	<b>2012</b>		2012	Yes
16	Energy Awareness Campaign	P Jones	0	0	13775	64	0	5.2	2011	N/A
14	Health and Well being Centre	A Arnott	250,000	0	41335	201	6	16	2011	Yes
19A	Home Working Pilot	R Durrant	16000	0	0	14	0	1	2011	Yes
69	Increase rate of recycling in Council Buildings	PJones	0	0	1000	2	0	0.2	2011	N/A
101	New Depot Garage Heating System	M McGill	18600	0	3897	17.4	5	1.4	2011	Yes
20	Printer rationalisation	C Whale	0	0	10684	51	0	4.1	2011	Yes
103	TRV's in depot	M McGill	1800	0	190	1	9.5	0.1	2011	Yes
24	Virtualisation of Computers	J Hilton	0	0	2472	12	0	1	2011	Yes

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### Projects for completion 2012

CMP Ref	Project	Lead	Indicative Cost		Notional Annual Savings (year 1)		Pay back (yrs)	% of target	Year	Funded
			Capital	Operational	Financial (Gross)	tCO <sup>2</sup>				
1003	AMR's in building	J Hamnett	8,650	550	10,000	135	1	11	2012	Yes
1001	CMP 1001: Bathpool/Ski/Rugby Clubs wall insulation	J Hamnett	700	0	800	4	1.5	0.5	2012	Yes
1010	Museum Low energy lighting	J Hamnett	9600	0	2500	14	3	1	2012	Yes
	Museum Part Double Glazing	J Hamnett	Inc above						2012	Yes
	Knutton Depot - Cavity Wall insulation	J Hamnett	2185	0	800	22	2.8	2	2012	Yes
	Knutton Depot - Garages Workshop external yard - Lighting controls & office PIR's	J Hamnett	3500	0	1275	3	2.8	0.5	2012	Yes
	Alexandra Road Changing Room-Cavity Wall Insulation	J Hamnett	700	0	450	4	2.8	1	2012	Yes
	Crematorium-House, Chapel,Canteen, areas-cavity wall insulation	J Hamnett	500	0	800	2	1.8	0.5	2012	Yes
1011	Merrial Street Public -install fuel eff Boiler	J Hamnett	1150	0	800	12	1.5	1	2012	Yes
	Midway lighting controls	J Hamnett	2000		5000	2	0.5	1	2012	Yes
	Kidsgrove Public Offices Rear extension -cavity wall	J Hamnett	1500	0	800	4	1.8	1	2012	Yes
	PIR's Various	J Hamnett	4500	0	1800	2	2.5	1	2012	
10	Accommodation Rationalisation	P Thompson	0	0	25121	118	0	10	2012	Yes
1012	Comprehensive Energy Management Strategy	J Hamnett	0	0	9826	45.6	0	4%	2012	N/A
1013	Energy Reduction HOS	N Clifton	0	0	2457	11	0	1	2012	N/A
28	Annual Eco Driving	A Bird	5000	0	14797	34	0	3	2011/2014	N/A
53	Closure of Midway at 8pm - 6am	G Williams	20000	0	10463	50	2	4	2011	Yes
16	Energy Awareness Campaign	P Jones	0	0	13775	64	0	5	2011/2014	N/A

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69	Increase rate of recycling from Civic	P Jones	0	0	1000	2.3	0	0.2	2011/2013	N/A
24	Virtualisation of Computers	G Hilton	0	0	2472	12	0	1	2011/2014	Yes
121	Reduction in carbon of 2% through re-routing efficiencies	A Bird	0	0	6879	16	0	1	2012	N/A
122	Reduction in carbon of a further additional 5% only on our refuse vehicles	A Bird	0	0	11276	26	0	2	2012	N/A

### Projects for completion 2013

CMP Ref	Project	Lead	Indicative Cost		Notional Annual Savings (year 1)		Pay back (yrs)	% of target	Year	Funded
			Capital	Operational	Financial (Gross)	tCO <sup>2</sup>				
27	Green Fleet Review integration	T Nicoll	0	0	30,711	68	0	5	2013	No
19B	Home Working Project	R Durrant	54600	8500	0	21	Does not pay back	2	2012/2014	Yes
1013	Ongoing Energy Reduction HOS	NClifton	0	0	2457	11	0	1	2012/2014	Yes
28	Annual Eco Driving	A Bird	5000	0	14797	34	0	3	2012/2014	No
24	Virtualisation of computers	D Elkington	0	0	2472	12	0	1	2012/2014	Yes
122	Reduction in carbon of a further 5% from operation of refuse vehicles	A Bird	0	0	11276	26	0	2	2013	N/A
104	Energy Awareness Campaign	P Jones	0	0	13775	64	0	5	2011/2014	Yes
1022	Condition survey on the buildings to include energy efficiency (to inform a schedule of works ongoing) when the condition survey is due to occur.	J Hamnett	20,000	0	3,000	1.0	6.7	0.1%	2014	No
105	Replace gas water heater at civic for domestic supply	J Lythgoe	4000	0	1364	6	3	0.5%	2013	No
	New PVC double glazed windows Civic Offices	J Lythgoe	270,000	0	20,000	5	15	0.5%	2014	No
	Bio mass boiler for museum	J Lythgoe	15,000	0	1,000	0.7	15	0.1%	2013	No
	LED lighting	J Lythgoe	20,000	0	6,000	1.0	3.5	0.1%	2013	No

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	Civic Offices, Depot and Guildhall									
	LED Boundary lighting	J Lythgoe	50,000	0	12,000	1.8	4.5	0.1%	2013	no
	False ceiling in Museum	J Lythgoe	15,000	0	2,000	0.75	7.5	0.1%	2013	No
	Ground source heat pump – Crematorium	J Lythgoe	30,000	0	3,000	4	10	0.5%	2014	No

### Projects for completion 2014

CMP Ref	Project	Lead	Indicative Cost		Notional Annual Savings (year 1)		Pay back (yrs)	% of target	Year	Funded
			Capital	Operational	Financial (Gross)	tCO <sup>2</sup>				
1015	Crematorium Energy Efficiency Heat Recovery Units for heating system	J Hamnett	10000	0	1200	TBC	8.3	5	2014	No
120	Reduction in carbon of 5% through renegotiating recycling contract	T Nicoll	0	0	5638	13	0	1.1	2014	No
63	Grey water recycling depot	J Lythgoe	40,000	0	4,000	1.5	10	0.2%	2014	No

## BRIEFING NOTE FOR SCRUTINY FEB 2013

### ALCOHOL STRATEGY UPDATE ON PROJECTS

#### ALCOHOL EDUCATION IN SCHOOLS PROGRAMME

##### Background

Tackling the harms caused by alcohol misuse has been a strategic priority for partners and partnerships within Staffordshire for several years. In December 2011 a funded alcohol change management programme was commenced, led by Pat Merrick, under the governance of the Alcohol and Drugs Executive Board now jointly chaired by the Chief Constable and the Director for Public Health. Initial work carried out alongside Public Health colleagues saw research undertaken and a conceptual framework developed recommending partners employ Prevention, Early Intervention, Treatment and Recovery approaches focusing on the following groups:-

1. Children and Young People
2. Adult safe or non-drinkers
3. Adult binge drinkers
4. Adult hazardous and harmful drinkers
5. Dependent drinkers

Prevention work in relation to Children and Young People has focused on bringing together evidence-based solutions to ensure, as far as possible, universal provision across the county area through a schools-based approach as this has been recognised as a significant gap.

The programme outlined below has been strongly supported, including financially, by a number of key partners. Regular updates on progress have been provided at a strategic level through the Alcohol and Drugs Executive Board, as well as to local partnerships to varying degrees. Strong corporate support exists amongst a number of partners in relation to both the implementation of the project and also the move towards a more local form of governance and ownership, to ensure that as far as possible local needs can be understood and met. This corporate stance is particularly true in relation to senior officer support within Staffordshire Police, Staffordshire Fire and Rescue, Staffordshire County Council and also Newcastle Borough Council.

##### Overview of the Schools Based Programme

The programme will initially focus on all educational establishments working at Key Stage 3 and 4 – e.g. High and Middle schools and Pupil Referral Units (PRUs). It contains 3 main elements:-

- Supporting schools to deliver consistent, good quality PSHE within a curriculum supported by the broader partnership to address priority needs where appropriate
- Parental Rule Setting Agreements across year groups that are facilitated through the school community, in relation to alcohol consumption by young people
- Social Norming approaches, which will be based upon the findings obtained from free on-line surveys and analysis reports for schools regarding the behaviours and perceptions of pupils across a number of PSHE areas, including alcohol

Education Transformation (ET) has been named as the provider of schools support in relation to this programme until October 2014. A service level agreement detailing this work has been produced,

along with an implementation plan. All 56 Middle & High Schools (and Pupil Referral Units) across the county were e-mailed regarding the project and over half have expressed interest in becoming early implementers, a level that ET say is unprecedented. Within Newcastle the following schools have expressed early interest - Wolstanton, Clayton and St. John Fisher High Schools and the Cedars PRU.

### **Current Situation**

A half-day workshop with early implementer schools took place in early January. Unfortunately the Newcastle based Schools were unable to attend and gave their apologies. However it was decided in the Partnership Delivery Group (PDG) that District Commissioning Lead Mark Hewitt and Chief Inspector Neil Hulme would liaise directly with these Schools and ask them to meet with Gill Venables and local partners to discuss the way forward. CI Hulme and Mark will also make contact with other Schools who would benefit from this programme of change such as Clough Hall.

District meetings will then be arranged which will provide the foundation for local PSHE forums which will continue to be supported by Educational Transformation for the duration of the funded programme. The workshops will help shape early school approaches towards parental agreements and social norming work which will commence when schools feel ready during the spring term. Educational Transformation will also be engaging with individual schools to support their specific needs including policy as well as curriculum advice. Findings and experiences from early implementers will be rapidly shared across schools by Educational Transformation in order that a flexible approach can be taken towards development and implementation. A roll-out to other schools should be possible from Easter time 2013 depending on circumstances.

In terms of District Partnership Engagement the involvement of District partners in shaping and supporting local implementation, as well as providing local governance for the continuing work is felt important in the following ways:-

- It will enable the local partnership to engage with schools in their area through a framework of supported (and supportive) meetings influenced by the partnership, but facilitated by Educational Transformation. This will allow key messages and information around problems or opportunities to flow in either direction and enable Educational Transformation to respond to local partnership priorities through seeking to shape their support and approach within local schools;
- It will enable the local partnership to receive regular updates on progress and hold Educational Transformation accountable for the work that they deliver in relation to this programme within their area;
- It will enable Educational Transformation to report blockages into the partnership, for instance where key schools decline involvement, so local partners can consider whether to respond to this or not;
- It will provide the partnership with access to the results of the social norming surveys assisting the identification and prioritisation of need, the use of local resources, and support the tracking of performance over time;

Other Districts around the county have seen this as an opportunity to further shape this programme in a positive way for the benefit of their communities in both the short and medium to longer-term. A range of different partnerships have been identified to link with the programme, depending on local views and circumstances. These include the following broad groups: - Preventing Adverse Risk-taking Behaviour, Building Resilient Families, Alcohol Priority Task Group, and District Safer Schools Partnership meetings.

## **STRENGTHENING FAMILIES PROGRAMME**

### **Background**

This project covers ages from 10 to 14 and looks to prevent and deter a number of issues such as anti-social behaviour, substance misuse, alcohol fuelled violence and domestic abuse. It is a prelude to the Troubled Families agenda which focuses on intervention after the event has occurred. Although this project has been driven by Staffs County Council the Alcohol Change Lead has asked each District to take some local governance over this project.

Learning Support Teams have already been engaged, training has been delivered, extra funding is being sought, and a course approach with looked after children and parents with drug issues is being formulated.

### **Current Developments**

After an update from Trevor Smith at the Strategic Partnership Board on 24 January it was decided by the group that due to the cross over with the Troubled Families agenda District Commissioning Lead Mark Hewitt will take the project forward. Mark will be liaising with the Local Support Teams (LST's) in particular Barbara Hine. Mark is also the lead for Troubled Families. The main obstacle is securing funding for more front line professionals from a range of work areas such as social care, children's services, health and housing support. Currently around 40 staff have been trained up and although this is a good start more staff will need to undergo training.

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15 February 2013

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## LET'S WORK TOGETHER

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

**Ward(s) affected:** All

### **Purpose of the Report**

To provide the Committee with an update and summary of the Let's Work Together (LWT) initiative.

LWT is an initiative which is designed to ensure that home visitors (covering a range of staff from different organisations including the Borough Council) are equipped with the *basic* skills to spot hazards in and around the home. These hazards may relate to the safety, health and wellbeing of the occupant of the home in question. In addition, LWT seeks to provide the necessary tools for the home visitor to deal with the situation they are aware of, mainly in the form of referring the occupant to the most appropriate agency and also recording the visit in a format which is accessible and useful to others.

The LWT initiative itself has been built on a number of previous awareness raising initiatives including 'Olive Branch' (led by the Fire Service and designed to highlight fire hazards) and individual pieces of work, including initiatives from the health service and others around helping people who fall and injure themselves at home due to medical conditions or other factors. LWT sought to bring these areas of work together under one heading with the aim – as the title says – of encouraging organisations to work together better, share information more effectively and train staff appropriately in order to protect people in their homes and allow them to live independently.

LWT was first piloted in Staffordshire in Lichfield from mid 2010 onwards, and was formally launched in January 2012 – an event which was attended by all public sector agencies in Staffordshire including representatives from this Council. The stated intention at the launch event was to roll out the scheme to all parts of the county. To this end, an initial steering group was established in Newcastle made up of key partners to explore the potential to implement LWT in the Borough. This group has now met on a number of occasions, and LWT is now one of the 'Priority Projects' of the Newcastle Partnership – as agreed by the Strategic Board in April 2012.

Following this initial work, LWT was launched in Newcastle in November 2012, and the first training module took place on 28<sup>th</sup> February 2013.

### **Recommendations**

- (a) That the Committee notes the report and the outline of the LWT initiative**
- (b) That the Committee further notes the initial training module held on 28 February around safety issues such as identifying fire hazards and spotting the signs of anti-social behaviour.**
- (c) That the Committee makes any comments or suggestions in relation to the future development of LWT, including the development of further training modules**

### **Reasons**

LWT is a key part of the NBC Stronger and Safer Communities Strategy 2012-2017, and the Newcastle Partnership Work Programme. It is also a key part of the development of a prevention agenda for the Borough in terms of community safety and public health agendas.

This report outlines LWT and asks Members to provide any insights and suggestions as to the future development of the initiative in Newcastle.

## 1. **Background**

- 1.1 Let's Work Together has its origins in the death of Olive Simcock – who died in a house fire in the Stafford area in 2006. Those agencies involved in this incident came to the conclusion that, had a number of risk signs been picked up and had agencies communicated with each other more effectively, then this death could have been prevented.
- 1.2 As a result of these issues, agencies such as Staffordshire Fire & Rescue Service (FARS) established initiatives such as Olive Branch. Olive Branch was a training and awareness initiative designed to highlight fire hazards and how to spot them for those professionals visiting the homes of people in their respective areas.
- 1.3 Based on the findings from Olive Branch, it became clear that this awareness raising work could be translated across a number of risk areas, not just fire. To this end, a project team was established in Lichfield in 2010 to examine the potential for a wider version of Olive Branch.
- 1.4 This initiative was titled Let's Work Together and a pilot process in Lichfield was established, with project support offered by FARS. The pilot highlighted a number of risk areas which could be covered by LWT, including: -
  - Slips, trips and falls
  - Fire injuries and hazards
  - Crime related, including bogus callers
  - Obesity
  - Social isolation
  - Alcohol and drugs
  - Medications
- 1.5 The LWT initiative in Lichfield involved a number of key partners as part of the project group, including Lichfield DC, Staffordshire County Council, FARS and Staffordshire Police.
- 1.6 Following completion of the pilot, LWT was launched in January 2012 across Staffordshire, and a commitment was made to introduce LWT to Newcastle. Based on this commitment, a project team was put together under the management of the Head of Business Improvement and Partnerships and a project plan was developed.
- 1.7 An initial set of principles were established for LWT in Newcastle, including the commitment that the project would cover the list of risks above and any other highlighted in Newcastle; that the initiative would be rolled out borough-wide and that it would be launched as quickly as possible. The launch itself was delayed by a number of factors.
- 1.8 The Newcastle Partnership endorsed LWT as one of its three 'Priority Projects' in April 2012

## 2. **Issues**

- 2.1 During the process of developing LWT in Newcastle, a number of benefits were identified for the initiative, including: -
  - The quality of life for vulnerable people will be improved in the borough at the end of the project.

- The number of accidents and injuries in the home will be reduced in the borough at the end of the project.
  - People in the borough will feel safer and more secure in their homes and communities at the end of the project.
  - Improved partnership working at the end of the project, improving Value for Money, as partner agencies will no longer work in isolation.
  - Better detection and referral of home risks in the borough, by home visitors, by the end of the project.
- 2.2 It was agreed that LWT would seek to equip home visitors from organisations across the public sector (and potentially the private and voluntary sectors) with the basic skills to spot issues when they enter a home and to equip them with both the ability to refer the issue(s) to the relevant organisation and also to establish the referral processes so that these issues can be dealt with quickly and effectively.
- 2.3 To this end, therefore, the project team in Newcastle set about establishing how the process could work to achieve the benefits outlined above.
- 2.4 In progressing LWT, the project team encountered three major issues. These were: -
- Data sharing – how is data on individuals shared? Can it be shared? How should it be shared? How should consent be obtained from individuals?
  - Software – what software should be used for home visitors to record their visits and observations on individuals? The options included the Patchwork software developed by FutureGov on behalf of Staffordshire County Council and its partners
  - Training – what areas should LWT in Newcastle be focusing upon? What are the main risks for residents? Who should be trained in what areas and how should this training be organised?
- 2.5 In addressing these issues, the project team received updates from other key organisations involved in this process.
- 2.6 In terms of data sharing, the issue has been covered by the development of the One Staffordshire Information Sharing Protocol. This Protocol allows organisations to share data and information relevant to LWT, as it is clear that, in order to refer effectively, individuals and organisations need to be able to do so legally.
- 2.7 The project has agreed to use the Patchwork software system for the time being. Patchwork is a tool similar to Facebook in that home visitors are able to write on a ‘wall’ any observations they may have made during a visit about an individual. These comments can then be picked up by other visitors and acted upon. Given that most organisations involved in LWT use different software, it was felt that Patchwork allowed these organisations to ‘talk’ to each other and also to refer. In actual fact, lessons from the Lichfield pilot indicate that referrals can be made using paper-based systems, but Patchwork can assist with this.
- 2.8 In terms of training, a number of modules have been planned focusing on the key risk areas outlined above. The first of these took place on 28 February 2013, and focused upon safety issues. These included issues like fire hazards and anti-social behaviour (further modules are planned over the next 3-6 months focusing on issues such as debt, obesity and use of medicines). Further updates will be provided to the Committee as and when they become available.
- 2.9 The LWT initiative in Newcastle was launched in November 2013, and a number of key agencies including the Police, FARS, Staffordshire County Council and others signed up. It

is vital to continue to ensure partner buy-in to this work as it will assist the referral processes and also encourage as many staff as possible from as many organisations as possible to be part of the LWT process.

### 3. **Options**

There are no options to be considered at this stage, the report is presented for Members to note and make suggestions as to any further work on LWT.

### 4. **Proposal**

- 4.1 It is proposed that the Committee note the work ongoing to implement LWT and make any comments and suggestions as required.

### 5. **Reasons for Preferred Solution**

- 5.1 LWT is a key partnership based initiative designed to allow vulnerable people to continue to live independently and protect them from potential risks in their own homes. In order to do this, home visiting staff are trained to be aware of these issues and refer them to the appropriate agency to deal with. This report allows Members to be aware of this work and contribute as they feel necessary.

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

- 6.1 LWT has the potential to help deliver key outcomes across all the priorities of the Borough Council and a number of the priorities of the Newcastle Partnership.

### 7. **Legal and Statutory Implications**

- 7.1 A key area of this work is around the sharing of data and information – this is largely covered by the One Staffordshire Information Sharing Protocol, of which the Council is a signatory. .

### 8. **Equality Impact Assessment**

- 8.1 An Equality Impact Assessment is being developed for this work.

### 9. **Financial and Resource Implications**

- 9.1 There are a range of resource implications in terms of delivering LWT and these are covered in other reports.

### 10. **Major Risks**

- 10.1 The GRACE risk assessment for LWT 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**

No direct implications, although these issues will be part of the projects established for LWT.

### 12. **Key Decision Information**

This item is not included in the forward plan.

13. **Earlier Cabinet/Committee Resolutions**

There are none.

14. **List of Appendices**

There are none

15. **Background Papers**

None.

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# Agenda Item 7

## **STRONGER AND SAFER COMMUNITIES STRATEGY 2012 – 2017 – UPDATE**

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

**Ward(s) affected:** All

### **Purpose of the Report**

To provide the Committee with an update on the Stronger and Safer Communities Strategy 2012-2017.

As Members are aware, the Strategy has been developed in line with the other key Borough Council strategies on Economic Development and Health and Well-Being.

A version of this report was presented to the Cleaner, Greener and Safer Communities Overview & Scrutiny Committee on 5 October 2012, following previous presentations of the Strategy at the Scrutiny Committee in February 2012 and at Cabinet in March 2012. The document has also been out for public consultation between May and August 2012, and has been amended as a result. The Strategy was formally approved by Cabinet at its meeting on 18 October 2012.

Members are asked to consider the Strategy and the updates provided in this report.

### **Recommendations**

**(a) That the Committee notes the contents of the Strategy.**

**(b) That the Committee further notes the work which is ongoing around the different elements of the Strategy's Work Programme, namely:**

- **The development of the Newcastle Partnership Work Programme (found at Appendix C)**
- **The inclusion of a number of actions in the Strategy In the budget process undertaken by the Borough Council in readiness for the 2013/14 financial year**
- **Ongoing negotiations with key external organisations and individuals around particular aspects of the actions contained in the Strategy, including the Police and Crime Commissioner for Staffordshire and Public Health**
- **The inclusion of aspects of the Strategy in the Partners in Action initiative, designed to enhance the capacity of partners to deliver against the areas set out in the Strategy**
- **Work with the Locality Action Partnerships (LAPs) around the implementation of the Strategy**

**(b) That the Committee makes any comments or suggestions with regard to the ongoing delivery of the Strategy**

### **Reasons**

The Strategy provides 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.

## 1. **Background**

- 1.1 An initial brief for the Borough Council's Stronger and Safer Communities Strategy 2012-2017 was presented to the Cleaner, Greener, Safer Overview and Scrutiny Committee in November 2011. A draft version of the Strategy was then presented to the Committee in February 2012 and was also presented at Cabinet in March 2012.
- 1.2 The Strategy itself focuses on developing stronger and safer communities in Newcastle and brings together existing developing areas of work designed to deliver the Council's vision and also to assist communities through partnership and community based activity. The Strategy links with the Council's developing outcome-based performance management framework and provides the basis for the organisation's policy framework together with economic development and health.
- 1.3 Following comments from the Scrutiny Committee and from the then-Cabinet, a series of changes were made to the Strategy in key areas such as performance management.
- 1.4 A further draft version of the Strategy was then put out for public consultation between May and August 2012. The consultation was Compact complaint and the consultation was open on the Newcastle Borough Council and Newcastle Partnership website, was sent out via email to a number of groups including Partnership groups, Heads of Service, Locality Action Partnerships and a small number of copies were delivered into key locations across the borough along with a postcard identifying where the consultation documents could be located.
- 1.5 In total, 24 responses were received via the consultation process, and, following the consultation, a series of amendments were made to the Strategy.
- 1.6 The Strategy was finally approved by Cabinet in October 2012, and can be found at Appendix A
- 1.7 Since its final approval, work is ongoing with communities, partners and others to establish whether those areas included in the Strategy for delivery are achievable within the timescales (2012-2017) and whether any other aspects of the Strategy needs to be developed.

## 2. **Issues**

- 2.1 The Stronger and Safer Communities Strategy 2012-2017 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 B of the document provides the outline of this action plan.



2.4 In order to focus partners on the actions contained within the action plan, a large number of the actions have been included on the Newcastle Partnership Work Programme (found at Appendix C). The Programme has been agreed by the Newcastle Partnership Strategic Board at its meeting in November 2012. It should be noted that, as well as actions from the Stronger and Safer Communities Strategy, there are also actions relating to the Council's Economic Development Strategy 2012-2017 and also from the developing Health and Well-Being Strategy. At its meeting in April 2012, the Partnership identified a number of the Strategy's actions as 'Priority Projects': -

- Let's Work Together
- Troubled Families
- Developing a Social Enterprise

Since then, the Partnership has agreed to develop further projects including the creation of an A & E Triage service in Newcastle town centre and around initiatives such as Strengthening Families and alcohol based education through schools.

2.5 In addition to the development of the Work Programme, the 2013/14 budget review process undertaken by the Council has included reference to the delivery of the Strategy. Key areas of the action plan have been highlighted as possible funding areas for the Revenue Investment Fund (monies identified for additional investment). It is envisaged that any funds secured in this way will act as 'seed funding' which partners will be asked to match to deliver the actions in the Strategy.

2.6 It is an established foundation of the Strategy that little, if anything, contained in the action plan can be delivered by the Borough Council alone. As well as involving partners through the wider framework of the Newcastle Partnership, therefore, meetings have been held with key partners focused on the Strategy. Included in the organisations approached has been the Police and Crime Commissioner for Staffordshire (Matthew Ellis); Public Health (the former PCT which will become part of the County Council from April 2013 onwards) and other key parts of the new NHS structures (such as the Clinical Commissioning Group); the County Council (via its developing commissioning arrangements); and Staffordshire Fire and Rescue (who have supported initiatives such as Let's Work Together through the secondment of staff). In these liaisons with other organisations, focus has been on the Strategy and its key initiatives – including how to deliver the action plan.

2.7 Based on the principle of developing partnership based solutions to the issues set out in the Strategy, the Council has signed up to involvement in the Partners in Action initiative. PIA has been developed by the Fire Service to develop partnership working via mentoring and the development of staff within individual organisations – to both increase capacity and knowledge of partnership working. Some of the actions included in the Strategy have been adopted as part of the PIA work, including Community Pride; Let's Work Together; and the development of Community Health Champions as part of the process of enhancing health promotion and protection.

2.8 Finally, work is being developed around the role played by LAPs in delivering the key elements of this Strategy. A LAP Summit was held at Keele Cemetery in November 2012 which highlighted a number of areas of development for LAPs, including identifying issues and developing partnership responses.

2.9 In addition to the development of these areas to support delivery of the Strategy, a number of updates can be provided of key areas of the action plan: -

- Let's Work Together – a launch of the initiative was made in November 2012, involving a number of key partners. In addition to the launch, work has been ongoing around developing a training module for staff from different organisations to be more aware of risks and other issues during home visits (the basis for the project). The first of these modules, focused on fire risks; anti-social behaviour and domestic violence took place on 28 February 2013. Further work is ongoing around developing further modules.
  - Troubled Families – this project has been developing the evidence base and which families are included within the initiative. Once this is complete, a series of targeted interventions will be undertaken.
  - Developing a social enterprise – preparatory work has been undertaken on the feasibility of developing a social enterprise in Newcastle. A workshop will be held in April that will feed back these findings and agree a way forward
  - A & E Triage – agreement to fund has been secured from health partners and implementation has begun in the town centre on busy nights
- 2.10 This list is not exhaustive, but does give Members a feel for the work being done to deliver the Strategy.

### 3. **Options**

There are no options to be considered at this stage.

### 4. **Proposal**

- 4.1 It is proposed that the Committee note the work ongoing to implement the Strategy and make any comments and suggestions as required.

### 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

Cleaner, Greener and Safer Communities Overview and Scrutiny Committee – 29 February 2012

Cleaner, Greener and Safer Communities Overview and Scrutiny Committee – 5 October 2012

Cabinet – 14 March 2012

Cabinet – 18 October 2012

14. **List of Appendices**

Appendix A – Stronger and Safer Strategy 2012-2017

Appendix B - Action Plan

Appendix C – Newcastle Partnership Work Programme

15. **Background Papers**

None.

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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 “prosperous, clean, healthy and safe” (as stated in the vision for Newcastle under Lyme Borough Council in its latest Council Plan).

The Newcastle Borough Council Stronger and Safer Communities Strategy 2012-2017 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

Newcastle under Lyme Borough Council is working towards being a co-operative council, which means we are working together with our residents, partners and local organisations to collectively delivery the best we can using the resources we have.

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. We believe that partnership working between local authorities and key partners, such as health providers, can produce great benefits for people.

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.

Cllr Tony Kearon  
Cabinet Member for Safer Communities  
Newcastle under Lyme B.C.

Cllr John Williams  
Cabinet Member for Stronger and Active Neighbourhoods  
Newcastle under Lyme B.C.

### How this Strategy Works

The Stronger and Safer Communities Strategy 2012-2017 is the key document which sets out how Newcastle-under-Lyme Borough Council and its partners will deliver key aspects of work relating to community development, community safety and community empowerment in seeking to deliver the vision “to create a Borough that is prosperous, clean, healthy and safe”.

The Strategy sets out those **issues** and **evidence** which the Borough is dealing with - based on an overview of the Borough, including its key demographics and other key areas of data.

In doing so, this Strategy details those **existing plans and initiatives**, which have formed the basis of the positive work already done by the Council and its partners in addressing the major issues faced by the Borough. It is intended that this work is built on, wherever possible.

The Strategy refers, where relevant, to the **developing national agenda**, in areas such as community safety, Localism, Troubled Families and other key relevant areas such as reforms to the NHS and changes to the benefit system. In taking into account these national factors, together with the focus on local issues, it is envisaged that the Strategy will reflect a mix of local and national priorities and factors.

Based on 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 Newcastle under Lyme Borough. Council Plan; the Borough’s Sustainable Community Strategy and Health and Well-Being/Economic Development Strategies, this Strategy outlines **pathways** to developing stronger and safer communities in the Borough of Newcastle-under-Lyme.

This Strategy is based on: -

- **Evidence** – responding to and developing our key areas of policy and action based on evidence.
- **Experience**, building on what has worked well in the past as well as using good examples from elsewhere and developing our own innovative approaches.
- **Effectiveness** - focused on partnership working and community engagement (primarily through our Locality Action Partnerships – LAPs) and also focused on our collective priorities in partnership with other agencies and the community as a whole.
- **Engagement** - allowing communities both to articulate their own vision for the future and communicate it to public agencies, and also receive effective feedback on the issues raised.
- **Evaluation** - taking account of risks, building on strengths and learning lessons

We will seek to **deliver** positive outcomes for our Borough and **enhance** the lives of the people we serve and represent. In doing so, we will set out the 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.

'We are working to:

- Bring more public services together so that people get what they need at the right place and at the right time
- Encourage more involvement from local people and our staff in planning and running services
- Support our communities better and encourage people to do more to help their own communities

Whilst we still face budget cuts the council is making sure local people are more involved in reducing our costs and challenging what we spend

We are involving the community and business leaders in developing our future plans, drawing on the skills and expertise that exists in the borough.'

**Evidence Base – could this be reviewed to ensure that it is up to date?**

To better understand our issues and the needs of our communities, it is important we know what the key data tells us about our Borough and the communities within it. We recognise that it is not always enough to use data and statistics as they often only tell part of a story – it is vital to ‘get behind’ statistics and focus information gathering and problem solving on communities, families and individuals based largely on their levels of vulnerability and the risks they are exposed to.

This section provides an overview of the Borough, including key demographics, and more in-depth qualitative issues before linking the Strategy with other areas of policy, including developing national and local (Staffordshire and Newcastle) priorities. A key example of the challenge we face in dealing proactively with our issues is that of fear of crime and levels of crime – the former remains relatively high whilst the latter is decreasing. We need to deal with issues like this and develop greater understanding.

**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) and 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 124,000 and is projected to grow by around 12% to around 140,300 in 2035. This population is ageing - it is estimated that the number of residents over retirement age will increase by 54% 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 September 2012, the rate of Job Seeker’s Allowance claimants in Newcastle was 2.7%. 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 4.9% - and in one area in that ward the rate was as high as 9.8%. The rate of JSA claimants in Loggerheads and Whitmore was 1.5%.

Young people are disproportionately suffering from unemployment across the country, and this is also true in some areas of Newcastle. In September 2012 the overall rate of youth unemployment (young people under the age of 24 claiming JSA) in the Borough was 3.8%; this is lower than the Staffordshire rate 4.7% and the rate across the country 5.8%. However, the following five wards have significantly higher rates of youth unemployment:

Holditch	6.7%
Silverdale & Parksite	6.6%
Cross Heath	5.8%
Ravenscliffe	5.8%
Talke	5.7%

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 February 2012 the overall rate of people claiming benefits due to their incapacity to work because of ill-health\* was 7.5%. As is the case with JSA, there are significant differences in the rate of claims across the Borough with rates ranging from 11.7% in Holditch, to just 0.6% 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 inequalities in health experience, illustrated by variations in life expectancy (9.9 years lower for men and 10 years lower for women in the most deprived areas of Newcastle than in the least deprived areas - based on the Slope Index of Inequality in 2012).

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

Alcohol-specific mortality rates for men in Newcastle are higher than the national average.

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 21% reduction in serious acquisitive crime in 2012-13 (compared to 2011-12); a 26% reduction in domestic burglaries.

Despite these results, a wide range of challenges remain.

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.

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

In responding to these issues, the Newcastle Community Safety Partnership uses the Newcastle Borough Community Safety Strategic Assessment 2011<sup>1</sup> 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.

### **Housing**

There are approximately 54,110 dwellings in the borough, of which 74% are owner occupied, 20% are social rented and 6% are properties in the private rented sector.

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

The Council has a joint housing register with Aspire Housing. In March 2012, there were 2996 applicants registered for housing. There has been an 11% increase of the number of applicants on the housing register from the previous year, indicating an increased demand for social housing in the Borough. Recent economic, social and political change has generated greater uncertainty in the housing options available for many people.

In the Borough customers are able to obtain advice and assistance on what housing options are available to them; during 2011 – 2012 there were 2663 enquiries from customers seeking housing advice from the Newcastle Housing Advice Service. The numbers of housing advice enquiries has increased year on year since the service began.

It is widely recognised that by offering advice and assistance on housing options, homelessness can be prevented. In 2011 – 2012 there were 466 successful cases where preventative action was taken by the Housing Advice Service to avert people from becoming homeless.

## 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 this Strategy.

### 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.

### *Council Plan*

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

The Plan sets out the Council's vision – “a borough that is prosperous, clean, healthy and safe”.

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

- Creating a clean, safe and sustainable Borough
- Creating a borough of opportunity
- Creating a healthy and active Community
- Becoming a co-operative council which delivers high quality, community driven services.

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
- Newcastle under Lyme B.C. Housing Strategy 2011 - 2016
- Newcastle under Lyme B.C. Homelessness Strategy 2010 -2015

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 our main focus is on delivery, which we have done in a number of areas 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

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

#### *Other Key Areas*

In terms of the key objectives of the Strategy, a key focus is on the development of effectively organised and planned areas, which are safer and healthier.

The planning context as set out by Government includes PPS1 (Delivering Sustainable Development), which says that development should promote communities which are inclusive, healthy, safe and crime-free, whilst respecting the diverse needs of the community and the special needs of particular sectors of the community.

In terms of these policies, therefore, PPS1 makes clear that a key objective for new developments should be that they create safe and accessible environments where crime and disorder or fear of crime does not undermine quality of life or community cohesion. Design and access statements for outline and detailed applications should therefore demonstrate how crime prevention measures have been considered in the design of the proposal and how the design reflects the attributes of safe, sustainable places.

A key desire of the Borough Council and partners, therefore, is that local policies and decisions contribute to crime reduction through the planning system.

#### *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 may include: -

- 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 and other registered housing providers who operate in the Borough
- 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.

#### *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.

Based on our priorities and what we are seeing from research done both locally and at a county level, a number of areas of vulnerability can be identified and can also help us define what we mean by the term. These are: -

- Health issues – how the state of our health can make us more vulnerable
- Age – that at certain times of our life we are more vulnerable than others
- Location – certain locations within the Borough are more vulnerable than others due to factors such as economic hardship or physical layout
- Lifestyle – the choices we make can increase our levels of vulnerability, e.g. around use of alcohol or drugs
- Economic factors – that we are more vulnerable due to economic issues such as levels of income
- Education – that a lack of education (formal and informal) can make people more vulnerable
- Housing – homelessness or poor / insecure housing conditions can make people more vulnerable

Taken together with the information presented in this section, we can see that those communities, families and individuals who are deemed to be vulnerable in any of these areas of focus can therefore be at risk of criminal activity; decreased life expectancy; hardship; exploitation by others and being the victims of crime. The purpose of this Strategy is to seek to reduce or mitigate these levels of vulnerability so that people's lives are not harmed and also so that the decreasing resources available to the public sector can be directed at the areas of most need.

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. In addition, such priority setting can allow us to identify clearly where our main challenges lie in relation to vulnerability and what we can do to address these challenges.

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, lack of understanding and 'anti-prioritisation' through overloading priorities has been addressed in the various reviews of partnership and locality working outlined above.

The result of these reviews is that partners are now keen to have only two key priorities guiding their partnership working: -

- Enhancing economic growth; and
- Tackling 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.

#### *Outcome Focus*

It can be seen that the existing work undertaken 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 to an outcome focused approach to monitor the impacts and activities against the chosen set of outcomes.

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. The key outcomes for this strategy are:

- People are part of an active, local community and involved in how public services are delivered.
- People live, work and prosper in safe environments, free from crime, and the causes of crime.
- People have a supportive family life and a decent place to live.
- People enjoy longer, healthier and rewarding lives.

In terms of these key outcomes, the following list provides a flavour of the areas covered by this Strategy that the Borough would also wish to impact on –

- 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 and information provided in the tables on pages 20-23 of this Strategy, together with the following key dimensions of vulnerability identified by this Strategy: -

- Health
- Age
- Location
- Lifestyle
- Economic Factors
- Education
- Housing

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 Borough Council Plan – “to create a borough that is prosperous, clean, healthy and safe”.

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 however 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.

#### *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.

#### *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 performance indicators which we would expect to see improvement in as a result of delivering this Strategy. These measures are listed in the following tables and show the linkages between the priorities, outcomes and objectives detailed in this document.



**Outcome 1 –What will this mean for people of the Borough?**  
 People are part of an active, local community and involved in how public services are delivered.

**Objective 1 – How will we undertake this?**  
 By creating a strong, resilient and supportive Borough and creating organised and planned areas - building a strong community

<b>Actions – What will we do to build a strong community?</b>	Develop communities around the localism agenda
	Focus on dealing with troubled families and enhancing community involvement and self-reliance
	Investigate opportunities to develop a Partnership Social Enterprise.
	Complete review of locality working and Locality Action Partnerships
	Further Community Pride events to deal with community issues
	Promoting community integration - enabling communities to live and work together effectively
	Build on relationships with the voluntary and community sector in delivering key services to local people

<b>Key Performance Indicators - How will we measure success?</b>	Increased engagement with, and take up of activities and services.
	Increase in the number of residents, community and voluntary sector groups engaged with LAPs.
	Number of training sessions to support and develop community capacity, involvement and confidence.

**Outcome 2: What will this mean for residents of the Borough?**  
 People live, work and prosper in safe environments, free from crime, and the causes of crime.

**Objective 2 - How will we undertake this?**  
 By creating a Borough which is free from crime and disorder - tackling crime and disorder

<b>Actions – What will we do to tackle crime and disorder?</b>	Improve support for potential and actual victims of anti-social behaviour and domestic violence
	Introduce online reporting of anti-social behaviour incidents
	Developing the existing multi-agency conference system to address the problems faced by vulnerable people
	Tackling victimisation of vulnerable residents – working with partners and other organisations to tackle crime committed against the vulnerable including anti-social behaviour
	Explore the potential for tracking perpetrators of domestic violence using the Integrated Offender Management Scheme
	Continue to discuss trans-border cases with neighbouring authorities where relevant and appropriate, including anti-social behaviour and domestic violence cases
	Family Employment Initiative
	Enhancing the Business Crime Initiative – working with local businesses and partners to deal with crime and to seek to prevent it.
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 elsewhere.	

<b>Key Performance Indicators - How will we measure success?</b>	Reduction in incidents of violence with injury.
	Reduction in incidents of anti-social behaviour.
	Reduction in incidents of serious acquisitive crime.
	Reduction in incidents of domestic abuse.

**Outcome 3 –What will this mean for people of the Borough?**  
 People have a supportive family life and a decent place to live.

**Objective 3 - How will we undertake this?**  
 By creating a Borough which is free from danger - developing a safe place to live

<b>Actions – What will we do to develop a safe place to live?</b>	Develop our approaches to working with the new Police & Crime Commissioner in developing key areas of work in community safety in the future.
	Promote good behaviour amongst tenants.
	Roll out prevention materials for all aspects of domestic violence and anti-social behaviour activity.
	Develop the Neighbourhood Watch scheme in the Borough.
	Raise awareness of Safeguarding Vulnerable Children and Adults across the borough.
	Introduction of a Passport to Safety scheme for younger drinkers.
	Work with the Partnership Against Business Crime to enhance enforcement.
	Introduction of the Street Pastors scheme in the Borough.
	Encourage and enhance the provision of information to residents on how to avoid domestic fires – in conjunction with FARS and other partners.
	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.
	Complete the gating off of problematic alleyways under the Green Routes scheme.
	Continue the I’ll Be Des scheme designed to prevent drink driving.

<b>Key Performance Indicators - How will we measure success?</b>	Reduction in re-offending rates.
	Reduction in the number of young people entering the justice system.
	Reduction in the number of people killed or seriously injured in road accidents

	Improved results for relevant Feel the Difference Survey indicators..
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**Outcome 4 –What will this mean for people of the Borough?**  
 People enjoy longer, healthier and rewarding lives.

**Objective 4 - How will we undertake this?**  
 By encouraging responsibility, supporting people and allowing equal access to services - protecting vulnerable people and families

<b>Actions – What will we do to protect vulnerable people and families?</b>	Rolling out the Let’s Work Together project across the Borough, aimed at all organisations and individuals being able to refer cases of vulnerability.
	Develop approaches with the Families First teams at Staffordshire County Council to deal with issues of vulnerability affecting families in the Borough.
	Develop health promotion work in areas of greatest need.
	Map vulnerability across the Borough and its neighbourhoods to target services more effectively.
	Continue to work on Financial Inclusion intervention with the joint Stoke-on-Trent and Newcastle-under-Lyme Financial Inclusion Group.
	Introduce devices for vulnerable people to use in protecting themselves.
	Support winter car advice for young people in further and higher education.
	Develop educational approaches to dealing with areas of risk around behaviour and attitudes in young people.
	Supporting vulnerable residents in housing.

<b>Key Performance indicators - How will we measure our performance?</b>	Reduction in the number of children living in poverty.
	Reduction in the gap between identified groups of disadvantaged pupils and their peers (boys, free school meals, ethnic minority groups and looked after children).
	Reduced numbers of people with preventable ill-health.
	Reduction in the rates of premature deaths - reducing the gap between communities.
	Reduction in the rate of unemployment amongst young people aged 16-24.
	Reduction in the rate of people claiming out-of-work benefits.

Objective		Key Subject Areas		
<i>Building a strong community</i>		Localism Community Cohesion/Integration Locality Working Troubled families Housing		
Action	Lead Organisation	Others involved	Timeframe	Comments
Promoting community integration and developing ways of enabling communities to live and work together effectively	Newcastle Partnership	Locality Action Partnerships (LAPs)  Town and Parish Councils	April 2014 - April 2017	Initial assessment to be carried out, based on work being done by the Staffordshire Observatory and Aspire via work on Neighbourhood Plans. Actions to be developed based on this analysis.
Complete the ongoing review of locality working and LAPs in the Borough	Newcastle Partnership	Parish and Town Councils	April 2012 – April 2013	Develop strategic framework for LAPs as part of the wider Newcastle 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)	Legislative timeframe (April 2012 onwards)	Heads of Service Reports to EMT and

		<p>Newcastle Borough Council (Tenancy Strategy)</p> <p>Town and Parish Councils (Neighbourhood Plans)</p> <p>Aspire (Community Right to Bid for residents)</p>		<p>Cabinet.</p> <p>Key areas embedded into existing and new NBC policies and procedures.</p> <p>Aspire to work with residents around community premises.</p>
Further development of Community Pride events in order to both deal with issues facing local communities and also prevent further issues from arising	Newcastle Partnership	<p>LAPs</p> <p>Town and Parish Councils</p>	May 2012 - March 2013 (initially)	Ongoing review of focus of Community Pride work.
Focus on dealing with troubled families and enhancing community involvement and self-reliance	Staffordshire County Council	Newcastle Partnership	April 2012 - April 2013 (initial milestone to establish processes and approaches)	<p>To assess the evidence base and develop approaches to research and identification.</p> <p>To develop case conference approaches to family intervention, including prevention and education work</p>

				as well as problem solving.
Investigate opportunities to develop Social Enterprises.	Newcastle Partnership	Other partners to be involved where relevant and where required	April 2013 - April 2015	Investigate funding available and support from partners
Building on relationships with the voluntary and community sector in delivering key services to local people	Voluntary and Community Sector.	Newcastle Partnership	April 2013 – April 2014	Further LAP development and funding.  Developing infrastructure support commissioned through the Third Sector Commissioning Framework

<b>Objective</b>		<b>Key Subject Areas</b>		
<i>Tackling Crime and Disorder</i>		Safer Nights Business Crime Hate Crime Anti-Social Behaviour Vulnerability Information Sharing Domestic Violence Housing		
<b>Action</b>	<b>Lead Organisation</b>	<b>Others involved</b>	<b>Timeframe</b>	<b>Comments</b>
Expansion of the Safer Nights programme to tackle the problems raised by alcohol use and other activities in the town centre and elsewhere  Focusing on key issues such as alcohol harm reduction and drugs. Key components of the campaign include K9 Drugs Dog, Ion Track Operations, Street Pastors, First Aid Triage Operations, Test Purchase Operations and Covert Surveillance Operations.	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	April 2012 - March 2013	Street Pastors scheme in development.  Expanded triage service in development.  Work closely with key agencies to ensure alcohol and drug related crime and disorder in Newcastle Town Centre is reduced
Enhancing the Business Crime Initiative – working with local businesses and partners to deal with crime and to seek to	Partnership Against	Staffordshire Police	April 2012- April 2013	Work with Newcastle



<p>prevent it</p>	<p>Business Crime</p>	<p>Newcastle BC  Newcastle business community</p>		<p>Partnership Against Business Crime (PABC) specifically to support the Business Crime Manager with Pubwatch and assist in developing way to maximise their membership. Also to continue to help with the facilitation &amp; management of the CCTV Volunteer Pilot scheme</p>
<p>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</p>	<p>Challenge North Staffs</p>	<p>Staffordshire Police  Newcastle BC  Staffordshire County Council  Aspire Housing and other Registered Housing Providers who</p>	<p>April 2013- April 2016</p>	<p>Initial assessment/ research into the issue to take place during 2012-13 including liaison with the key agencies</p>

		operate in the Borough  Newcastle business community		
Tackling victimisation of vulnerable residents – working with partners and other organisations to tackle crime committed against the vulnerable including serious acquisitive crime.	Staffordshire Police	Newcastle Borough Council  Staffordshire County Council  Public Health  Mental Health providers (including the above)  Third Sector providers  Aspire Housing and other Registered Housing Providers who operate in the Borough	April 2013 – April 2017	To build on existing initiatives around case conferences and multi-agency approaches  To develop approaches to research and develop proactive approaches to problem solving
Continue to develop links with the Integrated Offender Management Scheme	Newcastle Partnership	Staffordshire Probation Service	April 2012 to April 2015	Explore feasibility through discussions with partners

				<p>(April-Oct 2013)</p> <p>If appropriate, initiate a pilot scheme (January 2013-June 2013)</p> <p>Evaluate success and explore potential roll-out (June 2013-January 2014)</p> <p>Initiate programme across the Borough (January 2014-January 2015)</p> <p>Will link with ongoing national work.</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>Newcastle Partnership</p>	<p>Other relevant partners</p>	<p>April 2013 – April 2014</p>	<p>Agree parameters of joint working</p> <p>Maintain contacts through networking</p> <p>Ensure</p>

				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 Partnership	Third Sector Providers	January 2013 – December 2013	Need to examine support arrangements for these conferences  May look to link in with other multi-agency approaches set out above
Improve – where possible – support for victims of anti-social behaviour and domestic violence	Newcastle Partnership		April 2013 – April 2017	Continue to review the systems in place and refine where necessary
Family Employment Initiative	Newcastle Borough Council	Coalfields Regeneration Trust  European Regional Development Fund  Staffordshire	April 2012 – April 2015	Part of a wider national programme which works in some of the most disadvantaged former coalfield areas.

		<p>County Council</p> <p>Newcastle Business Community</p>	<p>Launched in February 2009 and has now helped more than 240 people into work and 480 into training.</p> <p>Seeking to continue to develop the scheme and promote it with partners in the Borough.</p>
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Objective		Key Subject Areas		
<i>A Safe Place to Live</i>		Prevention Safeguarding Engagement Commissioning Safety Treatment Housing		
Action	Lead Organisation	Others involved	Timeframe	Comments
Work with the Partnership Against Business Crime to enhance enforcement	Partnership Against Business Crime (PABC)	Newcastle BC Staffordshire Police Newcastle Business community	January 2013 – December 2013	Undertake continual assessment of key issues relating to business crime predominantly on Newcastle Town Centre  Work with developing & supporting the Town Centre Partnership and the PABC in identifying and reducing business crime
Introduction of the Street Pastors scheme in the Borough	Newcastle Borough Council  Street Pastors	Staffordshire Police  Church leaders	April 2012 – April 2013	Links to Safer Nights initiative above  Initiation of

		Ascension Trust		<p>pilot project (December 2012)</p> <p>Ongoing evaluation of pilot and implementation of scheme (January 2013)</p>
Roll out prevention materials for all aspects of domestic violence and anti-social behaviour activity	Staffordshire County Council	<p>Newcastle BC</p> <p>Third Sector Providers</p> <p>Housing Providers in the Borough</p> <p>Public Health</p>	April 2013 onwards	<p>Assess provision of materials currently and gaps in provision</p> <p>Work with Staffordshire County Council commissioners to develop further materials to aid promotion of activity</p>
Roll out alcohol harm reduction projects within Newcastle Borough. This will include introducing a schools-based Alcohol Intervention programme, parental rule setting, social norming approaches, Intervention & Brief Advice, Strengthening Families LST training, developing a focused communications plan, controlling access to alcohol and developing a strengthening families course around offender management	Staffordshire County Council	Newcastle Partnership	April 2012 - April 2013	<p>Liaise with Alcohol Change Lead and assist locally where necessary.</p> <p>Possibly adopt local</p>

				governance arrangements, monitor progress and suggest changes where appropriate
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 Aspire Housing and other Housing Providers in the Borough	April 2012 - April 2013	Assess provision of information and work with partners to identify gaps.  Links to the Lets Work Together initiative and existing referrals systems (e.g. through Aspire)
Develop our approaches to working with the new Police & Crime Commissioner in developing key areas of work in community safety in the future	Newcastle Partnership		June 2012 onwards	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	Staffordshire Police  Combined Healthcare/UHNS  FARS  Business community  PABC  St Johns Ambulance  Red Cross  West Midlands Ambulance Service (WMAS)	April 2013 – April 2014	Explore feasibility of enhancing the scheme with additional health professionals and resources  Explore potential funding streams  Map key nights for 2012-13 that the service should be run, especially with a view to major sporting and social events  Seek to pilot enhanced service offer
Complete the gating off of problematic alleyways under the Green Routes scheme	Newcastle Partnership		April 2013 – April 2014	Complete this for identified Red Routes as far as possible

<p>Raise awareness of Safeguarding Vulnerable Children and Adults across the borough.</p>	<p>Staffordshire County Council</p>	<p>Staffordshire Safeguarding Children Board  Let's Work Together Steering Group</p>	<p>April 2013 – April 2014</p>	<p>Raise awareness of referral pathways and criteria etc</p>
<p>Promoting good behaviour amongst tenants</p>	<p>Newcastle Borough Council</p>	<p>All Registered Housing Providers in the Borough</p>	<p>April 2012 onwards</p>	<p>Reducing the need for re-housing when anti-social behaviour occurs in social and private housing.</p>

Objective		Key Subject Areas		
<i>Protecting Vulnerable People and Families</i>		Information sharing Families focused Education Promotion Protection Housing		
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 Partnership	Registered Social Landlords  LAPs  Town and Parish Councils	April 2012 – November 2012	Will be rolled out in November 2012  Designed to ensure that home visitors refer individuals at risk to appropriate organisations.
Road Safety, including supporting winter car advice for young people in further and higher education; improved crossings for schools and more facilities for rural areas where possible and where identified	FARS, through Road Safety group	Newcastle College  Keele University	April 2012- April 2013	Identify potential locations and key audience

		Staffordshire County Council  LAPs		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  Aspire Housing and other Registered Housing Providers in the Borough	December 2012 onwards	Work done by Staffordshire Observatory and other agencies such as Aspire  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  NHS	April 2012 onwards	To work with the Families First team to identify key areas of risk and develop approaches designed to deal with these areas.

<p>Develop educational approaches to dealing with areas of risk around behaviour and attitudes in young people including use of alcohol and drugs</p>	<p>Staffordshire County Council (schools)</p>	<p>Newcastle BC Newcastle College Aspire Housing and other Registered Housing Providers in the Borough</p>	<p>April 2013 onwards</p>	<p>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.</p>
<p>Develop health promotion work in areas of greatest need such as alcohol and drugs work</p>	<p>Public Health</p>	<p>Staffordshire Director of Public Health Staffordshire County Council Newcastle Borough Council</p>	<p>April 2012- April 2013</p>	<p>Assess existing approaches and identify areas for development in the first instance, including focus on work around alcohol and drugs (the recovery agenda)  Focused work through Newcastle</p>

			<p>Partnership Strategic Board.</p> <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 Borough Council</p>	<p>All Registered Housing Providers who operate in the Borough</p>	<p>April 2012 onwards</p>	<p>Supporting vulnerable residents</p>

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2012-13

Action	Lead Organisation	Timeframe	Comments	Development suggestions
Complete the ongoing review of locality working and LAPs	Newcastle Partnership	April 2012-April 2013	Develop strategic framework for LAPs as part of Newcastle Partnership structures	Within current capacity looking at links to co-operative council.
Implementation of the Localism Act	Newcastle Borough Council	April 2012 onwards	Key areas including: - Community Right to Challenge Community Right to Bid Community Right to Build	Within current capacity
Further development of Community Pride events	Newcastle Partnership	April 2012 – April 2013		Work with Locality Action Partnerships to develop a rolling programme of Community Pride events.  Possible project to work on with Universities/College or could be linked to Partners in Action schedule.
Troubled Families	Staffordshire County Council	April 2012 onwards	Agreed as Newcastle Partnership project	Current project agreed by Board 2012 – project to develop links with Community Safety – particularly anti-social behaviour and domestic abuse.
Expansion of Safer Nights	Newcastle Borough Council Staffordshire Police	April 2012 – March 2013	Includes areas such as K9 Drugs Dog; Test Purchase Operations	Projects to be identified by the Safer nights group. Work with the Police and Crime Commissioner to identify projects and resources.

Enhancing the Business Crime Initiative	Partnership Against Business Crime	April 2012 – April 2013	CCTV Volunteer pilot Support for Business Crime Manager	
Street Pastors	Newcastle Borough Council Street Pastors	April 2012 – April 2013	Linked to Safer Nights Initiation of pilot (December 2012)	Within current capacity
Roll out of alcohol harm reduction projects within Newcastle Borough – schools-based alcohol intervention programme; parental rule setting and social norming.	Staffordshire County Council	April 2012 – April 2013	Liaise with alcohol change lead	Schools Alcohol Programme and Strengthening Families – Presentation at Newcastle Partnership Strategic Board on 24 January 2013.
Encourage the provision of information to residents on how to avoid domestic fires	FARS	April 2012 – April 2013	Links with Lets Work Together	Linked to Let's Work Together
Develop approaches in preparation for Police and Crime Commissioners	Newcastle Partnership	June 2012 onwards	Implement and identify good practice and communicate with candidates	Within current capacity
Promote good behaviour amongst tenants	Newcastle Borough Council	April 2012 onwards	Reduce need for re-housing via anti social behaviour cases	In addition this will need to link to Domestic Abuse. Continue to develop partnership working linked to anti-social behaviour.
Introduce devices for vulnerable people to use in protecting themselves	Staffordshire Police	April 2012 – April 2013	Review ongoing on use of devices	Possible expansion of the use of Safelinq Devices linked to Domestic Abuse.

**APPENDIX C**

Lets Work Together	Newcastle Partnership	April 2012 – November 2012	Newcastle Partnership project – designed to ensure that home visitors are able to assist people in a more joined up way  November 2012 is launch date – ongoing monitoring beyond that date	Part of current work programme – ASB and Fire on first module.  Also possible to introduce Borough wide programmes linked to seasonal peaks of workloads (e.g. Fire Service – Bonfire Night, Domestic Abuse – Sport programmes and Christmas holidays).
Road Safety – support for winter car use initiatives; improved road crossings and more facilities in rural areas	FARS – via road safety group	April 2012 – April 2013	Assessing locations and working on securing funding	Work with Highways to develop approaches to reduce parking close to schools.
Map vulnerability across the Borough to deliver services more effectively	Staffordshire County Council	December 2012 onwards	Work with Staffordshire Observatory and other key agencies to develop evidence base for use in multi-agency approaches	Vulnerability assessment undertaken in 2011 – to work with Staffordshire Observatory to develop this further.  Develop further data handling/case management around anti-social behaviour – to improve the performance management of ASB, providing a picture of ASB across the borough and in addition to provide information on levels of vulnerability/issues arising/unmet needs.

<p>Develop approaches with Families First to assist vulnerable people in the Borough</p>	<p>Staffordshire County Council</p>	<p>April 2012 onwards</p>	<p>Work with Families First to identify areas of risk and approaches to deal with issues in the area</p>	<p>In addition to ensure links with Domestic Abuse to ensure that families get the support at the earliest opportunity.</p> <p>Look for potential funding to continue and expand the children's and young people worker in Newcastle which is due to end in March 2013. We currently have a 16 hour post who is always at full capacity and often has a waiting list, the post holder works with children and young people whose parents are discussed at MARAC and any that identify during the Relationships without fear school programme that there is DV at home.</p> <p>The post holder currently works 16hrs a week and is on approx £16,000.</p> <p>Investigate further the increasing links between ASB and domestic abuse.</p>
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<p>Develop health promotion work</p>	<p>Public Health</p>	<p>April 2012 – April 2013</p>	<p>Assess existing approaches and work through the Newcastle Partnership in developing new approaches or building on existing ones</p>	<p>Awareness raising of Domestic Abuse across the health sector – particularly admissions to A &amp; E and hospital and Doctors surgeries</p> <p>Health Promotion activities – awareness raising and signposting on health eating, sexual health, domestic abuse, exercise and other public health issues.</p> <p>‘Better Pathways’ project – working with local GP practices to establish ‘non-clinical’ issues and commission interventions linking to the wider determinants of health.</p> <p>Development of a ‘Community Health Champion’ project – working with volunteers to promote community engagement in health and positive health and lifestyle choices.</p> <p>Expansion of the Family Nurse Partnership in Newcastle Borough.</p> <p>Public Health Responsibility Deal</p>
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<p>Continue work on Financial Inclusion intervention</p>	<p>Newcastle Borough Council</p>	<p>April 2012 – April 2013</p>	<p>Assess existing approaches and identify additional opportunities</p>	<p>A 'Made of Money' type training programme to be taken into Youth Clubs and Schools to educate young people on how to manage a household budget and the implications of credit, loans, savings etc. A testing of own brands and recognised labels could introduce a fun element to the exercise. A testing session at the beginning and end of each session could keep young people focussed on the programme.</p>
<p>Support vulnerable residents in housing</p>	<p>Newcastle Borough Council</p>	<p>April 2012 onwards</p>	<p>Supporting vulnerable residents via schemes and approaches with partners</p>	<p>To try and keep residents in their own homes when they have been victims of Domestic abuse, this will need linking in with the Sanctuary scheme/Safelinq devices and the DV policies in housing.</p>

**APPENDIX C**

Reduce unemployment and increase skills	Coalfields Regeneration Trust	April 2012 – March 2013	Support local unemployed people into training and work through the Family Employment Initiative	Possible continuation and/or expansion of the Family Employment Initiative.  Talent Match and other targeted interventions to support those furthest from the employment market into work – links with ASB.
Enhance levels of community cohesion	Newcastle Borough Council	April 2012 – March 2013	Continue to build an annual programme of town centre arts and cultural events through the Town Centre Partnership	Diversionary activities linked to ASB.  Investigate opportunities to increase Restorative Justice approaches across the borough.
Increase inward investment into all sectors in the Borough to support business and jobs growth	Newcastle Borough Council	April 2012 – March 2013	Work with Make It – Stoke and Staffordshire inward investment service	

<b>Action</b>	<b>Lead Organisation</b>	<b>Timeframe</b>	<b>Comments</b>	<b>Development Suggestions</b>
Continue to discuss trans-border cases with neighbouring authorities	Newcastle Partnership	April 2013 – April 2014	Agree approaches	Important linked to domestic abuse, as victims may move around to keep safe and to look at the implications for them and their children

Build on existing multi-agency conference system to address problems potentially faced by vulnerable people	Newcastle Partnership	April 2013 – December 2013	Examine support for these conferences and links with other multi-agency approaches	Linked to the Early Intervention case conference which will look at low level domestic abuse risk and try and prevent them from becoming high risk.  Continue and increase referrals to case conferences – awareness raising through Let's Work Together.
Enhance Partnership Against Business Crime enforcement activities	Partnership Against Business Crime	January 2013 – December 2013	Assessment of key issues for businesses and working in developing approaches	
Develop the first aid triage process in town centres	Newcastle Borough Council	April 2013 – April 2014	Explore feasibility of scheme with health professionals	Current Newcastle Partnership work programme.
Complete gating off of problematic alleyways under the Green Routes scheme	Newcastle Partnership	April 2013 – April 2014		In current capacity.
Raise awareness of Safeguarding Vulnerable Children and Adults across the Borough	Staffordshire County Council	April 2013 – April 2014	Raise awareness of pathways and referral processes	Linked to Let's Work Together
Increase self-employment	Stoke on Trent City Council	April 2012 – December 2013	Support local unemployed people into self employment through the Newcastle Business Enterprise Coach	



2013 onwards

Action	Lead Organisation	Timeframe	Comments	Development Suggestions
Promoting community integration and developing ways of enabling communities to live and work together effectively	Newcastle Partnership	April 2014 – April 2017	Initial assessment work to be carried out and action plans develop thereafter	Continue to develop Locality Action Partnerships
Develop educational approaches to dealing with areas of risk around behaviour and attitudes in young people	Staffordshire County Council	April 2013 onwards	Identify opportunities and work with schools	
Roll out prevention materials for all aspects of domestic violence and anti-social behaviour	Staffordshire County Council	April 2013 onwards	Assess current provision of materials and identify gaps where possible	<p>Set up a survivors forum and work with them to make sure prevention materials are relevant to our area in the Borough.</p> <p>Early Intervention Worker – currently being commissioned – through Proceeds of Crime.</p> <p>Look to expand the current scheme linked to Monday Partnership briefings.</p> <p>Children and Young People’s worker (highlighted previously)</p>
Improve support for victims of anti-social behaviour and domestic violence	Newcastle Partnership	April 2013 – April 2017	Review systems in place	Work with our new support service to ensure this is done and also work with survivors to address gaps they feel we have in the Borough and what we can do better.

Investigate opportunities to develop Social Enterprises	Newcastle Partnership	April 2013 – April 2015	Investigate funding and other opportunities with partners Agreed as Newcastle Partnership project	Current Newcastle Partnership work programme.
Build on key relationships with the voluntary and community sector in delivering key services to local people	Voluntary and community sector	April 2013 – April 2014	Further LAP development Developing infrastructure support	
Tackling hate crime	Challenge North Staffs	April 2013 – April 2016	Initial assessment into the issue to take place in 2012-13	Work with Challenge North Staffordshire to identify major issues for Newcastle.
Tackling victimisation of vulnerable people	Staffordshire Police	April 2013 – April 2017	Build on existing initiatives around case conferences and expand on existing approaches	(Previously highlighted) approaches to build on existing case conference approaches.

## THE MOVE OF FENTON MAGISTRATES COURTS TO NEWCASTLE MAGISTRATES COURTS

**Submitted by:** Scrutiny Officer – Louise Stevenson

**Portfolio:** Safer Communities/Regeneration, Planning and Town Centres Development

**Ward(s) affected:** Town Centre

### **Purpose of the Report**

To inform the Cleaner, Greener and Safer Communities Overview and Scrutiny Committee of the progress to date of the Officer and partner working group who have monitored the move of the Magistrates Courts from Fenton to Newcastle.

### **Recommendations**

**(a) That the Cleaner, Greener and Safer Communities Overview and Scrutiny Committee receive the report and make comment as appropriate.**

**(b) That the Cleaner, Greener and Safer Communities Overview and Scrutiny Committee agree to receive a further update from the working group when they have reviewed the move in six months time.**

### **Reasons**

To update the Cleaner, Greener and Safer Communities Overview and Scrutiny Committee of the positive aspects of the magistrate court move and the partnership working that has taken place to monitor the move and communicate information to town centre businesses.

## **1. Background**

1.1 At the meeting of the Cleaner, Greener and Safer Communities Overview and Scrutiny Committee on 5 September 2012, the move of Fenton Magistrates Court to Newcastle Magistrates Court was considered by the Committee alongside invited partners. HM Courts and Tribunals Service were unable to attend the meeting but sent a written response to questions. Concerns were raised at the meeting regarding the move of the courts and it was resolved that an officer and partner working group be set up to monitor the court move.

1.2 The following formed the officer and partner working group:

- Councillor Mrs G. Williams – Chair of Cleaner, Greener and Safer Communities Overview and Scrutiny Committee and Ward Councillor for Cross Heath;
- Councillor Sweeney – Vice-Chair of Cleaner, Greener and Safer Communities Overview and Scrutiny Committee;
- Councillor M Taylor – Councillor for the Town Ward;
- Councillor Miss Reddish – Chair of the Town, Thistleberry and Poolfields LAP;
- Mark Bailey – Head of Business Improvement and Partnerships;
- Kim Graham – Principal Regeneration Officer;
- Trevor Smith – Community Safety Officer;
- Andrew Williams – Head of Operational Support, Midlands Regional Support Unit, HM Courts and Tribunals Service.
- Inspector Mark Barlow – Newcastle Local Policing Team

- Doug Morris – Chairman, Newcastle-under-Lyme Partnership Against Business Crime (effective from the second meeting of the working group).
- 1.3 The first meeting of the working group took place on 17 October 2012, which saw Cllr Williams appointed as Chair and the remit, objectives and timescales for the working group being set (Appendix A). It was agreed that an invitation should be extended to Doug Morris to attend the next meeting.
  - 1.4 The second meeting took place on 28 November 2012 with the agenda focusing on the remit points of communication with businesses (Business Crime Initiative and the Town Centre Partnership), the economic benefits of the move of the Magistrates Courts and the crime and disorder aspect/policing.
  - 1.5 It was agreed at the meeting that a newsletter (Appendix B) should be distributed to town centre businesses to inform them of the move of the courts on 10 December 2012. Partners worked together after the meeting to ensure the newsletter was distributed as soon as possible. All the partners forming the working group contributed to the newsletter, which was compiled and printed by the Head of Business Improvements and Partnerships and his team. The newsletter was distributed to businesses by anti social behaviour Police Officers, which gave them the opportunity to engage with businesses in the process. The information in the newsletter was also sent to the Town Centre Partnership and the Town Centre Locality Actions Partnership. Information provided in the communication included:
    - The renaming of Newcastle Magistrates Courts to the North Staffordshire Justice Centre, with a date for re-opening of 10 December 2012 after a £4.5 million refurbishment.
    - The introduction of a dispersal zone under Section 30 of the Anti-Social Behaviour Act 2003, which covers Newcastle Town Centre and the outlying streets. Under the legislation police officers have additional powers to take action against anyone acting or likely to act in an anti-social manner by directing them out of the designated areas. Those who fail to leave or return can be arrested and charged with offences under the act.
    - Operation Boycott commenced 1 October 2012, with extra officers from Newcastle Local Policing Team patrolling the town centre, targeting those people who were involved in or intent on causing anti-social behaviour.
    - The Newcastle Partnership structure and information about Locality Actions Partnerships (LAPs).
  - 1.6 The working group gave consideration to the remit point of the positive aspects of the court move at the meeting. There would be approximately sixty members of staff at the court, plus 9 probation staff, the youth offending team, increased custody staff, the Magistrates themselves and the solicitors representing. In total there would be over one hundred staff compared to the eight staff that were previously on site, with additional staff being housed on previously empty floors. The working group considered this as a positive development in terms of bringing people into the town and potentially helping local businesses as a result and agreed that this welcome information should be included in the newsletter. It was also confirmed that there is no canteen in the courts, only tea points with vending machines, which was again considered potentially positive for town centre businesses. Crime and disorder and policing issues were also considered, including the planned increase in anti-social behaviour patrols as communicated in the leaflet would focus on high visibility of the Police and enforcing standards.
  - 1.7 There was discussion of the former Sainsburys car park, as it was thought that people visiting the courts would make use of it. The only issue was the length of stay on the car

park, with a maximum stay of 4 hours which the courts wanted to see increased. This would be discussed with the Council's Engineering Manager. It was confirmed after the meeting on 17 January 2013 that the maximum stay on the former Sainsbury's car park had been extended, with a £6 ticket for all day parking available to use and a notice had been placed in the local press.

- 1.8 CCTV provision was discussed, with Doug Morris informing the working group of a volunteer project that had been highly successful and had led to a second project. The volunteers had been selected and were to attend a training session with the project to begin on Mondays two weeks after the officer and partner working group meeting. A third project would look to extend CCTV provision to an extra day at some point, however funding was the issue and would need to be addressed. CCTV provision was considered a necessity and there might be a requirement for more administration help. There were no plans to have CCTV outside of the courts, which it was felt might need to be looked at if it became problematic.

## 2. **Issues**

- 2.1 The last meeting of the working group took place on 17 January 2013. Progress against the remit points considered at the previous meeting was discussed and the working group as a whole felt that the move was going well. The positive message they had wished to convey to businesses had been, and town centre businesses were now aware of who they would need to contact if they encountered any problems. From the Police's perspective the move had been positive with no increases in anti social behaviour as at the time of the meeting. There was no evidence of drinking at the Courts, and any incidents had been dealt with by PCSOs or Police Officers. Operation Boycott figures were being reviewed but there were no issues of major concern.
- 2.2 There had been no rise in anti social behaviour from the Borough Council's perspective. Trevor Smith along with Natalie Snell (Community Safety Officers for NBC) and Trading Standards had paid educational visits to off licences.
- 2.3 The Town Centre Partnership (TCP) was looking to revive the Town Centre Herald, and this was on the agenda for the TCP's next meeting. If it was felt necessary to have a second communication to provide reassurance about the move, this could be incorporated into the Town Centre Herald. The Police could work with the TCP if there was any information or feedback to be communicated. If the working group wished to circulate any further information, then Police Officers on patrol could circulate as they had done with the working group newsletter. Thanks were extended to the Police for distributing the newsletter.
- 2.4 It was questioned whether there had been any feedback from businesses regarding better trade. Doug Morris advised that this was being considered and was something the Town Centre Manager had taken on. The move was being allowed to bed in and in a few weeks they would try and ascertain if there had been an increase in trade for town centre businesses.
- 2.5 The working group resolved at the meeting on 17 January 2013 to meet as required if issues arose. If they were not called upon to meet before, they would reconvene in six months to review how the move of the courts had progressed. If the feedback was still positive and it was considered appropriate, the working group could then conclude its meetings. Anti-social behaviour spike information would be available, which would be important to consider in distinguishing what was normal and expected anti-social behaviour and what was not.

## 3. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

- 3.1 Creating a cleaner, safer and sustainable Borough.

3.2 Creating a Borough of opportunity.

3.3 Becoming a Co-operative Council delivering high quality, community driven services.

4. **Legal and Statutory Implications**

4.1 Scrutiny may under The Local Government Act 2000 scrutinise issues of importance to the Council and its communities and make recommendations to the Council's Executive and under other legislation to other bodies.

5. **Financial and Resource Implications**

5.1 There are no financial and resource implications from this report, aside from Officer time taken to attend the meetings, compile the newsletter and the resources to print the newsletter.

13. **Earlier Cabinet/Committee Resolutions**

Cleaner, Greener and Safer Communities Overview and Scrutiny Committee, 5 September 2012 – minute no.4.

14. **List of Appendices**

Appendix A – The remit and objectives of the working group  
Appendix B – The newsletter distributed to local businesses

## **Magistrates Courts Move - Working Group** **(Fenton to Newcastle)**

### **Chair of the Working Group**

- Councillor Gill Williams

### **Timescales for the Working Group**

- Monitor the move to the end of March 2013 to include the move and beyond.
- There will be the potential to go beyond March 2013 if it is felt necessary.

### **Remit of Working Group**

To look at:

- Crime and disorder aspect/policing
- Economic benefit
- Education/prevention
- CCTV and security incl. old Sainsbury's car park – extending current provision of volunteers to monitor the CCTV cameras
- Alcohol
- Signage
- Staffing levels in the courts
- Communication with businesses (Business Crime Initiative and Town Centre Partnerships)

### **Objectives for the Working Group**

- Minimise any negative effects resulting from the move of the courts.
- Put measures in place prior to the move to mitigate against any possible problems.
- Enhance any positive aspects resulting from the move of the courts such as increased footfall in the town centre, solicitors working near to the courts etc.

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# POLICE SECTION 30

**Staffordshire Police and Newcastle Borough Council have jointly agreed a designated dispersal zone in Newcastle to combat anti-social behaviour.**

The dispersal zone, under Section 30 of the Anti-Social Behaviour Act 2003, will cover Newcastle town centre and the outlying streets.

Under the legislation police officers will have additional powers to take action against anyone acting or likely to act in an anti-social manner by directing them out of the designated areas. Those who fail to leave or return, can be arrested and charged with offences under the act.

In addition, those under the age of 16 who are in the area between 9pm and 6am without a responsible adult can be taken home or to another place of safety.

Operation Boycott commenced on the 1st October of this year - Extra officers from Newcastle Local Policing Team have been patrolling the Town Centre targeting those

people who were involved in or intent on causing anti-social behaviour. The operation is in response to a rise in reported incidents of ASB on the town centre and concerns raised by local businesses.



Since the beginning of the operation officers have:

- made 12 arrests
- issued 100 Section 30 warnings / sent letters to the parents / guardians of young people
- identified interventions in relation to a number of repeat offenders



# COURT RE-OPENING

COURT RE-OPENING

Opens on the 10th December

## NORTH STAFFORDSHIRE JUSTICE CENTRE

**Newcastle Under Lyme Magistrates Court re-opens on the 10th December 2012 after a £4.5 million pound refurbishment.**

The building will be renamed the North Staffordshire Justice Centre and will hear and administer cases from across North Staffordshire. Located on the edge of Newcastle town centre the Justice Centre will provide North Staffordshire with a well equipped modern court building.



9.00am to 4.00pm Monday to Friday.

Two additional court rooms have been added to the building to provide 7 modern court rooms, a new reception point, custody suite, interview rooms and additional office facilities for our partner agencies including the Probation Trust and the Crown Prosecution Service. New and separate waiting facilities have been created for victims and witnesses allowing them to wait in a secure, comfortable and safe environment.

The refurbished building will bring together over a 100 staff, Magistrates and officers from our partner agencies into a single, modern, flexible Justice Centre that will provide a real benefit to the people of Newcastle and North Staffordshire.

This is a great opportunity to market the retail trade to the new court staff and solicitors. Traders are asked to think of ways of marketing in order to reach this new customer base.

An administrative centre has been created on the upper two floors that will accommodate staff transferred from Stoke On Trent Magistrates Court which closes on the 7th December 2012.

The Police are also continuing to ensure that the town centre stays safe with the introduction of a Section 30 (see overleaf)

The building will be open from

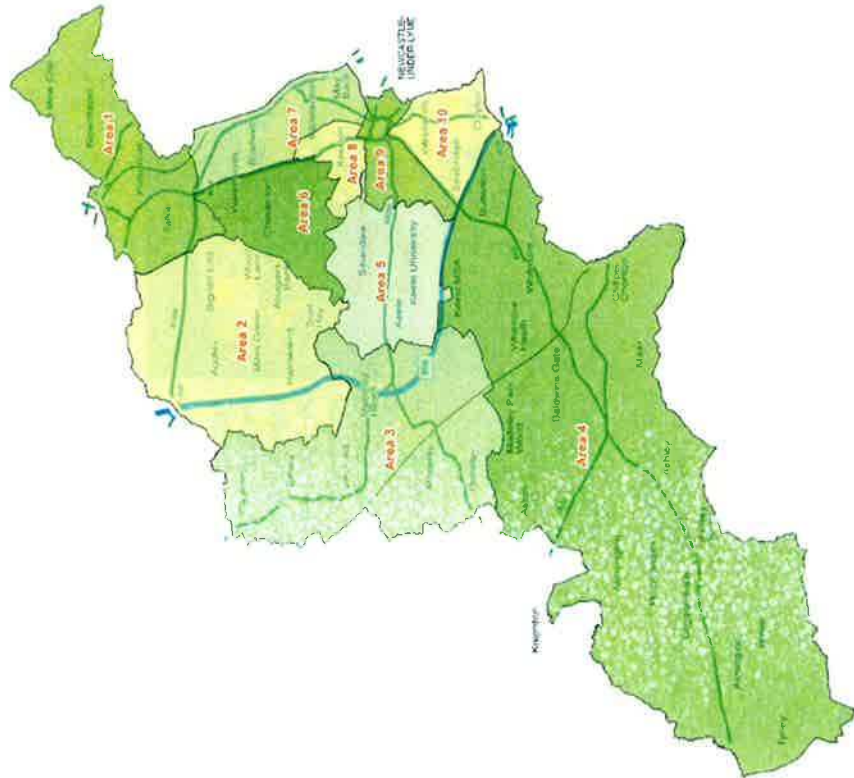


HM Courts & Tribunals Service



**Newcastle Partnership – Better Together**

The Newcastle Partnership is the overarching strategic partnership for the Borough of Newcastle-under-Lyme in Staffordshire. Newcastle Partnership brings together different parts of the public sector as well as the private, business, community and voluntary sectors to support each other and work together to improve the quality of life for local people and communities. The Partnership has identified two priorities - Growth (Economy and Enterprise) and Vulnerability (Health, Wellbeing and Safety)



Newcastle Partnership sets the strategic vision for the area, however for the process to work effectively it needs to be informed by feedback from the communities it serves. Newcastle Partnership introduced Locality Action Partnerships (LAPs) to increase the involvement of local people and communities in issues that affect their local area and impact on their quality of life.

- Partnership Delivery Group
- Partnership Action Groups (task and finish)
- Joint Operations Group
- Case Conferences
- Locality Action Partnerships (including the Chairs group)

Newcastle Partnership recognises that the range of complex and inter-linked problems that impact upon the quality of life of local people cannot be effectively tackled by any one agency alone. They require a joined-up approach that can only be delivered in partnership, building from a diverse knowledge base and expertise and aligning collective resources to meet the needs and priorities of the community. There is recognition that more can be achieved in partnership.

For further information on Locality Action Partnerships please contact Irene Lee on 01782 742569 or e-mail

[Irene.Lee@newcastle-staffs.gov.uk](mailto:Irene.Lee@newcastle-staffs.gov.uk)

For further information on Newcastle Partnership please contact Mark Bailey.

There are 11 active LAPs covering the areas shown on the map on page 3. (Area 1 contains two LAPs):

LAPs provide an opportunity for the people who live, work or study in each LAP area to discuss common priorities and develop approaches to delivering against these priorities. They further provide opportunities for local agencies to work more effectively together at a local area and be more responsive to the needs of local people.

The Newcastle Partnership comprises the following groups:

Newcastle Partnership Strategic Board – Responsible Authorities Group in relation to the Crime and Disorder Act 1998 (as amended).

## CLEANER, GREENER AND SAFER COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE

Title	Forward Plan Item?	Scrutiny Method	Progress to Date/Actions from last Meeting	Expected Completion Date	Expected Outcomes/Date for Progress to be Assessed
Alcohol Strategy <b>(AMBER)</b>		Full Committee	<ul style="list-style-type: none"> <li>Update for each meeting and regular updates for revised action plan.</li> <li>Update 05.12.12 Cheshire East pricing &amp; alcohol action plan</li> <li>Updates on projects to be received 28.02.13</li> </ul>		
Waste & Recycling Strategy	Yes – previously considered by Cabinet	TBC	<ul style="list-style-type: none"> <li>Cabinet Panel approved at Cabinet 17.10.2012.</li> <li>Scrutiny will receive after Cabinet Panel.</li> </ul>		
Development of a Stronger & Safer Communities Strategy for NUL <b>(AMBER)</b>	Yes – previously considered by Cabinet		<ul style="list-style-type: none"> <li>Updated strategy &amp; action plan considered 05.09.12 - CGS supportive. Strategy approved by Cabinet 14.11.2012</li> <li>Police &amp; Crime Commissioner invited to attend 28.02.13. Unable to attend, will invite to 2013/14 CGS meeting.</li> <li>Update 28.02.13 re Stronger &amp; Safer Strategy.</li> </ul>		
Policing in Kidsgrove & Rural Areas <b>(GREEN)</b>	No	Full Committee	<ul style="list-style-type: none"> <li>C.I. Hulme attended 30.07.12, will attend future meeting after move into Kids Town Hall. Attended 05.12.12 &amp; provided updates re Kidsgrove move &amp; move into Civic Offices. Requested to attend future meeting.</li> </ul>		
Magistrates Courts Move – Fenton to Newcastle <b>(AMBER)</b>	No	Officer Partner Working Group	<ul style="list-style-type: none"> <li>Partners invited 05.09.12 to consider move. Court rep unable to attend, officer/partner wg set up to monitor move.</li> <li>Agreed at 2nd wg meeting that a newsletter be distributed to local businesses – this was distributed in early Dec.</li> <li>3<sup>rd</sup> wg meeting 17.01.13. Feedback positive, wg to review in 6 months. CGS to receive update 28.02.13</li> </ul>		
Warm Zone Delivery of Green Deal <b>(AMBER)</b>	Yes	TBC	<ul style="list-style-type: none"> <li>CGS supported continuing as is, a resounding success.</li> <li>Cabinet resolved 17.10.12 - NBC continues support to maximise uptake of funds &amp; officers discuss funding level required with view to allocation of funds as part of Housing Capital Programme alongside 13/14 budget setting process</li> <li>Update expected April/May</li> </ul>		
Newcastle Partnerships Structure/ <b>(AMBER)</b>			<ul style="list-style-type: none"> <li>Update provided at meeting on 05.09.2012.</li> </ul>		
Let's Work Together			CGS to be provided with an update and summary of initiative on 28.02.2013.		
Carbon Management Plan	Yes – previously considered		Update 28.02.13 to enable Members to review progress of the delivery of the Carbon Management Plan		

	by Cabinet				
<b>MEMBERS SUGGESTIONS FOR SCRUTINY TOPICS</b>					
<b>Suggested by:</b>		<b>Suggestion for Scrutiny Topic:</b>			

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