

NEWCASTLE-UNDER-LYME BOROUGH COUNCIL

REPORT TO CABINET

7 December 2016

<u>Title:</u>	Miners' Estate – multi-agency initiative
<u>Submitted by:</u>	Executive Management Team
<u>Portfolios:</u>	Principally the portfolio for Planning and Housing; broader service implications across other portfolios.
<u>Ward(s) affected:</u>	Kidsgrove (borough-wide implications)

Purpose of the Report

Following a report to Cabinet approved in September 2016 entitled the 'Miners Estate, Galleys Bank, Kidsgrove', this report presents further information about the steps taken and planned to re-prioritise existing resources, in order to effectively co-ordinate, manage and deliver locality based multi-agency working on this estate and potentially across the Borough in the longer term.

Recommendations

- (a) That Members note the immediate and short-term practical actions undertaken by officers since the last report to Cabinet in this matter.**
- (b) That Members note the steps taken to date to re-align and re-prioritise existing resources and to approve the proposed approach to multi-agency working as described in the report to deliver a more efficient and co-ordinated multi-agency approach to tackling the issues on the Miners' Estate with the potential scope to roll out this approach to other locations across the Borough in future.**
- (c) That officers work with the Portfolio Holder to clarify the form and nature of the emerging multi-agency partnership working, including the resourcing implications for the Council once it has been agreed in principle with the partners.**

Reasons

One of the Council's key corporate priorities is becoming a co-operative council. A key element of co-operative working is focused on locality working – recognising diversity of the Borough's different localities and working with these communities in understanding their needs and issues and developing solutions to address these needs and deliver practical solutions.

Without re-prioritising existing resources there will be no mechanism or capacity to either deliver the Council's interventions or to strategically co-ordinate multi-agency activity (to support the necessary interventions at the Miners' Estate). More broadly it is envisaged that this approach will, in future, facilitate community involvement and development, ensure that partners are held to account for individual areas of responsibility, create efficiencies and prevent duplication in order to contribute to tangible improvements in the localities. This approach also gives the best opportunities to create more sustainable communities in the future.

1. Background

- 1.1 In September 2016 a report entitled “Miners Estate, Galleys Bank, Kidsgrove” was approved by Cabinet and in particular the following recommendations;

“That Cabinet considers the options for intervention and approves the establishment of a pro-active multi-agency approach with immediate effect to build community capacity and maximise opportunities for external funding.

That officers be authorised to re-prioritise existing staff resources, in consultation with relevant Portfolio Holders, in order that this initiative can be effectively co-ordinated and managed by the Partnerships Team. That a further report is submitted to Cabinet in October 2016 outlining the medium term resource implications to ensure future delivery can be sustained.”

- 1.2 Consequently the Council needs to consider options for re-prioritising existing resources in order to deliver the co-ordination of an improved multi agency response to the neighbourhood. This approach will enable the Council to drive practical responses to issues such as antisocial behaviour and community safety, financial inclusion, family support, drugs and alcohol interventions, housing standards, community development, environmental issues working with and supported by the relevant statutory partners’ and community organisations.
- 1.3 Newcastle-under-Lyme Borough Council has, as one of its four corporate priorities, committed to becoming a co-operative council and wants to work with partners towards making Newcastle-under-Lyme a co-operative Borough.
- 1.4 The Co-operative Strategy outlines the community leadership role for the Borough Council, working with other agencies and communities to deliver change and to ensure that people are able to influence issues, priorities and activities in their localities.
- 1.5 In the Borough, the Newcastle Partnership is the local strategic partnership. The Partnership represents the different sectors in the Borough and plays a vital role in bringing together a range of organisations with a shared purpose through co-operative and co-ordinated joint working that will improve the social, economic and environmental wellbeing in the Borough.
- 1.6 In terms of day to day service delivery within the Council there are a number of disparate services including those which deal with partnership working; housing; anti-social behaviour; dog warden; grounds maintenance and; planning. Whilst the recent focus on this estate has created a more joined up approach it is recognised that there is scope for greater co-ordination in order to achieve more resilient and sustainable outcomes.

2. Issues for consideration

2.1 Resources – Partnerships Team

The work of the Partnerships Team will be reprioritised to enable them to:

- (i) Provide the overall corporate leadership and co-ordination of the services being delivered on the Miners Estate.
- (ii) Convene a cross-service team to co-ordinate all actions by the Borough Council to improve service delivery outcomes and to support community developments and general well-being on the Miners Estate.

- (iii) Work with local residents' groups and other community representatives to ensure that the work of statutory and community bodies is co-ordinated and improves outcomes.
- (iv) Provide the lead for the Borough Council for enhanced multi-agency working to promote improved well-being on the estate.

2.2 Resources – other NBC services

Other departments already contribute to multi-agency working on an ad hoc basis and although the commitment to assist will inevitably need to be maintained, it is anticipated that by working to co-ordinate partner activity it will have a positive effect on the capacity of these existing resources. For example, where a dog warden may be frequently called upon to assist with issues in relation to dog fouling and irresponsible dog owners, it may be that multi agency projects (potentially drawing in external funding to support) can be instigated to inform residents, address poor behaviour and prevent further episodes. This example is currently being progressed in the Kidsgrove area with partners from the statutory and voluntary sectors in response to local need. Nevertheless it should be noted that there will be at least short term impacts of Council services being re-prioritised to focus on the Miners' Estate.

Initial discussions with residents have identified a wish to improve the local environmental quality of the area as an integral part of the multi-agency approach for the neighbourhood. Issues such as littering, maintenance of greenspaces and street cleansing have been identified as activities that if increased would have a beneficial impact on the quality and image of the streets and open spaces in the area. These are activities that are undertaken by the Council's Northern Streetscene Team and as the multi-agency project develops, opportunities to increase the level of activity in these respects will be explored in conjunction with residents. To achieve this, it would be necessary to reprioritise the work of this team and any subsequent increase in activity on the Miners Estate would require a matching reduction in activity within the team's scheduled work elsewhere in their area.

2.3 NBC resources – work undertaken to date by the Housing team

Further work is being carried out to quantify the resources that require reprioritisation as well as options for corresponding reductions in activity elsewhere in conjunction with each of the relevant Portfolio Holders (e.g. in relation to other services such as Housing, Pest Control and Anti-Social Behaviour).

Nevertheless at a practical level since the Cabinet meeting in September, in agreement with the relevant portfolio holders, officers have been;

- Developing the use of the weekly multi agency partnership HUB meetings to share relevant information and agree appropriate responses.
- Carrying out regular monitoring visits to the estate, including walkabouts with the new Kidsgrove Area Residents Association, with whom officers are working closely.
- Following up on concerns identified including on the condition of footpaths, owned by Housing Associations, and gardens.
- Engaging with the National Landlords Association with the aim of ensuring our approach aligns with good practice and to explore strategic approaches to tackling the fundamental issue of the defective building construction issue.
- Mailing out to landlords about Landlord Accreditation.

- Mapping land ownership around the estate.
- Carrying out proactive housing visits with enforcement as appropriate (this has resulted in steps being taken to improve key properties).
- Developing the use of Police intelligence for joint or multi agency visits or for referral to other service areas.
- Planning a tenant event with the partnerships team, to be held in the New Year, (included on the Kidsgrove Locality Action Partnership action plan).
- Including a feature report in the Council's Reporter newsletter to raise wider community awareness of actions being taken on the estate.
- Keeping the Kidsgrove Area Residents' Association updated with the actions taken.

In addition it is noteworthy that at the time of writing, a partnership meeting was due to be held at the end of November to review at progress and agree next actions.

2.4 Resources – other partner agencies future development

Council Officers are currently liaising with colleagues from the County Council and Staffordshire Police to contribute effectively to ongoing organisational transformation plans for the Public Sector Hub and delivery of efficient services in communities. It is anticipated that this will involve some devolution of resources to assist in the delivery of shared priorities and objectives in response to local needs, particularly around vulnerability and the children and families agenda. This area of work has the ability to support the delivery of the multi-agency response in areas of the Borough including, but not limited to, the Miners Estate which have complex challenges in relation to their social and economic wellbeing.

Additionally officers can confirm that good progress is being made to formalise multi-agency partnership working including targeted pilot initiatives being led by partner agencies, notably the County Council and Staffordshire Police. The approach to be taken is to be confirmed at a meeting of the partners to be held in December.

3. Options considered

3.1 Following consideration of the recommendations outlined in the September Cabinet report and current resources available the following options have been identified;

- a) Do nothing – this is not recommended because this would not enable the recommendations from the September 2016 report to be delivered.
- b) Continue working using existing resources as currently committed – the “as is” – this is not recommended because there would not be sufficient capacity to deliver the recommendations from the September 2016 report or to make any tangible difference.
- c) Realign existing resources to deliver an improved and efficient managed multi-agency approach across the Borough – this is recommended, see Sections 4 and 5 below.

4. Proposal

4.1 This report recommends that Option C (above) is pursued, therefore that existing resources are realigned to deliver an efficient managed multi-agency approach to tackling the issues on the former Miners' Estate with a view to establishing an operating model that could be rolled out across the Borough to meet known or future needs.

5. Reasons for Preferred Solution

- 5.1 Without re-prioritising or realigning existing resources there will be no mechanism or capacity to strategically co-ordinate multi-agency activity to facilitate and grow community capacity, involvement and development, ensure that partners are held to account for individual areas of responsibility and to create efficiencies and prevent duplication in order to contribute to tangible improvements in the localities. This approach also gives the best opportunities to create sustainability in the local area and to challenge the social and economic issues experienced in many of the challenging areas in the Borough.
- 5.2 Consideration will also need to be given to developing capacity within communities to influence the re-prioritisation of existing services e.g. Operational Services. This will require acknowledgement from members that there will be at least short term impacts on a number of front-line services as referred to earlier. It is recommended that further work to develop community capacity and partnerships needs to be driven initially with a view to then influencing long term service changes.
- 5.3 The County Council is currently leading transformation of the children, young people and families' agenda through the Families Strategic Partnership Board (FSPB) and Families Partnership Executive Group (FPEG). A recent partnership workshop highlighted the need to align the transformation work in Staffordshire and from this an opportunity has been identified to design a place-based approach that builds on initiatives and resources at a locality level as well as developing ways that enable the workforce across the partnership and communities to work better together to address the four key themes identified within the workshop. A place-based approach will build on local intelligence and enable resources to be tailored based on nuances of the local areas. The County Council have chosen Newcastle-under-Lyme as one of two areas for implementing the first phase of their transformation process, which further reinforces the need for the Borough Council to be prepared for leading and driving the delivery of locality working.

6. Outcomes Linked to Corporate Priorities

- 6.1 The recommendations above contribute to all of the Council's Corporate Priorities namely; Healthy and Active Communities, a Cleaner, Safer and Sustainable Borough, a Borough of Opportunity and Delivering a Co-operative Council.

7. Legal and Statutory Implications

- 7.1 There are no specific legal or statutory implications for consideration within this report.

8. Equality Impact Assessment

- 8.1 There are no adverse equality issues identified as arising from this report.

9. Financial and Resource Implications

- 9.1 If approved this proposal requires realignment of existing resources rather than requiring the establishment of new budgetary provision to enable implementation of these recommendations. Nevertheless it is worth reiterating the point that this position assumes the effective re-prioritisation of services.

10. Major Risks

- 10.1 In the event of an adverse decision the Council may be unable to deliver the Corporate Priorities effectively without a mechanism to support the further development of locality working in the Borough.

11. Key Decision Information

This report of itself does not constitute a key decision but provides a proposal on how a key decision already taken would be implemented.

12. Earlier Cabinet/Committee Resolutions

- 12.1 Miners Estate, Galleys Bank, Kidsgrove – September 2016.
- 12.2 Locality Action Partnerships (LAPs) – further development – March 2015 and accompanying Appendix LAP Progress Report 2015.
- 12.3 Locality Action Partnerships (LAPs) – further development – June 2016 and accompanying Appendix LAP Progress Report 2016.

13. List of Appendices

- 13.1 None

14. Background Papers

- 14.1 None