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 Corporate Plan).

The Newcastle Borough Council Stronger and Safer 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

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.

How this Strategy Works
The Council's Stronger and Safer Strategy is the key document which sets out how the Borough Council and its partners will deliver key aspects of work relating to community development, community safety and community empowerment is seeking to deliver the vision "to create a Borough that is prosperous, clean, healthy and safe".

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

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

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

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

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

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

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

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

Such engagement should clearly allow 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. Again, LAPs are seen a fundamental to this process in the Borough.

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

The Evidence Base

A key principle of this Strategy is that it is based on evidence. In order to better understand our issues, it is important we know what the key data tells us about our Borough and the communities within it. We recognise in making use of evidence, however, that it is not enough to use data and statistics as they often only tell part of a story – the need increasingly is to get behind this information and focus our information gathering and problem solving on communities, families and individuals based largely on their levels of vulnerability and the risks they are therefore exposed to.

This section of the Strategy, therefore, covers an overview of the Borough, including key demographics, and also covers more in-depth qualitative issues, before going on to link 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 high whilst the latter is decreasing. We as partners and individual agencies need to deal with issues like this and develop a 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 of Newcastle-under-Lyme) and a number of villages and other settlements to the west and south of the two main towns.

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

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

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

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

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

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

Job Seeker's Allowance only gives us an indication of the number of people who are available for work but who cannot find a job. Worklessness due to incapacity is also an important measure and one which also gives an insight into the health of Newcastle's residents.

In May 2011 the overall rate of people claiming benefits due to their incapacity to work because of ill-health[*] was 7.7%. As is the case with JSA, there are significant differences in the rate of claims across the Borough with rates ranging from 11.8% in Cross Heath, to just 0.4% in Keele. Generally between one third and a half of all claimants are receiving their benefit due to a mental health condition.

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

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

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

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

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

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

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

Despite these results, a wide range of challenges remain.

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

In responding to these issues, the Newcastle Community Safety Partnership uses the Newcastle Borough Community Safety Strategic Assessment 2011[1] to develop 'problem orientated' approach to determining the key priorities for the partnership for the coming financial year.

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

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.

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[1] http://www.staffordshireobservatory.org.uk/IAS/strategicassessment2011

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

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

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

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

- Community Priorities
- Evidence Based Need
- Organisational Priorities

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

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

- People
- Places
- Prosperity

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

NEWCASTLE UNDER LYME BOROUGH COUNCIL STRONGER & SAFER COMMUNTIES STRATEGY 2012-2017

Corporate Plan 2012-13 to 2014-15
The Corporate Plan is the main planning document for Newcastle under Lyme B.C.

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

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

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

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

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

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

This is not an exhaustive list, but does offer some idea of the work which is being done across a range of different areas of work. In addition to these plans and strategies, the Borough Council is also developing three overarching strategies for delivering improvements and support in key areas. This Stronger and Safer Strategy is one of these; the other two are the Health and Well-Being and Economic Development Strategies.

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

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

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

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

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

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

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

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

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

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

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

Localism Act 2011
Will devolve greater powers to councils and neighbourhoods and give local communities more control over housing and planning decisions.

Key areas
- Giving councils a general power of competence
- Giving residents the power to instigate local referendums on any local issue and the power to veto excessive council tax increases
- Allowing councils more discretion over business rate relief
- Providing new powers for local communities around, for example, the right to challenge local authorities over their services (Community Right to Challenge)
- Allow local authorities to discharge their duties to homeless people by using private rented accommodation

- Give local authorities the power to limit who can apply for social housing within their areas
- Amend the way in which a social tenant can make a complaint about their landlord
- Improve the ability of social tenants to move to different areas
- Amend the Community Infrastructure Levy (CIL), which allows councils to charge developers to pay for infrastructure. Some of the revenue will be available for the local community
- Provide for neighbourhood plans, which would be approved if they receive 50% of the votes cast in a referendum
- Provide for neighbourhood development orders to allow communities to approve development without requiring normal planning consent

Police Reform and Social Responsibility Act 2011

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

Key areas

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

Policy Framework

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

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

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
- 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

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: -

- Economic growth; and
- Vulnerability

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

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

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

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

It is envisaged that – under the vision for this Strategy and the key aims and objectives set out for this Strategy that delivery against these key outcomes will signify a measure of success for the approaches set out in this document.

Objectives of the Strategy

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

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

- Is strong, resilient and supportive and which encourages people to take responsibility for their own lives, whilst supporting them through the difficult times in their lives
- Is free from crime, disorder and danger

- Is made up of communities which live, work and study in areas organised and planned effectively and allowing equal access to all services and facilities

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

Actions – What will we do to build a strong community?	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

Key Performance Indicators - How will we measure success?	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

Actions – What will we do to tackle crime and disorder?	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.

Key Performance Indicators - How will we measure success?	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

Actions – What will we do to develop a safe place to live?	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.

Key Performance Indicators - How will we measure success?	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..

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

Actions – What will we do to protect vulnerable people and families?	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.

Key Performance indicators - How will we measure our performance?	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.