

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.