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INTRODUCTION

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-under-Lyme 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, supportive and encourages people to take responsibility for their own lives whilst supporting them through the difficult times
- is free from crime, disorder and danger
- lives, works and studies in areas which are organised, planned effectively and 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 deliver the best we can using the resources we have.

This strategy sets 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 councils 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 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 pieces of work relating to community development, safety and empowerment 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.

This strategy details 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 to the developing national agenda, in areas such as community safety, localism, troubled families, reforms to the NHS and changes to the benefits system. In taking into account these national factors, together with the focus on local issues, the strategy reflects a mix of local and national priorities and factors.

Based on these key drivers - data/issues; national/local priorities; existing work in locality/partnership working, community safety and community development; and relating to other 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 ways to develop stronger and safer communities in Newcastle-under-Lyme.

This strategy is based on:-

- **Evidence** - responding to and developing our 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** - focusing on partnership working and community engagement (primarily through our Locality Action Partnerships – LAPs) and also on our collective priorities with other agencies and the community as a whole.
- **Engagement** - allowing communities to communicate their own vision for the future and receive feedback on the issues raised.
- **Evaluation** - taking account of risks, building on strengths and learning lessons.
We will aim to deliver positive outcomes for our borough and improve the lives of the people we serve and represent. 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 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 residents 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 area.

EVIDENCE BASE

To better understand our issues and the needs of our communities, it is important we know what data tells us about our borough. We recognise that it is not always enough to use 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 demographics and more in-depth issues before linking the strategy with other areas of policy, including developing national and local (Staffordshire and Newcastle) priorities. An example of the challenge we face in dealing proactively with our issues is fear of crime and levels of crime – fear remains high whilst crime is reducing. We need to deal with issues like this and develop greater understanding.
Background Analysis

Profile of the borough

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 per cent of the land and 80 per cent of the population could be described as urban), with the eastern part bordering with Stoke-on-Trent as the major city in Staffordshire.

The borough is also home to Keele University, as well as Newcastle-under-Lyme College and a number of schools and other learning institutions.

Transport networks are reasonably good, with the M6, A500 and A34 running through part of the borough and train stations in Stoke-on-Trent and Kidsgrove.

The population stands at around 124,000 and is projected to grow by around 12 per cent to around 140,300 by 2035. This population is ageing - it is estimated that the number of residents over retirement age will increase by 54 per cent over the next 20 years.
Major Issues/Trends

Deprivation

Newcastle has several wards where levels of deprivation are high (within the top 20 per cent 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. There are also areas where the levels of deprivation are some of the lowest in the country.

According to the IMD 2010 (Indices of Multiple Deprivation), approximately 15,500 residents live in the top 20 per cent most income-deprived areas - around a quarter (4,200) are likely to be experiencing income deprivation. Approximately 2,700 residents aged 0-15 live in the top 20 per cent income deprived areas in the country - around half of these young people are likely to be experiencing income deprivation. Around 1,000 older residents live in the top 20 per cent most income deprived areas - more than a third of these people are likely to be experiencing income deprivation.

Worklessness/Economy

At September 2012, the percentage of Job Seeker’s Allowance claimants in Newcastle was 2.7 per cent. This was lower than the national rate of 3.8 per cent; however there are variations across the wards and in smaller areas of the borough. Cross Heath had a claimant rate of 4.9 per cent - and in one area of that ward it was as high as 9.8 per cent. The rate of JSA claimants in Loggerheads and Whitmore was 1.5 per cent.

Young people are 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 per cent; this is lower than the Staffordshire average of 4.7 per cent and 5.8 per cent nationally. However, the following five wards have significantly higher rates of youth unemployment:

- Holditch 6.7%
- Silverdale and 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 rate of people claiming benefits due to their incapacity to work because of ill-health\(^1\) stood at 7.5 per cent. As is the case with JSA, there are significant differences across the borough with rates ranging from 11.7 per cent in Holditch to 0.6 per cent in Keele. Generally between one third and half of all claimants are receiving their benefit due to a mental health condition.

\(^1\text{Incapacity Benefit, Severe Disablement Allowance and Employment Support Allowance as at May 2011. Source: NOMIS}\)
Health

People in Newcastle-under-Lyme generally consider themselves to be in good health. According to the 2001 census 66.1 per cent of people rated their health as ‘good’ compared to 68.8 per cent 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 and Silverdale, Cross Heath, Butt Lane, Silverdale and Parksite and Holditch.

Alcohol-specific death 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, re-offending and anti-social behaviour.

Crime/Community Safety

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

Examples include a 21 per cent reduction in serious acquisitive crime in 2012-13 (compared to 2011-12) and a 26 per cent drop in domestic burglaries.

Despite these results, a wide range of challenges remain.

An example of this is that fear of crime remains high despite the reductions mentioned 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 Community Safety Strategic Assessment 2011 to develop a “problem-orientated” approach to determining priorities for the financial year ahead.

The current community safety priorities for the partnership are:

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

In addition, the focus of community safety work recognises that - whilst improvements have been made across the board - hotspots remain and these have witnessed higher levels of crime, anti-social behaviour, 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 offending and being a victim of crime. Figures from the Strategic Assessment show that 40 per cent of domestic abuse victims tend to come from areas described as “lower income”. Misuse of alcohol and drugs remains a factor in issues of “hidden harm”. Overall, there remains a need to deal with actual crime and disorder issues but also to help keep vulnerable children and adults safe and work with families to tackle a range of issues faced by them.

**Housing**

There are approximately 54,110 houses/properties in the borough of which 74 per cent are owner-occupied, 20 per cent social rented and six per cent properties in the private rented sector.

The council has a joint housing register with Aspire Housing. In March 2012, there were 2,996 applicants registered for housing. There has been an 11 per cent increase in the number of applicants on the 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.

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2 www.staffordshireobservatory.org.uk/IAS/strategicassessment2011
The Local Context

This strategy has been developed in part by building on existing plans and strategies. It should be noted that some of these - the Sustainable Community Strategy (SCS), for example - are currently under review.

Sustainable Community Strategy

The overarching document for the borough has been the SCS. This was agreed by the then Local Strategic Partnership in Newcastle-under-Lyme in 2008.

The SCS set out an 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 covering a range of different areas of work and issues.

Council Plan

The Council Plan is the main planning document for Newcastle-under-Lyme Borough Council.

The plan sets out the council’s vision - “a borough that is prosperous, clean, healthy and safe”.

In achieving this vision, the plan sets out four 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 make sure that results against the objectives set out in it are being achieved.
Other Plans/Strategies

As well as the major plans set out above, there are a number of other plans and strategies being delivered by organisations alone and in partnership. These include:

- Newcastle Safer Communities Partnership Plan 2011-14
- Newcastle-under-Lyme Borough Council’s Asset Management Strategy 2011/12-2013/14
- Community Engagement and Involvement Strategy 2007-2011
- Third Sector Commissioning Framework
- Alcohol Harm Reduction Strategy 2009-2012
- Newcastle-under-Lyme Borough Council’s Housing Strategy 2011-2016
- Newcastle-under-Lyme Borough Council’s 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, the borough council is developing three overarching strategies for delivering improvements and support in key areas. This 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 part of addressing 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 chance 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 has, supported by the Newcastle Partnership, secured “My Place” funding to provide a state-of-the-art youth 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 in 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 in Newcastle-under-Lyme to promote cervical screening among young women.
- Community pride events were held in a number of areas offering communities services around safety including skips to clear waste and recycling and 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”.

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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 and the focus of the Government on particular issues such as tackling troublesome families.

Legislative Framework

The major legislative developments which have influenced the policy framework for this strategy are:-

- Localism Act 2011
- Police and Social Responsibility Act 2011

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

In the last 10-20 years, the 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 schemes to ensure 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 put in place strategies to tackle problems in their areas working with 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 emphasis on involving communities in the design and delivery of local services.

Since the election of the national coalition Government in May 2010, there has been a change of emphasis in 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:-

- 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.

A number of these areas will be built upon by this strategy and also developed by the Health and Well-Being and Economic Development Strategies.
Localism Act 2011
Will devolve greater powers to councils and neighbourhoods and give communities more control over housing and planning decisions.

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

Police Reform and Social Responsibility Act 2011
This covers five 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 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 councils should support and fund the voluntary sector (Best Value Guidance - September 2011), there is a clear signal from Government towards developing solutions which:

● are local;

● are based on evidence and assessment of need;

● involve engagement with 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 communities.

Other Key Areas

In terms of the objectives of the strategy, 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 Planning Policy Statement 1 (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.

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 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 desire of the Borough Council and partners is that policies and decisions contribute to crime reduction through the planning system.

Partnership Approaches

There are two 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 areas, Newcastle-under-Lyme set up 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 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 and enterprise; healthier communities and older People; and sustainable development.

The LSP structure was reviewed and amended in 2006. In 2010, Government abolished LSPs and as a result the structure in Newcastle-under-Lyme was reviewed again and simplified 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 other partners, is signed up to the Staffordshire Compact that sets out guidelines for the relationship between the public sector and the voluntary and community sector.

The locality-based structure for the borough was rolled out in April 2009 based on the success of the Knutton and Cross Heath Neighbourhood Management Pathfinder.

The approach to locality working has focused on Locality Action Partnerships (LAPs). These may include:-

- Newcastle-under-Lyme Borough Council
- Local councillors
- Residents’ associations/community groups/individuals
- Community and voluntary organisations
- Staffordshire County Council
- Staffordshire Police
- NHS North Staffordshire
- Aspire Housing and other registered housing providers who operate in the borough
- Staffordshire Fire and Rescue Service
- Parish/town councils (where applicable)
- Schools/college
- Local businesses

This approach was designed to enable positive partnership working in 11 neighbourhoods. The LAPs were designed to provide the opportunity to identify issues based 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 a 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 stakeholders and has focused on a number of areas including:-

- General functions
- Resourcing
- Communications
- Community pride
- Funding
- Future development

The review has looked at the 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 SectorCommissioning Framework which was set up in 2008 to provide a more robust approach to awarding funding and other resources to third sector organisations by the borough council based on the 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 through the the Grants Assessment Panel.

Priorities

In addressing issues identified by data and other sources of evidence and aiming 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 the Government has its own priorities. Each organisation recognises that their resources need to be directed to the most pressing areas based on evidence and other drivers including political, financial, legislative and environmental factors.

In relation to this strategy, there are a number of national and local priorities which have been taken into account when developing 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-under-Lyme Borough Council priority)

These priorities form 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 lives we are more vulnerable than others.
- Location - certain locations in the borough are more vulnerable than others due to factors such as economic hardship and physical layout.
- Lifestyle - the choices we make can increase our levels of vulnerability, e.g. around the use of alcohol and 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 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 be at risk of criminal activity, lower life expectancy, hardship, exploitation by others and being victims of crime. The purpose of this strategy is to aim to reduce or mitigate these levels of vulnerability so that people’s lives are not harmed and 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 the borough council and its partners have adopted priority-based approaches to dealing with issues. This is recognition that no organisation or group can hope to do everything and – in an era of resource rationalisation – this especially rings true at the moment. It also recognises that very little can be done by one organisation alone without the input of others and that the role of organisations will vary depending on the issue. 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 them.

Historically, the list of priorities for partnership and locality working in the borough has been a long one. As mentioned earlier the existing SCS has 21 priorities. 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 priorities.

The potential for a lack of focus, 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 main priorities guiding their working: -

- Enhancing economic growth;
- Tackling vulnerability.

This much sharper focus is a clear 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, this reduction of priorities is a big part of building stronger and safer communities in the short to medium term for Newcastle-under-Lyme.

This focus is also geared to identifying more easily risks to not meeting priorities, which partner will be responsible for managing the risks and also recognising missed opportunities of developing things further.

Outcome Focus

It can be seen that the existing work carried out by the borough council and its partners under the headings of “stronger and safer” communities has relied heavily on the principles of partnership working and locality working. It can also be seen that this locality and partnership working has recognised and built on examples of best practice where available and performance managed the work done in order to establish that the impact of initiatives has been positive and is worth continuing. The intention is to continue to follow
these 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 important outcomes for the borough. In targeting scarce resources in particular areas, it is envisaged that this will have a positive impact on them. The main outcomes for this strategy are:-

- People are part of an active 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.

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.
- 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 not a full list and should be read along with the indicators and information in the tables on pages 20-23 of this strategy together with the following dimensions of vulnerability identified:-

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

It is thought that under the vision of this strategy and the aims and objectives, that delivery against 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 aims to bring the vision to life and has a number of objectives which it is hoping to deliver. These aim to create a borough which:

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

Whilst it is accepted that achieving all of these is not necessarily possible, even within the time-frame of this strategy (five years from 2012), it is important that any strategy remains aspirational.

Reflecting the evidence and priorities already set out in this strategy, it has four main objectives in mind when aiming to order its actions for delivery.

These objectives are:

- 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 split under each of these headings.

Action Plans

In taking forward these areas, under each of the four main objectives of this strategy, an action planning approach is to be used. These areas are organised into the main focuses of delivery at Appendix A.

Key Measures of Success

In addressing the areas outlined in the previous section, we are aiming to improve performance and delivery. We have - via a range of 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 link between priorities, outcomes and objectives.
## Objective

### Building a strong community

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Organisation</th>
<th>Others involved</th>
<th>Timeframe</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote community integration and develop ways of enabling communities to live and work together effectively.</td>
<td>Newcastle Partnership</td>
<td>Locality Action Partnerships (LAPs), Parish and town councils</td>
<td>April 2014 - April 2017</td>
<td>Initial assessment to be carried out based on work being done by the Staffordshire Observatory and Aspire Housing via work on neighbourhood plans. Actions to be developed based on this analysis.</td>
</tr>
<tr>
<td>Complete the ongoing review of locality working and LAPs in the borough.</td>
<td>Newcastle Partnership</td>
<td>Parish and town councils</td>
<td>April 2012 - April 2013</td>
<td>Develop strategic framework for LAPs as part of the wider Newcastle Partnership.</td>
</tr>
<tr>
<td>Develop communities to encourage involvement in the localism agenda as set out in the Localism Act in key areas such as community right to challenge.</td>
<td>Newcastle-under-Lyme Borough Council</td>
<td>LAPs (Community right to challenge), NULBC (tenancy strategy), Parish and town councils (neighbourhood plans), Aspire Housing (Community right to bid for residents)</td>
<td>April 2012 onwards</td>
<td>Heads of service reports to executive management team and Cabinet. Key areas embedded into existing and NULBC policies and procedures. Aspire Housing to work with residents around community premises.</td>
</tr>
<tr>
<td>Further development of community pride events in order to deal with issues facing local communities and prevent further issues.</td>
<td>Newcastle Partnership</td>
<td>LAPs, Parish and town councils</td>
<td>May 2012 - March 2013 (initially)</td>
<td>Ongoing review of focus of community pride work.</td>
</tr>
<tr>
<td>Action</td>
<td>Lead Organisation</td>
<td>Others involved</td>
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<tr>
<td>Focus on dealing with troubled families and improving community involvement and self-reliance.</td>
<td>Staffordshire County Council</td>
<td>Newcastle Partnership</td>
<td>April 2012 - April 2013 (initial milestone for processes and approaches)</td>
<td>To assess the evidence base and develop approaches to research and identification. To develop case conference approaches to family intervention, including prevention and education work as well as problem solving.</td>
</tr>
<tr>
<td>Investigate opportunities to develop social enterprises.</td>
<td>Newcastle Partnership</td>
<td>Other partners to be involved where relevant</td>
<td>April 2013 - April 2015</td>
<td>Investigate funding available and support from partners.</td>
</tr>
<tr>
<td>Build on relationships with the voluntary and community sector in delivering key services to local people.</td>
<td>Voluntary and community sector</td>
<td>Newcastle Partnership</td>
<td>April 2013 - April 2014</td>
<td>Further LAP development and funding. Develop infrastructure support commissioned through the Third Sector Commissioning Framework.</td>
</tr>
</tbody>
</table>
### Objective

**Tackling crime and disorder**

<table>
<thead>
<tr>
<th>Subject Areas</th>
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<tbody>
<tr>
<td>Safer nights</td>
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<tr>
<td>Business crime</td>
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<tr>
<td>Hate crime</td>
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<tr>
<td>Anti-social behaviour</td>
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<tr>
<td>Vulnerability</td>
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<tr>
<td>Information sharing</td>
</tr>
<tr>
<td>Domestic violence</td>
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<tr>
<td>Housing</td>
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</tbody>
</table>

### Action

**Expansion of the Safer Nights programme to tackle the problems raised by alcohol use and other activities in the town centre and elsewhere.**

Focus on issues such as alcohol harm reduction and drugs. Components of the campaign include K9 drugs dog, Ion track operations, street pastors, first aid triage operations, test purchase operations and covert surveillance.

**Lead Organisation**

- Newcastle Partnership
- Staffordshire Police

**Others involved**

- Trading Standards
- West Midlands Ambulance Service (WMAS)
- Staffordshire Fire and Rescue Service (FARS)
- St. John Ambulance
- Red Cross
- Churches and street pastors

**Timeframe**

April 2012 - April 2013

**Comments**

Street pastors scheme in development. Expanded triage service in development. Work closely with agencies to ensure alcohol and drug-related crime and disorder in Newcastle town centre is reduced.

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**Improve the business crime initiative - working with local businesses and partners to deal with crime and aim to prevent it.**

**Lead Organisation**

- Newcastle Partnership against Business Crime (PABC)
- Staffordshire Police
- NULBC
- Newcastle business community

**Timeframe**

April 2012 - April 2013

**Comments**

Work with PABC to support the Business Crime Manager with Pubwatch and help to develop ways to maximise membership. Continue to help with the management of the CCTV volunteer pilot scheme.
<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Organisation</th>
<th>Others involved</th>
<th>Timeframe</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tackle hate crime - working with partners and groups, together with communities, to raise awareness of and deal with incidents of hate crime in the borough.</td>
<td>Challenge North Staffs</td>
<td>Staffordshire Police&lt;br&gt;NULBC&lt;br&gt;Staffordshire County Council&lt;br&gt;Aspire Housing and other registered housing providers&lt;br&gt;Newcastle business community</td>
<td>April 2013 - April 2016</td>
<td>Initial assessment/research into the issue to take place during 2012-13 including liaison with agencies.</td>
</tr>
<tr>
<td>Tackle victimisation of vulnerable residents - working with partners and organisations to tackle crime committed against the vulnerable including serious acquisitive crime.</td>
<td>Staffordshire Police</td>
<td>NULBC&lt;br&gt;Staffordshire County Council&lt;br&gt;Public health&lt;br&gt;Mental health providers&lt;br&gt;Aspire Housing and other registered housing providers</td>
<td>April 2013 - April 2017</td>
<td>To build on existing initiatives around case conferences and multi-agency approaches. To develop approaches to research and develop pro-active approaches to problem solving.</td>
</tr>
<tr>
<td>Continue to discuss border cases with neighbouring authorities where relevant, including anti-social behaviour and domestic violence cases.</td>
<td>Newcastle Partnership</td>
<td>Other partners</td>
<td>April 2013 - April 2014</td>
<td>Agree joint working arrangements. Maintain contacts through networking. Ensure appropriate information sharing in line with protocols and good practice.</td>
</tr>
<tr>
<td>Action</td>
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</tr>
<tr>
<td>Continue to develop links with the integrated offender management scheme.</td>
<td>Newcastle Partnership</td>
<td>Staffordshire Probation Service</td>
<td>April 2012 - April 2015</td>
<td>Explore feasibility through discussions with partners (April - October 2013).</td>
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<td>If appropriate, launch a pilot scheme (January - June 2013).</td>
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<td>Evaluate success and explore potential roll-out (June 2013 - January 2014).</td>
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<td>Initiate programme across the borough (January 2014 - January 2015).</td>
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<td>Will link with ongoing national work.</td>
</tr>
<tr>
<td>Build on the multi-agency conference system to address the problems faced by vulnerable victims.</td>
<td>Newcastle Partnership</td>
<td>Third sector providers</td>
<td>January 2013 - December 2013</td>
<td>Need to examine support arrangements for these conferences.</td>
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<td></td>
<td>May look to link in with other multi-agency approaches set out above.</td>
</tr>
<tr>
<td>Improve - where possible - support for victims of anti-social behaviour and domestic violence.</td>
<td>Newcastle Partnership</td>
<td></td>
<td>April 2013 - April 2017</td>
<td>Continue to review the systems in place and refine where necessary.</td>
</tr>
<tr>
<td>Family Employment Initiative.</td>
<td>NULBC</td>
<td>Coalfields Regeneration Trust</td>
<td>April 2012 - April 2015</td>
<td>Part of a wider national programme which works in some of the most disadvantaged former coalfield areas.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>European Regional Development Fund</td>
<td></td>
<td>Launched in February 2009 and has now helped more than 240 people into work and 480 into training.</td>
</tr>
<tr>
<td></td>
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<td>Staffordshire County Council</td>
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<td>Look to develop the scheme and promote it with partners in the borough.</td>
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<td></td>
<td></td>
<td>Newcastle business community</td>
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<tr>
<td>Objective</td>
<td>Subject Areas</td>
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<tr>
<td>A safe place to live</td>
<td>Prevention, Safeguarding, Engagement, Commissioning, Safety, Treatment, Housing</td>
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</tbody>
</table>

### Action Plan

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Organisation</th>
<th>Others involved</th>
<th>Timeframe</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve promotional materials for all aspects of domestic violence and anti-social behaviour.</td>
<td>Staffordshire County Council</td>
<td>NULBC, Third sector providers, Housing providers in the borough, Public Health</td>
<td>April 2013 onwards</td>
<td>Assess current materials. Work with Staffordshire County Council to develop further promotional materials.</td>
</tr>
<tr>
<td>Roll-out alcohol harm reduction projects in Newcastle. This will include a schools-based alcohol intervention programme, parental rule setting, social norming approaches, intervention and brief advice, strengthening families LST training, developing a communications plan, controlling access to alcohol and developing a course for families around offender management.</td>
<td>Staffordshire County Council</td>
<td>Newcastle Partnership</td>
<td>April 2012 - April 2013</td>
<td>Liaise with the lead for alcohol change and assist locally where necessary. Possibly adopt local governance arrangements, monitor progress and suggest changes where appropriate.</td>
</tr>
<tr>
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<tr>
<td>Introduce the street pastors scheme in the borough.</td>
<td>Newcastle Partnership Street pastors</td>
<td>Staffordshire Police Church leaders Ascension Trust</td>
<td>April 2012 - April 2013</td>
<td>Links to Safer Nights initiative above. Initiation of pilot project (December 2012). Ongoing evaluation of pilot and implementation of scheme (January 2013).</td>
</tr>
<tr>
<td>Encourage and improve the provision of information to residents on how to avoid domestic fires in conjunction with FARS and other partners.</td>
<td>Staffordshire Fire and Rescue Service (FARS)</td>
<td>NULBC Staffordshire County Council Staffordshire Police Aspire Housing and other housing providers in the borough</td>
<td>April 2012 - April 2013</td>
<td>Assess current information and work with partners to identify gaps. Links to the “Let’s Work Together” initiative and existing referrals systems (e.g. through Aspire).</td>
</tr>
<tr>
<td>Develop approaches to working with the new Police and Crime Commissioner in developing areas of work in community safety in the future.</td>
<td>Newcastle Partnership</td>
<td>Staffordshire Police Combined Healthcare / UHNS FARS</td>
<td>June 2012 onwards</td>
<td>Evaluate current approaches and services with a view to the future and value for money. Identify and implement good practice. Aim to work in partnership.</td>
</tr>
<tr>
<td>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.</td>
<td>Newcastle Partnership</td>
<td>Business community PABC St. John Ambulance Red Cross West Midlands Ambulance Service (WMAS)</td>
<td>April 2013 - April 2014</td>
<td>Explore possibility of improving the scheme with health professionals and resources. Explore potential funding streams. Map nights for 2012-13 that the service should be run, especially with a view to major sporting and social events. Aim to pilot improved service.</td>
</tr>
<tr>
<td>Action</td>
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</tr>
<tr>
<td>Complete the gating of problematic alleyways under the green routes scheme.</td>
<td>Newcastle Partnership</td>
<td></td>
<td>April 2013 - April 2014</td>
<td>Complete this for identified red routes as far as possible.</td>
</tr>
<tr>
<td>Encourage and improve the provision of information to residents on how to avoid domestic fires in conjunction with FARS and other partners.</td>
<td>Staffordshire Fire and Rescue Service (FARS)</td>
<td>NULBC Staffordshire County Council Staffordshire Police Aspire Housing and other housing providers in the borough</td>
<td>April 2012 - April 2013</td>
<td>Assess current information and work with partners to identify gaps. Links to the “Let’s Work Together” initiative and existing referrals systems (e.g. through Aspire).</td>
</tr>
<tr>
<td>Develop approaches to working with the new Police and Crime Commissioner in developing areas of work in community safety in the future.</td>
<td>Newcastle Partnership</td>
<td>Staffordshire Police Combined Healthcare / UHNS FARS</td>
<td>June 2012 onwards</td>
<td>Evaluate current approaches and services with a view to the future and value for money. Identify and implement good practice. Aim to work in partnership.</td>
</tr>
<tr>
<td>Promote good behaviour among tenants.</td>
<td>NULBC</td>
<td>All registered housing providers in the borough</td>
<td>April 2012 onwards</td>
<td>Reducing the need for re-housing when anti-social behaviour occurs in social and private housing.</td>
</tr>
</tbody>
</table>
### Objective

**Protecting vulnerable people and families**

<table>
<thead>
<tr>
<th>Subject Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information sharing</td>
</tr>
<tr>
<td>Families focused</td>
</tr>
<tr>
<td>Education</td>
</tr>
<tr>
<td>Promotion</td>
</tr>
<tr>
<td>Protection</td>
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<tr>
<td>Housing</td>
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</tbody>
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### Action

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<thead>
<tr>
<th>Action</th>
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<th>Timeframe</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>Introduce devices for vulnerable people to protect themselves.</td>
<td>Staffordshire Police</td>
<td>NULBC</td>
<td>April 2012 - April 2013</td>
<td>Staffordshire Police is planning to review arrangements for devices across the county.</td>
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<td>Staffordshire County Council</td>
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<td></td>
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<td>FARS</td>
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</tr>
<tr>
<td>Roll-out the Let’s Work Together project across the borough, aimed at all organisations and individuals being able to refer cases of vulnerability.</td>
<td>Newcastle Partnership</td>
<td>Registered social landlords</td>
<td>April 2012 - November 2012</td>
<td>Will be rolled in November 2012. Designed to ensure that home visitors refer individuals at risk to appropriate organisations.</td>
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<td></td>
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<td>LAPs</td>
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<td>Town and parish councils</td>
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</tr>
<tr>
<td>Road safety, including supporting winter car advice for young people in further and higher education; improved crossings for schools and more facilities in rural areas where possible.</td>
<td>FARS through road safety group</td>
<td>Newcastle College</td>
<td>April 2012 - April 2013</td>
<td>Identify locations and audience. Identify and secure funding for further winter advice sessions. Deliver project. Evaluate impact.</td>
</tr>
<tr>
<td></td>
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<td>Keele University</td>
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<td>Staffordshire County Council</td>
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<td>LAPs</td>
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</tr>
<tr>
<td>Map vulnerability across the borough to target services more effectively.</td>
<td>Staffordshire County Council</td>
<td>NULBC Staffordshire Police NHS Aspire Housing and other registered housing providers in the borough</td>
<td>December 2012 onwards</td>
<td>Work done by Staffordshire Observatory and other agencies such as Aspire Housing. Will continue to work together to develop evidence base for use in multi-agency approaches.</td>
</tr>
<tr>
<td>Develop approaches with the Families First teams at Staffordshire County Council to deal with issues of vulnerability affecting families in the borough.</td>
<td>Staffordshire County Council</td>
<td>NULBC Staffordshire Police Staffordshire Probation Service NHS</td>
<td>April 2012 onwards</td>
<td>Work with the Families First team to identify areas of risk and develop approaches to deal with these areas.</td>
</tr>
<tr>
<td>Develop educational approaches to deal with behaviour and attitudes in young people including use of alcohol and drugs.</td>
<td>Staffordshire County Council</td>
<td>NULBC Newcastle College Aspire Housing and other registered housing providers in the borough</td>
<td>April 2013 onwards</td>
<td>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.</td>
</tr>
<tr>
<td>Support vulnerable residents in housing.</td>
<td>NULBC</td>
<td>All registered housing providers in the borough</td>
<td>April 2012 onwards</td>
<td>Supporting vulnerable residents.</td>
</tr>
<tr>
<td>Action</td>
<td>Lead Organisation</td>
<td>Others involved</td>
<td>Timeframe</td>
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<tr>
<td>Develop health promotion work in areas of greatest need such as alcohol and drugs.</td>
<td>Public Health</td>
<td>Staffordshire Director of Public Health, Staffordshire County Council, NULBC</td>
<td>April 2012 - April 2013</td>
<td>Assess current approaches and identify areas for development, including focus on work around alcohol and drugs (the recovery agenda). Focused work through Newcastle Partnership Strategic Board. Closer working with Public Health, Health and Wellbeing Board and clinical commissioning groups. Analysis of the joint strategic needs assessment. Dedicated resource from Newcastle-under-Lyme Borough Council to the Staffordshire Public Health team. Development of a Health and Wellbeing strategy. Continued promotion of Jubilee2.</td>
</tr>
<tr>
<td>Continue to work on financial inclusion intervention with the joint Stoke-on-Trent and Newcastle-under-Lyme Financial Inclusion Group.</td>
<td>Newcastle Partnership</td>
<td>Aspire Housing, Staffordshire Credit Union, Moneyline, Pertemps, Beat the Cold, Warmzone, Citizens Advice, Illegal money lending team</td>
<td>April 2012 - April 2013</td>
<td>Assessment of current approaches and identification of opportunities for new initiatives. Work with partners to identify solutions.</td>
</tr>
</tbody>
</table>