

MINUTES OF BROOKE OVERVIEW AND SCRUTINY COMMITTEE

16 FEBRUARY 2017

PRESENT:

Members of the Committee: Councillors Claire Edwards (Chair), Mrs A'Barrow, Cade, Mrs Garcia, Miss Lawrence, Mrs New, Mrs O'Rourke and Sandison

Officers: Adam Norburn (Executive Director), Keith Newell (Rugby Community Safety Partnership Manager) and Veronika Beckova (Democratic Services Officer)

In attendance: Councillor Derek Poole (Chair of Rugby Community Safety Partnership), Nick Andrews and James Andrews (Rugby Youth Council)

22. MINUTES

The minutes of the meetings held on 8 December 2016 were approved and signed by the Chair.

23. APOLOGIES

An apology for absence from the meeting was received from Howard Avis (Chair of Rugby Neighbourhood Watch).

24. DECLARATIONS OF INTEREST

Councillor Cade declared general non-pecuniary interests by virtue of being a member of the Police and Crime Commissioner's Trust, Integrity and Ethics Committee.

25. RUGBY YOUTH COUNCIL

The committee received a verbal report from Nick Andrews updating the committee on the work of the Youth Council. The main points were as follows:

The annual election for Members of Youth Parliament (MYP) had now taken place. Nick Andrews was elected as the county's new MYP and a young person from the borough was elected as a Deputy MYP.

No election was held for members of VOX, the county's youth council, this year. The members were elected automatically as the four free seats were filled with young people available. The students represent the voice of youth by addressing issues affecting young people on a county-wide level.

Around 13,000 young people voted this year. As well as voting in their representatives, young people also chose the issues that were the most important to them. The top issues identified included:

- mental health support
- racism and religious discrimination

- living wage
- lowering the voting age to 16 for all public elections
- services for young people
- environmental issues
- equality and diversity
- youth employment/apprenticeships/curriculum for life

Members have highlighted that with the top priority for the year being mental health support it presents a great opportunity for joined up thinking, engagement with the West Midlands Combined Authority and active campaigning for direct admission to the Caludon Centre.

An invitation was extended to the Rugby Youth Council by the Chair to attend the annual Overview and Scrutiny Work Programme Workshop on Wednesday 8 March.

RESOLVED THAT – the committee thanked Nick Andrews and James Andrews for their update and attendance.

26. CRIME AND DISORDER ANNUAL SCRUTINY

The committee considered a report (Part 1 – Agenda Item 4) on the work of the Rugby Community Safety Partnership (CSP).

The Rugby CSP Manager acknowledged that especially around domestic violence victims, perpetrators and prolific offenders, mental health is an increasing part of a very complex background.

The Rugby CSP Manager reported to the committee on:

- Performance for 2015/16
- Priorities for 2016/17
- Performance in 2016/17
- Examples of project work
- Challenges ahead

The report was discussed in detail at the meeting and the following additional points were made:

2015/16 Performance

- Theft from Motor Vehicles and Personal Anti-Social Behaviour were the two out of three targets met.
- Serious Violence was missed by one offence.
- All priorities for 2015/16 were met and the CSP is on target to meet the priorities for 2016/17.
- In the three year period ending in 2015/16, the CSP spent around £180,000 on a range of community safety initiatives. Around 70 action plans are carried out across four or five priorities each year. As a result, the social and economic costs of crime were reduced by £1.7 million (Home Office calculation).

- The CSP has a statutory duty to reduce re-offending and uses three complementary strands of work as its strategy:
 - prevent and deter
 - catch and convict
 - rehabilitate and resettle
- The three main partners are:
 - Police
 - Prisons
 - Probation/Community Rehabilitation Company
- Rugby CSP is the only CSP in the county that funds road safety activities from its own resources:
 - Bikeability Scheme
 - Community Speedwatch
 - Police-led ANPR on uninsured vehicles
 - The Fatal Four – fire service-led road safety programme
- Seat belts are a brand new focus of The Fatal Four programme. Rugby has a 72% failure rate in the area which contributes to serious road accidents/casualties.
- The CSP has funded a training session in March for the Institute of Occupational Safety and Health (IOSH) to train 12 of their partners which will be certified for three years to carry out campaigns on seat belts road safety.

2016/17 Priorities

- Serious Violent Crime
- Burglary Dwelling
- Reducing Re-offending
- Personal Anti-Social Behaviour
- Road Safety

2016/17 Performance

The Rugby CSP Manager provided the committee with a performance update to include numbers for January 2017:

- Serious Violent Crime – down by 3% against 34% rise in violence within jury across the county
- Burglary Dwelling – down by 8%

Futures Unlocked – Offender Management

- 6 weeks prior to the offender's release, a well-trained mentor would start working with the offender to form a relationship and carry out a needs assessment.
- There are seven established pathways to re-offending. The work (accommodation, medical support, interview training, debt counselling, etc) put in place tries to address as many of the re-offending pathways as possible.
- The past reduced re-offending rates via 'mentoring' were derailed by the government's changes to offender management.

- Due to the changes, there are now only four contacts made between the mentor and the released offender within a month. First point of contact is prison pick up.
- As a result of the new government policy, a professional group meets on a monthly basis to talk about every prolific offender that in the local community and offenders due for prison release. The group discusses in detail what support can be put in place and the licence conditions. Each individual's release conditions are agreed. On the support side, the offender has to see a probation officer three times a week and be drug tested three times a week.

Projects Showcase

Domestic Violence

- Stonham, part of Home Group, has been commissioned for the last four years to deliver the domestic violence 'medium risk' victim programme.
- In the last 10 years in Warwickshire, 90% of the domestic homicidal victims have been medium risk.
- Rugby CSP is the only CSP in the county which funds a 'medium risk' victim programme.

Innovation

- Rugby CSP is the only CSP to use Bluetooth messaging devices. These have been in use for the past four years. At the moment, one is carrying a violent crime message and is located in the town centre. The other one is carrying a domestic burglary message and is located at Blooms to cover the rural villages and their vulnerability. More than 1.5 million messages were delivered to the public. 7% of the people receiving the messages on their smartphone then visited the CSP website to get the crime prevention advice fully.
- Buddy tags are part of the strategy to manage offenders on licence. Typical licence conditions are: curfew, meeting with a probation officer three times a week, meeting with a police offender manager once a week, exclusion zones, regular drug testing, etc. The device sends an email and a text to the police offender manager in real time when conditions of licence are breached. The tags can only be rented and are useful for intelligence gathering. Funding is in place until April 2017.

Challenges Ahead

The major challenges in 2017/18 are:

- Partner resilience
- Additional significant changes to crime recording policy – domestic burglary is no longer going to be a stand-alone category. It will be a part of the 'Burglary: Residential' category.
- Offender Management
- Continuing changes in senior police personnel
- Budgets and clarity – for 2017/18, subject to partner resilience, the full 75 CSP action plan will be rolled out and implemented. 2018/19 is of a great concern.

The Chair of Rugby CSP highlighted the following points:

- The Rugby CSP Manager is the chair of the Serious and Organised Crime Joint Action Group. The group has a great impact on serious and organised crime.
- When the Rugby CSP was established, it received £100,000 in resources. At present, the CSP receives £37,000. Without the Rugby Borough Council's help, the CSP would fail to deliver its priorities.

During the discussion, the following questions and comments were asked:

Are we likely to see serious and violent crime, burglaries, personal ASB numbers rising as a result of the changes?

We are likely to see a rise in the acquisitive crime, burglaries in particular. As a borough, we suffer from cross border crime from Coventry, Northampton and Leicester. There is great co-operation from the police forces and the courts in these areas. All prolific offenders who commit crimes in Warwickshire but perhaps live in Northamptonshire are not allowed to enter Warwickshire as part of their licence conditions.

There are now no interventions, support and management to stop the offending in the first place. We will see increases.

What are the reasons behind the increase in killed and seriously injured casualties?

The CSP is at least 12 to 15 months behind the casualty statistics. For killed and serious injuries, sometime has to pass between the accident and for someone's injuries being finally evaluated. The level in Rugby has been on the rise. There are a number of issues adding to the trend: speeding through villages, motorways around Rugby, increasing number of pedal cycle casualties, injuries to children in ill-fitting/wrong car seats/seat restrains/harnesses. With the initiatives in place, we are confident that the numbers will reduce.

In the last six months, figures were analysed nationally and since the two seat belt road safety training sessions were carried out in Summer 2016, Rugby is now 2% below the average. The police officer leading on the project has made contact with schools and nurseries in Rugby. About 70% have expressed an interest in having an event at their premises.

What happens to re-offenders if they have nowhere to go?

About 40% of people being released from prison into Rugby have no fixed abode. Most of them do their own risk assessments for sleeping rough and readily commit a crime in the hope to be recalled.

There are 8 to 12 prison releases per month into Rugby. On average, the offenders have 20 to 30 convictions for burglary or violence or both. They are between the ages of 25 and 45. 80% are male.

With 40% of released offenders having no fixed abode, it surely has an impact on the homelessness situation in Rugby. At present, there is a sub-group which is looking at homelessness. Should the information shared here be fed into the group?

At the Safer Warwickshire Partnership level, there is a county wide committee on the housing aspect of managing offender and all housing leads are being involved. Rugby Borough Council does house offenders very carefully.

How do young offenders compare to adult offenders?

All of Rugby's young offenders are at Glen Parva. Futures Unlocked programmes provided by the mentors are very well advertised within prisons. Warwickshire has one of the lowest levels of putting young offenders into the criminal justice system. Out of those that do go into incarceration, our levels of success with them are much higher and their level of re-offending is probably less than half of the adults. The problem with youngsters in particular is that they are very susceptible to peer pressure when they are released.

Can representations be made to the Police and Crime Commissioner (PCC) to have funding from the PCC reserves for the CSP projects?

Discussions have taken place with the current PCC and all funding has already been allocated. Futures Unlocked received a one of grant of £20,000 this year. A formal letter has been sent to the PCC in August 2016 raising the issues with the Community Rehabilitation Company who is accountable to the PCC.

We are fighting two things: crime and the fear of crime.

Warwickshire is relatively safe in terms of the national picture. In the past, Rugby was known as a violent town. We had estate based gangs which have been completely eradicated. We have a very healthy and growing night time economy. Violence in the town centre has fallen significantly.

RESOLVED THAT –

- (1) the committee thanked the Rugby Community Safety Partnership Manager and the Chair of Rugby Community Safety Partnership for their attendance;
- (2) the Chair should liaise with officers and draft a letter on behalf of the committee to the Police and Crime Commissioner;
- (3) the information shared by the Rugby CSP Manager with regard to housing ex-offenders be brought to the attention of the Homelessness Scrutiny Sub-Group; and
- (4) an invitation be extend to the Rugby Safer Neighbourhood's Team to attend the next meeting of the committee to update the members on specific policing issues, especially Hate Crime both pre and post Brexit.

27. DRAFT CORPORATE STRATEGY – DISCUSSION WITH EXECUTIVE DIRECTOR

The Executive Director attended the meeting to discuss the draft Corporate Strategy with the members of the committee. A copy of the document is annexed to the minutes.

The draft Corporate Strategy was approved by Cabinet on Monday 6 February and by Council on Tuesday 7 February. The document was also part of the agenda at the Joint Scrutiny Meeting on 31 January.

The six week public consultation is anticipated to commence by end of February. A final version of the document will be submitted to Council on 25 April for consideration. Following the Council's approval, detailed action plans will be devised and in place by early Summer 2017.

Members were asked to submit any questions to be included within the consultation document to the Executive Director by the end of the week. Any consultation responses were asked to be submitted via the website link.

RESOLVED THAT – the Executive Director be thanked for his attendance.

28. COMMITTEE WORK PROGRAMME

The committee received a report (Part 1 – Agenda Item 6) concerning the progress of task group reviews within its remit and the forward work programme.

Councillor Belinda Garcia, who is the Council's representative on the Ambulance Task Group, provided the committee with an update. The main points were as follows:

- Sue Green, Deputy Director of Nursing and Quality, gave a presentation at the last meeting of the Ambulance Task Group.
- During the presentation the following issues were highlighted:
 - Care homes adopting the 'no lift' policy resulting in daily ambulance call outs. The care home should still provide the lifting equipment. The worst offender is considered to be Drovers House (private care home) in Rugby.
 - No direct access to mental health support.
 - Rural areas were acknowledged as a concern.
- The Ambulance Service has not yet provided figures for Rugby but they are in the process of changing their criteria.

Councillor Garcia highlighted the need for a representative to remain on the Ambulance Task Group especially since the next Ambulance Services inspection will be carried out in five years.

Members have agreed to extend an invitation to Sue Green to attend a future meeting of the committee to talk about the issues highlighted by Councillor Garcia during her update.

1. Progress of Scrutiny Reviews

1.1 Homelessness

The information shared by the Rugby Community Safety Partnership Manager with regard to housing ex-offenders will be brought to the attention of the sub-group.

3. Overview and Scrutiny Work Programme 2017/18

Members were invited to submit review topics for the annual Overview and Scrutiny Work Programme Workshop scheduled for Wednesday 8 March. The following topics were suggested at the meeting:

- Members IT
- Property Maintenance

RESOLVED THAT – the forward work programme and progress in the review be noted.

CHAIR



CORPORATE STRATEGY **2017 – 2020**

**PROUD OF OUR PAST,
FIT FOR THE FUTURE**



PROUD OF OUR PAST, FIT FOR THE FUTURE

This corporate strategy sets out our priorities for the next five years. It doesn't list all of the council's activity or everything that we will do, but describes our primary aims for our residents and businesses. In putting together this strategy we have reviewed our "clean, green and safe" strapline. We will always want to make sure that our borough is clean, green and safe, but with continued success in the regional and national "in bloom" competitions and a generally reducing crime rate, for example, we have found that this strapline no longer helps us to set our priorities.

A key issue facing our residents and businesses is undoubtedly around facilitating physical and economic growth, while protecting the essential characteristics that make our borough our home. Our new strapline, "proud of our past, fit for the future," will help us to focus on providing facilities and growth that give us a strong and prosperous future while preserving and celebrating the best of our past.

Under this new strapline we have set three overarching corporate priorities that reflect the need for public services to change and reform.

These are:

- Provide excellent, value for money services and sustainable growth
- Achieve financial self-sufficiency by 2020
- Enable our residents to live healthy, independent lives

We have also created four new portfolios, each with their own priorities. These portfolios, allied with the "can do" approach of our workforce, will allow us to deliver services that will help us be proud of our past, and fit for the future. These are set out in the following pages.



Councillor Michael Stokes
Leader



Adam Norburn
Executive Director



PORTFOLIO: CORPORATE RESOURCES

We will:

Optimise income and identify new revenue opportunities

In order to give our residents best value for money it is essential that we maximise the income we receive for appropriate services. This means looking at the way we deliver our services and how they are paid for.

To do this we will:

- Develop a commercial approach to delivering existing and new services, where appropriate
- Support other organisations to deliver common objectives
- Review our services and the fees and charges we set

We will:

Prioritise use of resources to meet changing customer needs and demands

It is important that the council is up to date with modern ways of working. To this end we will ensure that we are a forward looking council that provides for today and plans for the future. This will include working more closely with our neighbouring authorities and forming partnerships with other organisations. Our workforce is a very important part of the future of the council and it is essential that they are trained with the right skills to match the challenges and risks we will face.

To do this we will:

- Redesign and implement new models of service delivery
- Plan and deliver services in partnership with other public sector organisations

- Develop our workforce so staff have the right skills in the right roles to meet changing needs and demands
- Manage the council's strategic and operational risks

We will:

Ensure that the council works efficiently and effectively

In this electronic age our digital technology must be fit for purpose. Savings have already been made from its use and we will continue to invest in new technology as it is developed and our workforce will be continually trained to use all new methods of working. We will ensure that our financial planning is robust and continues to provide our residents with the best services at an affordable price. We will manage our assets efficiently and ensure they are utilised to bring maximum benefit for all.

To do this we will:

- Use technology that will allow us to adopt modern working methods
- Review our services to increase efficiency, remove waste and provide better value for money
- Keep tight control of our finances with robust management of our assets and procurement
- Optimise the use of our land and assets



PORTFOLIO: COMMUNITIES AND HOMES

We will:

Ensure residents have a home that works for them and is affordable

Everyone wants to have a home that is appropriate for their requirements and that they can afford. There is great demand for housing of all types and tenures, so we will work with partners and the private sector to identify needs and to provide housing that is fit now and for the future.

To do this we will:

- Prevent homelessness by helping residents access high-quality housing
- Make the best use of existing homes, whatever their tenure
- Help residents to live independently

We will:

Deliver digitally-enabled services that residents can access

As more services from all organisations are delivered online, it is important that they are fit for purpose and that people are able to use them. We will recognise that people have different needs and will want to use different technologies to engage with us. We will use technology, where appropriate, to help people to live independently.

To do this we will:

- Develop a digital strategy that works for the council and for our residents
- Engage with partner organisations and the voluntary and community sector to help people to use online services
- Act with our partners to ensure that people have access to digital services

We will:

Understand our communities and enable people to take an active part in them

We will work with our partners to understand our communities and the issues that they face. We will encourage our community associations and other local organisations to identify strategic local facilities and groups so as to build a picture of each of our local areas. Everybody will have the opportunity to take part in local community action to support individuals or to improve their area, should they so wish, and will know how their contribution fits into the bigger picture.

To do this we will:

- Recognise the differing needs of our communities by engaging with the voluntary and community sector
- Encourage residents to actively engage with existing local groups, or to start one, by working with our partners
- Identify local issues and engage with a range of organisations to help residents identify solutions that work for them



PORTFOLIO: ENVIRONMENT AND PUBLIC REALM

We will:

Enhance our local, open spaces to make them places where people want to be

Many of our residents and communities derive significant health, wellbeing and recreational benefits from the varied green spaces we have. The local communities that surround or use them are interested in being actively involved in caring for their green spaces and we have seen the number of volunteers helping to care for those open spaces increase each year. It is important that we continue to promote creative ways of using and managing our green spaces.

To do this we will:

- Look after our green spaces and create new ones in quality new developments
- Manage and use green spaces creatively to benefit biodiversity, health and wellbeing
- Involve our residents in caring for their green spaces

We will:

Continue to improve the efficiency of our waste and recycling services

Waste and cleansing services are the services that are universally delivered to every household, and also incur some of the largest costs. It is essential to promote and ensure responsible waste management practices to our residents and businesses. The costs of disposing or reprocessing waste continue to increase so we need to look for creative opportunities to ensure that the producers of waste are accountable for it.

To do this we will:

- Maximise the amount of household waste that is reprocessed
- Ensure individuals and businesses dispose of waste appropriately
- Improve the quality of the contents of the dry recycling bins

We will:

Protect the public

It is important that people who come to the borough to live, work, relax or visit are kept as safe as is possible. Many of our services are targeted towards protecting public safety through effective and proportionate regulation. We will seek to provide assurance to our citizens by working with all other partners that have a role in ensuring public protection.

To do this will:

- Ensure public protection services are focused on keeping people safe and healthy
- Use our role in relevant partnerships to protect the public from harm
- Help our residents feel safer and reduce risk through our regulatory services



PORTFOLIO: GROWTH AND INVESTMENT

We will:

Promote sustainable growth and economic prosperity

Rugby has a long tradition of embracing and planning for growth and as a result has a strong and prosperous local economy and low levels of unemployment. Ensuring enough land is made available for the development of the homes and workplaces needed for our growing population is fundamental to delivering this corporate strategy. Enabling investment through development in tandem with expanded social infrastructure gives the best opportunity for sustained economic growth.

To do this we will:

- Adopt an ambitious Local Plan
- Conserve and enhance the natural and built environment embracing Rugby's proud heritage and history
- Deliver strategic investment sites across the borough

We will:

Promote and grow Rugby's visitor economy with our partners

At a local level Rugby has a strong and growing visitor economy but the long term potential is huge. Rugby has a long and proud heritage that is not widely enough known. A key aim of this strategy is for The Rugby Town to become internationally recognised as the birthplace of the game and, from this catalyst, the town centre will become a regionally recognised cultural and visitor hub increasingly valued and visited by our local communities.

To do this we will:

- Open the World Rugby Hall of Fame visitor attraction, enhancing the reputation of The Rugby Town
- Celebrate our cultural and artistic heritage through Rugby Art Gallery and Museum, The BENN Hall and events and festivals
- Support Rugby town centre as a visitor destination for leisure, retail and cultural activities

We will:

Encourage healthy and active lifestyles to improve wellbeing within the borough

The Council strongly believes in providing high quality facilities and opportunities for people to live active and healthy lives. The substantial investment made in the Queens Diamond Jubilee Centre is complemented by the ongoing resources invested locally in promoting healthy and active lifestyles. Whilst activities and facilities will be available to all sectors of the population, the Council will continue to place particular emphasis on the provision of sporting and cultural activities for young people.

To do this we will:

- Promote access to sporting facilities across the borough, making sure that the Queens Diamond Jubilee Centre plays a key role in delivering leisure and recreation activities
- Organise physical activity and sporting activities for young people, with our partners
- Support wellbeing and combat social isolation through sport, heritage and the arts