

# Strategic Plan

2006/07 – 2008/09

**part II**

**Annual update 2007/08**



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## INTRODUCTION AND PURPOSE OF THE STRATEGIC PLAN

In 2006 the Council produced its first three-year Strategic Plan. The Strategic Plan incorporates the requirements of the Best Value Performance Plan, the Corporate Performance Plan and the Medium-Term Financial Plan. There were three main factors that led to the move towards a three-year strategic plan. These were to:

- formalise the Council's medium-term planning
- ensure alignment of the Council's plans
- prevent duplication caused by having several different plans that contain similar information.

The Strategic Plan, which sits below the Community Strategy, sets out the vision for Middlesbrough shared by members of the Local Strategic Partnership (LSP) together with the priorities supporting this vision. The purpose of the Strategic Plan is to:

- identify the Council's medium-term priorities and how they contribute to delivering the Community Strategy outcomes and the Mayor's agenda
- provide a strategic document that links to service-level plans and strategies containing more detailed information
- help drive improvement by improving focus and better coordination of planning and performance monitoring
- help communicate the Council's improvement agenda to staff, partners, community stakeholders, trade unions and regulators
- articulate the Council's medium-term financial planning arrangements
- provide information about the town and the Council that is relevant to the Council's choice of priorities and methods of delivery
- meet statutory requirements about the publication of performance information.

The 2006/07 – 2008/09 Strategic Plan was split into three separate documents as follows:

**Part I** provided an overview of the Council and set out the Council's priorities, the Council's contribution to the Community Strategy, the Council's approach to cross-cutting issues (e.g. consultation and diversity), an outline of how the priority and budget process supports the delivery of actions to achieve the Council's priorities, and the Council's performance and risk management arrangements.

**Part II** provided an overview of Council performance in the financial year prior to publication, details of the actions identified for the following financial year to help the achievement of the community strategy themes, and details of the Council's review programme.

**Part III** provided detailed supporting information, including the Best Value Performance Indicators and their targets, financial information including the annual efficiency statement and medium-term financial data, improvement plans, quality of life indicators, the Strategic Risk Register, the Corporate Diversity Action Plan and a statement on contracts.

The Council made a commitment to review and update the Strategic Plan annually in order to accommodate any changes to the Council's priorities and to reflect any changes in circumstances or external influences that have taken place in that year. Part I, which outlines the long-term vision and medium-term priorities that are envisioned to remain unchanged for 3 years, will not be updated annually but Parts II and III will be revised and republished each year.

In line with this commitment, this document is the updated Strategic Plan for 2007/08, and provides an overview of Council performance in the previous financial year, including external auditor's views, results of external inspections, and performance against national performance indicators.

## KEY INFLUENCES

The Council needs to be able to respond to strategic initiatives at national, regional and local levels, and to ensure that it can use these opportunities to achieve local priorities. These initiatives affect not only how the Council works internally, but also its relationship with partners at all levels. With elections being held in May 2007, the Council needs to be ready to deal with a number of possible changes. Over the course of 2006/07 several key changes have occurred which have influenced the way in which the council will deliver its priorities, and therefore affect the contents and structure of this year's Strategic Plan, including the following items:

**The local government White Paper** sets out a framework for how local government will develop, with particular emphasis on:

- working closely with communities and citizens to develop responsive services
- effective, accountable and responsive local government with visible leadership
- strategic regions, encouraging collaboration between local authorities
- local government as strategic leader and "place shaper", including the development of Sustainable Community Strategies
- performance management, with the development of the Comprehensive Area Assessment replacing the Comprehensive Performance Assessment
- improved efficiency in service provision, particularly through collaboration with partners
- community cohesion, recognising both the challenges and opportunities relating to diversity.

The White Paper recognises that Councils play a much wider role than service provision, and – through work with local communities and partners – set the strategic direction for their area.

**Multi-Area Agreements (MAAs)** enable Councils to work together on key strategic issues that rely on a coordinated approach across the sub-region and will support the development of the Tees Valley City Region. These will be reflected at a district level in the Local Area Agreement. The key issues for the MAA will be:

- Planning and economic strategy
- Employment and skills
- Tourism
- Transport for Tees Valley
- Housing

**Tees Valley Unlimited**, which will coordinate the MAA, is in the process of being set up. It is expected to be operational in Summer 2007, and the Leadership Board will comprise senior politicians (elected mayors or leaders) from all the Tees Valley Councils and five representatives from the private and third sectors. This will be supported by an Executive, as well as groups based around the key themes.

**The Local Area Agreement (LAA)** is the agreement between central government and the local area, represented by Middlesbrough Council and the Middlesbrough Partnership, that identifies the key priorities, targets and indicators for the town between 2007 and 2010. The LAA is based on the themes of the 2005 Community Strategy. As well as identifying its own contribution to the targets, the Council needs to be able to ensure that the performance management framework for the LAA can demonstrate progress, and will rely on ensuring that data quality, from partners as well as internally, is robust.

As LAAs develop, there will be fewer targets (35 targets from a menu of 200 with an additional 18 targets from the Department for Education and Skills). Negotiation on these will start in 2007, and will be completed by Summer 2008.

**The Comprehensive Spending Review (CSR)**, scheduled for Summer 2007, is now scheduled to occur in the autumn. This will delay clear guidance about future settlements, including any successor to the Neighbourhood Renewal Fund (NRF).

The Community Strategy Themes section of this plan sets out the Council's planned actions to achieve the LAA's priority outcomes in 2007/8.

**Changes to Council Structure** In May 2007, Mayoral elections were held and a Mayor appointed for a second four-year term. The Mayor has received and revised the make-up of the Executive to ensure that it is aligned to the Council's priorities. The Executive portfolios are now:

- Deputy Mayor
- Children, Families and Learning
- Economic Development
- Regeneration
- Resources
- Social Care
- Transport
- Community Safety
- Streetscene.

Scrutiny panels remain unchanged.

## OVERALL COUNCIL PERFORMANCE IN 2006/07

There are a number of ways of assessing achievement and improvements. This section provides a broad overview of the Council's performance. It considers external auditors' views; national performance indicators; Local Public Service Agreements; contributions to the Community Strategy themes; and public satisfaction.

### COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA)

External auditors provide the Council with an independent and moderated view of the Council's performance. In December each year the Audit Commission undertakes an annual assessment of council services. In December 2004 the Audit Commission found that the Council had made sufficient progress in its service delivery to be awarded "Excellent" status for this element of CPA and was therefore eligible for a proportionate corporate assessment. The proportionate corporate assessment team found that the Council's corporate services had improved sufficiently to be awarded "Excellent" status. This meant that Middlesbrough Council achieved an "Excellent" overall CPA rating, one of only 22 councils to be awarded this rating on the basis of "Excellent" service delivery and "Excellent" corporate services.

In December 2005 the Audit Commission revised the CPA methodology and introduced "CPA 2005 – The Harder Test". This made CPA a much harder test and made it more difficult for councils to score top marks. The two CPA systems are not directly comparable and to emphasise this the Audit Commission changed the classifications given to councils to a star rating. Councils can achieve between 0 and 4 stars, with 4 stars representing the best performance. In December 2006 Middlesbrough Council maintained a 4-star rating. The elements that contributed to this rating are shown below.

	2006
Corporate Assessment	4
Use of resources	3
Children and young people	3
Social care (adults)	3
Benefits	3
Environment	3
Cultural services	3
Housing	4

In addition to a star rating, the Audit Commission also score councils' ability to improve; this is called "Direction of Travel". Middlesbrough's Direction of Travel was classified as "improving well".

The Audit Commission summarised Middlesbrough Council's performance as follows: "Middlesbrough Council is improving well. Services are improving in areas identified as important to local communities. Targeted actions have resulted in tangible benefits for children, with continued improvement in educational achievement and at a faster rate than nationally for Key Stage 2. Adult social care continues to be good, with significantly high numbers helped to live at home.

“The Council works well with others to reduce drug misuse and more people believe their Neighbourhood is safer, with significant recent progress in some crime performance. Overall employment has seen a closing of the gap with the English average, where the Council has exceeded local targets for assisting new businesses and creating jobs. Services for homeless people have improved and housing improvement programmes are on track. Recycling rates are improving but remain well below national targets.

“Services are sensitively tailored to meet community needs. The Council achieves good value for money and has the capacity for further improvement. Political and managerial leadership is strong. Financial capacity is good with good use of external funding to deliver against priorities. Effective performance and financial management systems are well established.”

## EXTERNAL INSPECTIONS

During 2005/06 Middlesbrough Council underwent the following assessments:

- joint Ofsted and CSCI assessment for children and young people
- CSCI assessment of audit services
- BFI assessment of the benefits service.

In each of the above assessments, Middlesbrough scored well and the inspectors highlighted many strengths.

## NATIONAL PERFORMANCE INDICATORS

Although statutory Best Value Performance Indicators (BVPIs) do not provide a complete picture, they are a helpful means of comparing performance in key areas over time, and of comparing performance against other local authorities. An assessment of Middlesbrough’s performance across BVPIs demonstrates that overall performance is improving.

In 2005/06 Middlesbrough Council improved its performance at both the top and bottom ends of the performance spectrum. The largest proportion of BVPIs (30%) is now in the top quartile. This compares with 25% in 2004/05. Performance in the bottom quartile has also shown an improvement from 37% in 2004/05 to 29% in 2005/06.

In the overall suite of BVPIs there are 80 measures of performance that can be compared between 2004/05 and 2005/06, of which 90% either improved or remained the same. Details of performance for 2005/06 can be found in Part III of the Strategic Plan.



## CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES

A detailed evaluation of performance is provided in each of the Community Strategy theme sections. However, set out below are some of the key achievements recorded against each Community Strategy theme:

### Supporting children and learning

- Key education test results show continued improvement, with the proportion of pupils getting 5 or more A\*–C grades at GCSE improving by over 3%.
- Healthier menus have been introduced into all schools, and salad bars into all but two schools. 70% of schools achieved the Healthy Schools Standard.
- Middlesbrough gained government approval for the Building Schools for the Future strategic business case. This is a major step towards releasing approximately £90 million of government funding to transform secondary education across the town.

### Promoting healthier communities and effective social care for adults

- Increased independence of older people is strongly supported, with 148 per 1,000 population helped to live at home. This is substantially more than other councils.
- The number of people taking up Direct Payments increased to 205 per 1,000 population.
- A multi-agency alcohol strategy and treatment action plan was agreed with Middlesbrough Primary Care Trust to address the harm caused by alcohol.
- A long-term initiative was established to assist people with mental health problems and learning difficulties into employment and voluntary work.

### Creating safer and stronger communities

- Initiatives to tackle deliberate arson attacks on vehicles and reduce abandoned vehicles have helped to reduce the number of vehicle crimes from 29.8 crimes to 25.6
- Middlesbrough developed action on anti-social behaviour in line with the government's Respect agenda by becoming a Respect action area.
- The council helped tackle household burglaries by completing the Alley Gate programme in North Ormesby and increasing the visibility of street wardens.

### Transforming our local environment

- Standards of cleanliness throughout the town were improved through a comprehensive approach to the Clean Neighbourhoods and Environment Act
- High levels of satisfaction with parks and open spaces were maintained by improving play areas and delivering a programme of events to entertain and attract visitors.
- Recycling rates were improved by implementing a new recycling collection service across the town which coordinates the Blue Bag paper collection scheme with the Black Box scheme.

### Meeting local transport needs more efficiently

- Transport for the local community was improved by introducing a demand-responsive bus service to James Cook Hospital and employment sites in Riverside Park.
- Road safety has been improved by installing a series of traffic-calming schemes and implementing a programme of educational training initiatives.
- Designed and submitted the planning application for the North Middlesbrough Accessibility Scheme.

### Promoting the economic vitality of Middlesbrough

- The new art gallery, mima, was opened and launched.
- The Stockton-Middlesbrough initiative programme was developed further.
- Over £9 million was secured to support housing market renewal activity across the town.

## PUBLIC SATISFACTION

The Council undertakes a series of national satisfaction surveys once every three years. In 2006/07 there were 17 national measures of public or service-users' satisfaction that Middlesbrough can compare with other local authorities. Middlesbrough achieved satisfaction levels above the national average for 10 of these measures, with 7 measures in the top quartile.

## REVIEW PROGRAMME FOR 2007/08

The Council is required to carry out reviews of all of its services, and uses reviews as a tool for delivering continuous service improvement. The review programme for 2007/08 incorporates the requirements under CPA, external inspections and audits, and internal service reviews.

Review Name	Service Area	Type of Review
Preventative services for children, young people and families	Children, Families and Learning	Value for Money
Fostering services	Children, Families and Learning	Value for Money
Primary school provision	Children, Families and Learning	Value for Money
Home to School transport	Children, Families and Learning	Value for Money
Document management	Children, Families and Learning	Internal
Use of grants and strategies	Children, Families and Learning	Internal
4Ps Gateway Review 1 – Business justification (Building Schools for the Future, March 2007)	Children, Families and Learning	External

**REVIEW PROGRAMME FOR 2007/08 - continued**

<b>Review Name</b>	<b>Service Area</b>	<b>Type of Review</b>
4Ps Gateway Review 3	Children, Families and Learning	External
Review of business support provision with Business Link North East	Regeneration	Internal
Planning peer review	Regeneration	External
Building Control peer review	Regeneration	External
2006/07 year end closure	All	External Audit
Use of Resources Assessment	All	Internal
Use of Resources Assessment	All	External Audit CPA
Value for Money Assessment	All	Internal
Value for Money Assessment	All	External Audit CPA
Corporate Governance - Statement of Internal Control 2006-2007	All	Internal
Investors in People	Central Services - Strategic Resources	External
Benefit Fraud Inspectorate	Central Services - Strategic Resources	External CPA
Insurance Fund actuarial review	Central Services - Strategic Resources	External
Accommodation review	Regeneration, Central Services, Social Care	Internal
Review of Client Benefits Service	Central Services - Strategic Resources	Internal
Annual Review of Internal Audit	Central Services - Strategic Resources	External Audit
Review of internal audit provision	Central Services	Internal
Pension Fund Triennial actuarial review	Central Services - Strategic Resources	External
Review of Fostering Services	Children, Families and Learning	Internal
Waste and Recycling Services	Environment	Internal
Social Transport Services	Environment	Internal
Fleet Services	Environment	Internal
Review of highway maintenance	Environment	Value for Money
Street Warden Patrolling	Social Care	Internal
Home Care	Social Care	Value for Money
Day Services	Social Care	Project
Service User Charging	Social Care	Project
Care Services Efficiency Reviews (x9)	Social Care	Value for Money

## COMMUNITY STRATEGY THEMES

The next section of this Plan sets out the achievements made during 2006/07 for each Community Strategy Theme and the key actions with measures for 2007/08. These allow the Council to monitor and assess its delivery of the Raising Hope and Reduction agendas and its contribution to the achievement of each Community Strategy theme:

- 1. Supporting children and learning**
- 2. Promoting healthier communities and effective social care for adults**
- 3. Creating safer and stronger communities**
- 4. Transforming our local environment**
- 5. Meeting local transport needs more efficiently**
- 6. Promoting the economic vitality of Middlesbrough.**

The Council plays an important role in achieving the Community Strategy themes. It is therefore essential that the Community Strategy be fully integrated with the corporate performance management framework, to ensure that the Council's contribution to the Community Strategy can be assessed and measured.

In the 2006/07 – 2008/09 Strategic Plan, the Council identified its priority contributions to each Community Strategy theme for 2006/07. An assessment of the Council's achievements against each of these priority contributions is set out in this section.

The Community Strategy 2005 identifies the strategic priorities for each Community Strategy theme. Middlesbrough's Local Area Agreement sets out the priority outcomes for each strategic priority within the Community Strategy. This section explains how the Council contributes to each of the strategic priorities and priority outcomes in relation to the Mayor's Raising Hope Agenda and how the Council is responding to the Mayor's Reduction priorities.

The section also sets out the Council's plans for improvement for 2007/08, along with performance measures and targets that will be used to monitor the Council's contribution to the achievement of each strategic priority.

In addition, this section considers the Council's performance, achievements, and plans to improve in relation to the overarching theme:

- 7. Fit for purpose.**

## SUPPORTING CHILDREN AND LEARNING

### KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES IDENTIFIED IN 2006/07

#### KEY ACHIEVEMENTS 2006/07

##### 1. Be healthy – Ensure good physical, mental, emotional and sexual health of children and young people

Ensured good health of children and young people by:

- Reducing the number of conceptions to females aged 15–17 by 13% against the 1998 baseline, which was better than the reductions achieved regionally and nationally
- Making the C-Card scheme available in all youth centres to support safe sex and pregnancy education
- Increasing the proportion of looked-after children getting annual dental care and health assessments to 92.1%
- Developing a resource pack to support practitioners working with vulnerable young people in delivering ‘brief interventions’ around alcohol and cannabis use.
- Commissioning a new integrated specialist alcohol and drug service to start work in Middlesbrough from 1st April 2007
- Helping schools meet the Healthy Schools Standard (HSS):
  - 70% of schools achieve the standard
  - Ten non-schools settings, including all of the youth centres and an outdoor education centre, are working towards a new healthy standard based on the HSS
  - A “Food in Schools” toolkit is now in place for catering unit supervisors and healthy school coordinators
  - Increased spending on school meal ingredients has helped to increase the consumption of fresh fruit and vegetables in schools
- Meeting the mental health and emotional needs of children and young people by employing three full-time equivalent social workers in Children and Adolescent Mental Health Services (CAMHS).

## 2. Stay safe – Ensure that children and young people are kept safe from deliberate, neglectful or accidental harm

Ensured that the service provides a high-quality, timely and appropriate response by:

- Ensuring that all child protection case reviews were completed on time.
- Improving the percentage of initial assessments completed within 7 working days of referral from 79% to 87.5%.

Supported parents and carers in ensuring the safety of children in their care by:

- Running parenting programmes for new teenage parents in partnership with Connexions, social work teams and the Adult Education service
- Providing activities targeted at dads, which has increased the number of fathers involved in Sure Start activities by 16%
- Developing and offering a town-wide safety scheme service through 7 of the 8 local children's centres.

Revised the annual young people's survey to establish a robust baseline figure for bullying, which indicated that 26% of secondary age pupils felt that they had been bullied in the last year.

Ensured children and young people feel safe from bullying and discrimination by supporting 22 schools in gaining the national Healthy School Standard for 'emotional health and wellbeing', which includes having an approved anti-bullying policy in place.

### 3. Enjoy and achieve – Enable children and young people to enjoy and fully participate in a wide variety of learning opportunities

Ensured that young people are given the best start in their learning by:

- Increasing the number of families involved in family learning to 950
- Embedding joint planning in all local children’s centres
- Establishing Durham Flying Start2 as a common basis for all schools and early-years settings to assess and share details of young children’s progress in key areas of their development
- Supporting approximately 90 children with special needs to access mainstream early-years education services.

Improved the educational outcomes for pupils in all schools, with a particular emphasis on vulnerable groups, by:

- Reducing the gap between boys’ and girls’ achievement at Key Stage 2 in English from 13% to 10%
- Running a project with Middlesbrough Football Club for Year 7, 8 and 9 pupils who were at risk of underachieving because of weaknesses in their basic skills
- Increasing the percentage of pupils achieving 5+ A\*–C grades at GCSE to 48.9%
- Increasing the percentage of minority ethnic pupils achieving 5+ A\*–C GCSEs to 47.2%
- Securing £30,000 under the national “What Makes the Difference” pilot project to provide individual education interventions for looked-after children.

Developed the local authority’s strategy on extended schools by:

- Assisting 33 schools (63%) to complete the extended schools remodelling programme
- Developing a code of practice for external agencies wishing to work in schools.

Raised the profile and importance of enjoyment in learning by:

- Providing opportunities for 5,000 pupils to participate in out-of-hours learning activities.

Whilst absence rates increased in 2006/07, significant progress has been made in developing a better understanding of the reasons for and patterns of absence and, therefore, in targeting responses by:

- Engaging Welfare Call to provide daily attendance information for all looked-after children, enabling a rapid, targeted response to school absence
- Establishing automatic data exchange with schools to collate absence data for all pupils, providing Education Welfare Officers with quicker and easier access to pupil-level data and enabling a quicker response to pupil absences
- Appointing a data analyst to support Educational Welfare teams in identifying and targeting worsening absence patterns.

Progressed Middlesbrough’s proposals for the improvement of secondary schools by producing and submitting a Strategic Business Case and Outline Business Case for the Building Schools for the Future project.

#### **4. Make a positive contribution – Enable children and young people to contribute positively to their local community**

Increased young people's involvement in the Children, Families and Learning department decision-making processes by:

- Developing and consulting on a draft engagement policy framework, strategy and guidance on engagement activity
- Developing and consulting on a programme of engagement activities.

Supported young people as they leave care by:

- Increasing the proportion of children looked after who communicated their views at a statutory review from 90% to 99.1%
- Reducing the level of final warnings and convictions for children looked after to 1.2 times the local rate for all young people.

Increased the involvement of parents in local service delivery by:

- Training 38 additional parents in voluntary work
- Increasing the number of fathers involved in Sure Start activities by 16%.

#### **5. Achieve economic well-being – Ensure that children, young people and their families are equipped to continue into further education, employment or training**

Maximised the life chances of children in need by:

- Increasing the level of young people in full time education from 68.7% to 70.1%
- Increasing the proportion of care leavers who are living in suitable accommodation from 92% to 95%
- Providing additional targeted Connexions support for looked-after children to ensure transition plans are developed for all Year 11 pupils.

Whilst the percentage of school leavers achieving at least one recognised qualification has fallen by 0.5% to 92.8%, progress was made in improving the support for school leavers by:

- Integrating the Connexions service into the Children, Families & Learning department's service provision for young people
- Increasing the percentage of young people leaving care with at least one recognised qualification from 56.5% to 62.5%
- Increasing the proportion of E2E learners with positive progressions to 67%.



## MIDDLESBROUGH LOCAL AREA AGREEMENT

In recent years, Middlesbrough has made some excellent progress in supporting children and learning. The section above sets out some of the achievements Middlesbrough Council has made over the past twelve months that have contributed towards this Community Strategy theme. However, there are still some major challenges ahead of us. Middlesbrough's vision for children and young people is to create an environment that raises their hopes, aspirations and achievement and that promotes pride through citizenship. The town's children should grow up healthy, safe from harm, free from poverty and supported to achieve their full potential, enabling them to become active citizens of Middlesbrough.

The Children and Young People's Strategic Plan for Middlesbrough brings together details of how the Children and Young People's Strategic Partnership and Middlesbrough Learning Partnership, through a clear vision, will ensure improvements in the way services are delivered to children and young people in Middlesbrough, leading to better, more positive outcomes. It highlights some of the key issues facing children and young people in Middlesbrough and how, by working together, a big difference can be made.

The Local Area Agreement provides a vehicle to help reshape the way in which all the services for children, young people and families work together to achieve the vision for children and young people. The framework is consistent with the Every Child Matters outcomes framework. The Children and Young People's Strategic Plan identifies the issues that need to be addressed over the coming years. Below is a summary of the key priorities for children and young people in Middlesbrough.

Strategic priority	Priority outcomes
Ensure good physical, mental, emotional and sexual health of children and young people	<ul style="list-style-type: none"> <li>● Reducing health inequalities across neighbourhoods</li> <li>● Tackling childhood obesity</li> <li>● Improving mental health</li> <li>● Reducing teenage pregnancies</li> <li>● Reducing alcohol and drug misuse</li> <li>● Improving services for children with disabilities</li> </ul>
Ensure that children and young people are kept safe from deliberate, neglectful or accidental harm	<ul style="list-style-type: none"> <li>● Tackling hidden harm</li> <li>● Reducing youth offending</li> <li>● Better information sharing</li> <li>● Reducing bullying</li> <li>● Safeguarding children</li> <li>● Reducing accidental injuries</li> <li>● Tackling the impact of domestic violence</li> </ul>
Enable children to enjoy and fully participate at school and in registered childcare settings to achieve their full potential	<ul style="list-style-type: none"> <li>● Investing in early years</li> <li>● Tackling school absences and exclusions</li> <li>● Improving educational attainment</li> <li>● Raising aspirations and enhancing employability</li> </ul>
Enable children and young people to contribute positively to their local community	<ul style="list-style-type: none"> <li>● Providing a strong and equal voice</li> <li>● Creating positive images through the media</li> <li>● Encouraging contributions to the local community</li> </ul>
Ensure that children, young people and their families are equipped to continue into further education, employment or training	<ul style="list-style-type: none"> <li>● Preparing for employment</li> <li>● Meeting employers' needs</li> <li>● Providing stable and decent homes</li> <li>● Addressing transport needs</li> </ul>

The Council’s contributions to the strategic priorities and priority outcomes are drawn from both national priorities delivered in a local setting and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified that will be carried out over the next twelve months. These actions are set out below.

## PLANNED ACTIONS IN 2007/08 TO ADDRESS STRATEGIC PRIORITIES AND LAA PRIORITY OUTCOMES

Action	Milestone/Key Target 2007/08	
<b>1. Be healthy</b>		
Reduce health inequalities across neighbourhoods by:		
<ul style="list-style-type: none"> <li>● Auditing the health assessments completed for children looked after</li> </ul>	SCL1	Audit completed by March 2008
<ul style="list-style-type: none"> <li>● Ensuring the families of all children under 5 in childcare settings are provided with information about healthy lifestyles</li> </ul>	SCL2	Information circulated to all families via childcare settings by March 2008
Tackle childhood obesity by:		
<ul style="list-style-type: none"> <li>● Assisting more schools to achieve the National Healthy School Standard by:                             <ul style="list-style-type: none"> <li>- Embedding the healthier menu cycle introduced into schools in 2006/7</li> <li>- Ensuring that the catering facilities proposals included in the BSF programme support the healthy eating priorities</li> <li>- Embedding and monitoring the use of the “Food in Schools” toolkit</li> <li>- Completing the rolling programme of introducing salad bars in all primary and secondary schools</li> </ul> </li> </ul>	SCL3	Percentage of schools achieving the National Healthy School Standard increased to 85% by 2009
<ul style="list-style-type: none"> <li>● Providing programmes of indoor and outdoor physical activity through the Youth Service</li> </ul>	SCL4	Activity programmes delivered by March 2008
<ul style="list-style-type: none"> <li>● Delivering holiday play schemes with a range of physical and health activity for children during the summer holidays</li> </ul>	SCL5	Play schemes delivered by September 2007

Action	Milestone/Key Target 2007/08	
<p>Improve mental health by:</p> <ul style="list-style-type: none"> <li>● Supporting the roll-out of the SPARC materials by providing families with babies with “Baby SPARC” material</li> <li>● Developing a support package for early intervention for Developmental Coordination Disorder (DCD) for children across the needs continuum</li> <li>● Providing training on pupils’ mental and emotional well-being with external agencies</li> <li>● Maintaining the number of full-time-equivalent social workers employed in, or working closely with, the CAMHS teams</li> </ul>	<p>SCL6</p> <p>SCL7</p> <p>SCL8</p> <p>SCL9</p>	<p>SPARC materials rolled out by March 2008 Materials published by April 2008</p> <p>Support package pilot developed by February 2008</p> <p>Programmes established by September 2007</p> <p>Number of full-time-equivalent social workers maintained at 3</p>
<p>Reduce teenage pregnancies by:</p> <ul style="list-style-type: none"> <li>● Implementing the Middlesbrough Teenage Pregnancy Strategy</li> <li>● Providing training for Youth Service staff on health issues, including sex and relationships</li> </ul>	<p>SCL10</p> <p>SCL11</p>	<p>30% reduction (against 998 baseline) in the number of conceptions amongst 15–17 year olds by March 2008</p> <p>Training completed by March 2008</p>
<p>Reduce alcohol and drug misuse by:</p> <ul style="list-style-type: none"> <li>● Increasing the participation of young problem drug and alcohol users (aged under 18) in treatment programmes</li> <li>● Rolling out the School Drug Referral Scheme to all schools</li> <li>● Appointing a dedicated curriculum worker for alcohol and drug education</li> <li>● Auditing current alcohol and drug education in schools and addressing identified gaps</li> </ul>	<p>SCL12</p> <p>SCL13</p> <p>SCL14</p> <p>SCL15</p>	<p>Number of young problem drug and alcohol users in treatment programmes increased by 50% by 2008</p> <p>Scheme rolled out to all schools by March 2008</p> <p>Curriculum worker appointed by April 2007</p> <p>Audit carried out by April 2008</p>



Action	Milestone/Key Target 2007/08	
<ul style="list-style-type: none"> <li>● Preparing for the implementation of Contact Point (formerly the Information Sharing Index) through:                             <ul style="list-style-type: none"> <li>- The creation of a Contact Point data support post</li> <li>- The completion of a workforce audit</li> </ul> </li> </ul>	SCL23	Post established by May 2007
	SCL24	Audit completed by March 2008
<p>Reduce bullying by:</p> <ul style="list-style-type: none"> <li>● Ensuring safe and monitored use of internet and electronic communication in all schools</li> </ul>	SCL25	School system checks in place by September 2007
	SCL26	Percentage of secondary age pupils who perceive themselves as victims of bullying in the annual young people's survey reduced from 26% to 24% by March 2008
<ul style="list-style-type: none"> <li>● Reviewing the bullying policy for children looked after</li> </ul>	SCL27	Policy revised March 2008
<p>Safeguard children by:</p> <ul style="list-style-type: none"> <li>● Implementing agreed procedures to identify pupils considered at risk of going missing from education, with a focus on multi-agency participation</li> </ul>	SCL28	Monitoring system linked to core education management information system in place by September 2007
<ul style="list-style-type: none"> <li>● Developing a policy and procedures for children looked after who are missing from their placement</li> </ul>	SCL29	Policy and monitoring procedures in place by March 2008
<p>Tackle the impact of domestic violence by:</p> <ul style="list-style-type: none"> <li>● Monitoring domestic violence cases with other agencies to identify emerging trends and review interventions</li> </ul>	SCL30	Programme of fortnightly monitoring meetings established by April 2007
<ul style="list-style-type: none"> <li>● Establishing the current level of support provided to young people involved in domestic violence cases</li> </ul>	SCL31	Audit agencies' review of current caseloads completed by July 2007

Action	Milestone/Key Target 2007/08	
<b>3. Enjoy and achieve</b>		
Invest in early years by: <ul style="list-style-type: none"> <li>● Implementing the 'Make the Difference' programme to support children's transition into school nursery classes</li> <li>● Ensuring that achievement in the foundation stage is good in communication, language and literacy, personal, social and emotional development</li> <li>● Establishing four new children's centres</li> </ul>	SCL32  SCL33  SCL34	"Make the Difference" programme implemented by September 2007  24.7% of pupils achieve 6 or more scale points across all strands of the early learning goals by March 2008  4 new centres established by March 2008
Tackle school absences by: <ul style="list-style-type: none"> <li>● Producing an attendance strategy for Middlesbrough</li> <li>● Targeting support for the "priority" primary schools identified in the DfES's framework</li> <li>● Providing targeted improvement work with the five secondary schools identified by the DfES as having high levels of persistent absence</li> </ul>	SCL35  BV 46  BV 45	Attendance strategy produced by August 2007  Percentage of half-days missed reduced to 5.85% (with LPSA) by August 2007  Percentage of half-days missed reduced to 8.76% (with LPSA) by August 2007
Improve educational attainment by: <ul style="list-style-type: none"> <li>● Progressing the BSF programme, including:                             <ul style="list-style-type: none"> <li>- Submitting the Outline Business Case for approval by DfES</li> <li>- Appointing an ICT Managed Service Provider</li> <li>- Appointing a preferred Design and Build bidder</li> </ul> </li> <li>● Supporting schools in raising boys' attainment in literacy by identifying the barriers to progress and targeting support for teaching reading and writing skills</li> </ul>	SCL36  SCL37  SCL38  BV181c	Approved by July 2007  Service Provider appointed by February 2008  Appointed by March 2008  The difference between boys and girls attainment at Level 4 in Key Stage 2 English reduced to 9% by July 2007

Action	Milestone/Key Target 2007/08	
<ul style="list-style-type: none"> <li>Supporting schools in raising attainment in science, with a particular focus on girls, where there is a gender gap</li> <li>Supporting schools in raising attainment at Key Stage 4, with an additional 5% increase in the level 2 threshold</li> <li>Improving the overall achievement of targeted underachieving groups</li> </ul>	BV 39	71% of pupils achieve Level 5+ in Key Stage 3 science tests by July 2007
	SCL39	87% of pupils achieving 5+ A*–G grade GCSEs (including English & maths) or equivalent by July 2007
	BV 50	48% of minority ethnic pupils to achieve 5+ A*–C grade GCSEs or equivalent by July 2007 64% of young people leaving care at 16+ to achieve 1+ GCSE grade A*–G or equivalent by July 2007
<b>4. Make a positive contribution</b>		
<p>Provide a strong and equal voice by:</p> <ul style="list-style-type: none"> <li>Developing a programme of activities for engaging with children, young people and other key stakeholders</li> <li>Ensuring children looked after have an opportunity to communicate their views to a statutory review</li> <li>Establishing a framework for locality based Youth Forums linked to a Middlesbrough-wide Forum</li> </ul>	SCL40	Programme of engagement activities developed by May 2007
	SCL41	100% of children looked after communicate their views to a statutory review by March 2008
	SCL42	Framework for locality-based Youth Forums established by March 2008
<p>Encourage contributions to local community by:</p> <ul style="list-style-type: none"> <li>Increasing the involvement of parents in the running of Children's Centres</li> <li>Encouraging the service element of the Duke of Edinburgh Award scheme to develop volunteering in local neighbourhoods</li> </ul>	SCL43	40% of the representatives on the governing bodies of Children's Centres to be local parents by March 2008
	SCL44	10% increase in young people's local neighbourhood volunteering by 2008



Action	Milestone/Key Target 2007/08	
<b>5. Achieve economic well-being</b>		
Prepare for employment by: <ul style="list-style-type: none"> <li>● Promoting ICT as a core skill by implementing functional skills in ICT for Key Stage 4 pupils and rolling out the Computers for Pupils initiative</li> <li>● Increasing the proportion of pupils leaving KS4 with a nationally accredited ICT qualification by:                             <ul style="list-style-type: none"> <li>- Identifying and sharing good practice</li> <li>- Providing clear data for target setting to track, monitor and benchmark pupil performance</li> <li>- Developing video conferencing and video streaming to provide access to additional teaching and learning resources</li> </ul> </li> <li>● Ensuring all learning and training programmes for 14–19-year-olds lead to recognised qualifications and progression routes</li> <li>● Establishing a work-based learning and/or careers role within PSHE teams</li> <li>● Delivering Year 11 school-leaver programmes through the Youth Service</li> </ul>	SCL45	Functional skills in ICT implemented by March 2008. Computers for Pupils initiative rolled out by August 2008
	SCL46	Proportion of pupils leaving KS4 with an ICT qualification increased to 47% by 2008
	SCL47	Reduce to 4.6% of Year 11 pupils achieve no GCSE or equivalent passes by July 2007
	SCL48	The number of young people aged 16–18 Not in Education, Employment or Training (NEETs) is reduced to 11.6%
	SCL49	Role established in all schools by March 2008
	SCL50	Year 11 school leaver programmes delivered by August 2007
Meet employers' needs by: <ul style="list-style-type: none"> <li>● Expanding the E2E pre-apprenticeship programme</li> <li>● Increasing the apprenticeship opportunities within the Council across a range of vocational areas and in partnership with other work-based learning providers</li> </ul>	SCL51	E2E expanded by 7% by March 2008
	SCL52	30 new apprenticeship places created by March 2008

## PROMOTING HEALTHIER COMMUNITIES AND EFFECTIVE SOCIAL CARE FOR ADULTS

### KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO THIS COMMUNITY STRATEGY THEME IDENTIFIED IN 2006/07

#### 1. Help promote health, well-being, independence, inclusion and choice

Increased the number of residents able to remain in their own homes by:

- Increasing the percentage of people who receive delivery of equipment and aids to daily living within 7 working days from 76.4% in 2005/06 to 84% in 2006/07
- Increasing the number of households receiving intensive home care from 17.6 per 1000 population over 65 in 2005/06 to 18.8 per 1000 population over 65 in 2006/07
- Increasing the number of people taking up direct payments from 124 per 100,000 population in 2005/06 to 217 per 100,000 population in 2006/07.

Improved access to social care services by:

- Being the first council in the country to implement a fully integrated electronic pilot of the single-assessment programme with relevant agencies.

Improved inclusion and choice in social services by:

- Redefining the role of social workers to increase interaction with clients, introducing care co-ordination and providing a single point of contact
- Reviewing 100% of care packages and their implementation processes
- Providing culturally sensitive services to meet the needs of BME service users with learning disabilities
- 100% of BME members and their carers polled in 2006 described the overall quality of services received to be OK or Good, compared with 70% in 2005
- Improving the accessibility of the Mental Health Services to BME residents
- 221 BME residents referred to Mental Health Services by 2007, compared with 196 in 2006.

Increased the number of people with mental health problems or learning disabilities who enter employment, training or further education by:

- Employing link workers to support people with disabilities within "Middlesbrough Works"
- Improving the range and extent of supported employment for people with disabilities
- Currently 22 people in receipt of incapacity benefit have gained voluntary work (on target for 75 people by March 2008)
- Currently 4 people in receipt of incapacity benefit have gained employment (on target for 20 people by March 2008).

Reduced levels of suicide by:

- Establishing a multi-agency working group which reports back to the Local Implementation Team (LIT) on a regular basis in relation to progress on the implementation of the agreed Strategy to reduce suicide
- Employing a social work member of the Deliberate Self-harm Team at JCUH
- Working within the Public Health Group and contributing to the Mental Health Promotion Strategy, which includes initiatives to address suicide reduction
- Being involved in SUI enquiries into suicide or sudden deaths in mental health services
- As part of the Joint Commissioning Group for Substance Misuse, helping to ensure a proactive confidential enquiry process into drug-related deaths
- Launching the national initiative to deliver mental health first aid training for employers in March 2007 (and all relevant agencies and services)

Middlesbrough Mental Health Social Inclusion Team have also reached the last phase of the BIG Lottery Public Health Regional bidding process to resource mental health first aid training across the North East in partnership with County Durham PCT.

Improved the quality of life for carers by increasing the number of carers in receipt of services by:

- Delivering a carers, training programme – Expert Carers Programme
- Implementing the carers' improvement plan – on target to be fully completed by March 07
- Increasing the percentage of carers receiving a specific carers service as a percentage of clients receiving community-based services to 14.8% (on target for 18% by March 2008).

Reduced emergency hospital admissions and improved the quality of life for older people by:

- Increasing the speed of response in terms of self-assessment
  - 82.4% of assessments took place within acceptable waiting times in 2006/7, compared with 78.4% in 2005/06
- Increasing the speed and accuracy of access to available services across all sectors by the development of a common directory of services
  - 86% of older clients received all services in their care package within 4 weeks of assessment ending in 2006/07, compared with 80% in 2005/06.

**2. Ensure that, when people fall ill, they get good-quality care and are made better faster**

Developed and implemented systems to measure and monitor quality of care by:

- Improving user/carer feedback in relation to the quality of the services they access and receive by implementing a new monitoring system
- Engaging carers in the planning and monitoring of the service through the Learning Disabilities Carers Forum, the Physical Disabilities Reference Group and the Older People's Mental Health Forum.

Reduced the harm caused by drug use and reduced the number of people experimenting with drug taking by:

- Increasing the number of problematic drug users accessing drug treatment programmes to 1,456
- Increasing the percentage of drug users retained in treatment from 63% to 79%.

Ensured that quality care is provided by good-performing care providers by:

- Reviewing commissioning and contract-monitoring strategies.

**3. Ensure that we close the gap between the levels of health of Middlesbrough residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average**

Contributed to the Mayor's Reduction Priorities for health by:

- Establishing a Strategic Commissioners Group and Year 1 work programme to ensure robust engagement between the independent, voluntary and community sectors
- Agreeing a Joint Public Health Strategy with the PCT that includes measures to reduce smoking, tackle obesity, improve sexual health, encourage sensible drinking, reduce drug misuse and prevent unintentional injuries.

Contributed to the Mayor's Reduction Priorities to reduce smoking and deaths from heart disease and strokes by:

- Recruiting an additional 30 premises to the Smoke Less Middlesbrough initiative
- Reviewing the implementation of new smoke-free legislation using Government-published regulations and additional funding
- Delivering the Smoke Free Homes initiative to 100 beneficiaries.

Reduced alcohol abuse by:

- Working in partnership with the licensed trade on binge drinking
- Working in partnership with the PCT to further develop and implement a strategy to reduce the harm caused by alcohol.

Responded to the Mayor's Reduction Priorities to reduce obesity and deaths from heart disease and strokes by increasing the proportion of the population participating in physical activity by:

- Delivering the second Middlesbrough Tees Pride 10k running race and Fun Run, which took place in September 2006
- Increasing the percentage of residents satisfied with Sport and Leisure facilities
- Increasing the number of recreational visits to Sport and Leisure facilities
- Referring more than 75 people per month to Lifestyle Intervention Programmes
- Increasing the proportion of lifestyle referrals adhering to an activity/weight-management programme 6 months after their GP programme ends
- Continuing to work in partnership with Healthy Living Projects to deliver combined diet and physical activity sessions to 30 groups.

#### **4. Jointly commission health and social care services with voluntary and independent sector providers**

Ensured engagement with the independent, voluntary and community sectors by:

- Establishing Strategic Independent Groups.

Developed the interim Commissioning Strategy for all client groups to consider cross-authority and joint health services.

Identified the future direction of in-house services by:

- Completing a review of older people's residential care
- Completing a review of Care Link and homecare services
- Commencing reviews of home care and day services.

## MIDDLESBROUGH LOCAL AREA AGREEMENT

In recent years, Middlesbrough has made some excellent progress in health and social care. The section above sets out some of the achievements Middlesbrough Council has made over the past twelve months that have contributed towards this Community Strategy theme. However, there are still some major challenges ahead of us. Middlesbrough is an area with very evident socio-economic deprivation. People living in material or social disadvantage are likely to have the greatest need of health and social services, and are more likely to suffer from ill-health and die as a consequence of the disadvantage they experience.

Middlesbrough Health and Social Care Partnership (MHSCP) is the health theme group of Middlesbrough Partnership. It is responsible for overseeing the delivery of the 'Promoting healthier communities for all and effective social care for adults' theme of the Community Strategy and tackling the challenges facing Middlesbrough.

MHSCP built on the four strategic priorities identified within the Community Strategy to identify the priority outcomes within the Middlesbrough Local Area Agreement.

The Council plays a key role in contributing to the achievement of the Local Area Agreement Priority outcomes. The table below sets out the priority outcomes within the LAA.

Strategic priority	Priority outcomes
Help promote health, well-being, independence, inclusion and choice	<ul style="list-style-type: none"> <li>● Improve the mental health and well-being of people with mental illnesses</li> <li>● Reduce the levels of suicide</li> <li>● Improve the quality of life for carers by increasing the number of carers in receipt of services</li> <li>● Improve access to primary health care for people with learning disabilities</li> <li>● Improve the levels of employment for people with disabilities (physical, learning and mental health)</li> <li>● Maximise the independence of older people</li> </ul>
Ensure that, when people fall ill, they get good-quality care and are made better faster	<ul style="list-style-type: none"> <li>● Reduce hospital admissions and stays</li> <li>● Improve intermediate care services</li> </ul>
Ensure that the gap is closed between levels of health of Middlesbrough residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average.	<ul style="list-style-type: none"> <li>● Improve health and reduce health inequalities</li> <li>● Reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods, with a particular focus on reducing the risk factors for heart disease, stroke and related diseases (CVD, smoking, poor diet and lack of physical exercise)</li> </ul>
Jointly commission health and social care services with voluntary and independent sector providers	<ul style="list-style-type: none"> <li>● Produce a joint commissioning strategy</li> </ul>

The Council’s contributions to the strategic priorities and priority outcomes are drawn from both national priorities delivered in a local setting and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified that will be carried out over the next twelve months. These actions are set out below.

## PLANNED ACTIONS IN 2007/08 TO ADDRESS STRATEGIC PRIORITIES AND LAA PRIORITY OUTCOMES

Action	Milestone/Key Target 2007/08	
<b>1. Help promote health, well-being, independence, inclusion and choice</b>		
Improve the Mental Health and well-being of people with mental illnesses by: <ul style="list-style-type: none"> <li>● Implementing the Mental Health Capacity Act</li> <li>● Identifying the future of services offered by St Paul’s Residential Care Centre</li> <li>● Re-designing Mental Health Services with Tees, Esk and Wear Valley NHS Trust</li> <li>● Increase the percentage of people on enhanced CPA receiving follow-up (by phone or face to face) within 7 days of hospital discharge</li> <li>● Implementing the “In Control” initiative within Learning Disabilities Services</li> <li>● Creating a single point of access for Mental Health Services</li> <li>● Providing mental health Training First Aid programme</li> </ul>	HC1 HC2 HC3 HC4 HC5 HC6 HC7	Mental Health Capacity Act implemented by October 2007 March 2008 Mental Health Services re-design in place by October 2007 100% of people on enhanced CPA receiving follow-up (by phone or face to face) within 7 days of hospital discharge Initiative implemented by March 2008 Single point of access created by October 2007 March 2008

Action	Milestone/Key Target 2007/08	
<p>Reduce levels of suicide by reducing stress at work through:</p> <ul style="list-style-type: none"> <li>● Rolling out the Employee Assistance Programme</li> <li>● Employing the services of a Support Officer – for fast-track referral to Support Officer as soon as managers become aware that the reason for absence is stress-related</li> <li>● Rolling out letters signed by the HoS to employees absent through stress outlining the support mechanisms available, including Confidential Advice and counselling; Bullying and Harassment Contact Officers and Support Officer.</li> <li>● Introducing plans to provide additional support to managers whose areas are identified as having high levels of stress</li> </ul>	<p>HC8</p> <p>HC9</p> <p>HC10</p> <p>HC11</p>	<p>August 2007</p> <p>April 2007</p> <p>May 2007</p> <p>July 2007</p>
<p>Improve the quality of life for carers by increasing the numbers of carers in receipt of a service by:</p> <ul style="list-style-type: none"> <li>● Increasing the number of carers accessing services by implementation of Carers Card and GP Registers</li> <li>● Improving communication and engagement with service users and carers by achievement of user-identified outcomes in the Engagement Action Plan</li> <li>● Increasing the number of carers receiving a specific carers service</li> </ul>	<p>HC12</p> <p>HC13</p> <p>HC14</p>	<p>Carers Card implemented by March 2008</p> <p>Engagement Action Plan implemented by March 2008</p> <p>Number of carers receiving a specific carers service as a percentage of all clients receiving a community-based service: 18%</p>



Action	Milestone/Key Target 2007/08	
<p>Improve the levels of employment for people with disabilities (physical, learning and mental health) by:</p> <ul style="list-style-type: none"> <li>● Increasing the number of people with a disability gaining employment for at least 4 hours a week for at least 13 weeks</li> <li>● Increasing the number of people with a disability gaining employment for at least 16 hours a week for at least 13 weeks</li> </ul>	<p>HC15</p> <p>HC16</p>	<p>Number of people with a disability gaining employment increased to 75 (LPSA)</p> <p>Number of people with a disability gaining employment increased to 20 (LPSA)</p>
<p>Maximise the independence of older people by:</p> <ul style="list-style-type: none"> <li>● Increasing the percentage of people who receive delivery of equipment and minor adaptations to daily living within 7 working days by 3% (from 84%)</li> <li>● Increasing the number of households receiving intensive home care per 1,000 population by 3.2 (from 18.8)</li> <li>● Increasing the number of older people (aged 65 and over) helped to live at home per 1,000 population by 10 (from 147)</li> <li>● Increasing the percentage of new older-client assessments having acceptable waiting times</li> <li>● Participating in a review of the process for major adaptations with the aim of reducing waiting times</li> <li>● Ensuring maximum use of the extra-care housing facility in North Ormesby</li> <li>● Identifying options for the relocation of Newport Day Centre</li> <li>● Increasing the percentage of new older-client care-package provisions having acceptable waiting times</li> <li>● Developing and agreeing a plan for integrating older people's social care services with those provided by the local PCT</li> </ul>	<p>BV56</p> <p>BV53</p> <p>BV54</p> <p>BV195</p> <p>HC17</p> <p>HC18</p> <p>HC19</p> <p>BV196</p> <p>HC20</p>	<p>87% received within 7 days</p> <p>22 per 1,000 population</p> <p>157 per 1,000 population</p> <p>83.5% of assessments to take place within acceptable waiting times</p> <p>By March 2008</p> <p>Full occupancy by August 2007</p> <p>October 2007</p> <p>89% of clients to be in receipt of all services in their care packages within 4 weeks of assessment ending</p> <p>Plan developed by September 2007</p>

Action	Milestone/Key Target 2007/08	
<ul style="list-style-type: none"> <li>● Agreeing a fair price for older people's residential care</li> <li>● Developing a scheme for older people on the former Levick House site</li> <li>● Implementing the Department's Telecare Strategy</li> <li>● Increase the number of people in all client groups taking up direct payments</li> <li>● Reducing the number of older people supported by the Authority in residential or nursing care</li> <li>● Establishing a mechanism to establish a fair price for home care</li> <li>● Creating a customer care culture by delivering at least minimum standards of customer care</li> </ul>	<p>HC21</p> <p>HC22</p> <p>HC23</p> <p>BV201</p> <p>HC24</p> <p>HC25</p> <p>HC26</p>	<p>Fair price agreed by June 2007</p> <p>By October 2007</p> <p>By March 2008</p> <p>260 people take up direct payments</p> <p>Number of older people admitted permanently to residential or nursing care reduced by 14 (compared with 2005/06) by March 2008</p> <p>By March 2008</p> <p>By December 2007</p>
<p><b>2. Ensure that, when people fall ill, they get good-quality care and are made better faster</b></p>		
<p>Reduce hospital admissions and stays by:</p> <ul style="list-style-type: none"> <li>● Reducing the number of unscheduled hospital bed days for over 75s</li> <li>● Increasing the number of people using Telecare Services by at least 280</li> </ul>	<p>HC27</p> <p>HC28</p>	<p>Number of unscheduled hospital bed days for over 75s reduced by 8% from 40,916 to 37,643</p> <p>By March 2008</p>
<p>Improve Intermediate Care Services by:</p> <ul style="list-style-type: none"> <li>● Increasing the number of people using Intermediate Care Services from current level of 1320</li> </ul>	<p>HC29</p>	<p>Number of people using Intermediate Care Services increased to 1,385 per annum by March 2008</p>

Action	Milestone/Key Target 2007/08	
<p><b>3. Ensure that we close the gap between the levels of health of Middlesbrough residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average</b></p>		
<p>Reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods with a particular focus on reducing the risk factors for heart disease, stroke and related diseases (CVD, smoking, poor diet and lack of physical exercise) by:</p> <ul style="list-style-type: none"> <li>● Implementing new smoke-free legislation</li> <li>● Undertaking a programme of activities to address the issues of smoking in the home</li> </ul>	<p>HC30</p> <p>HC31</p> <p>HC32</p>	<p>Legislation implemented by June 2007</p> <p>Deliver the Smoke Free Homes initiative to 400 beneficiaries</p> <p>Signpost 100 individuals to the Smoking Cessation Service.</p>
<p>Increase the percentage of adults participating in at least 30 minutes of moderate-intensity sport and active recreation on three or more days a week by:</p> <ul style="list-style-type: none"> <li>● Reviewing with partners the current Active Middlesbrough Strategy in preparation for 2008–2013 and developing the Community Sport Network from the current Active Middlesbrough Forum</li> <li>● Reviewing the 2002–2007 Middlesbrough Council Playing Pitch Strategy and producing the Strategy for 2008–2013</li> </ul>	<p>HC33</p> <p>HC34</p> <p>HC35</p>	<p>20% of adults participate in at least 30 minutes of moderate intensity sport and active recreation on three or more days a week</p> <p>Active Middlesbrough Strategy reviewed and Community Sport Network developed by March 2008</p> <p>Middlesbrough Council Playing Pitch Strategy reviewed and produced by March 2008</p>

Action	Milestone/Key Target 2007/08	
<ul style="list-style-type: none"> <li>● Commissioning the Middlesbrough Council Leisure Needs Analysis for adoption</li> </ul>	HC36	Council Leisure Needs Analysis commissioned and adopted by March 2008
<ul style="list-style-type: none"> <li>● Developing a strategic view of community use of sports facilities within the Building Schools for the Future programme</li> </ul>	HC37	Strategic view developed by March 2008
<ul style="list-style-type: none"> <li>● Continuing the development of sport and leisure provision at Southlands Leisure Centre with particular focus on catering provision and East Middlesbrough football development programme (replacement of the artificial turf pitch)</li> </ul>	HC38	Sport and leisure provision at Southlands Leisure Centre developed by March 2008
<ul style="list-style-type: none"> <li>● Seeking to develop cycling provision at the Prissick site</li> </ul>	HC39	Cycling provision developed by March 2008
<ul style="list-style-type: none"> <li>● Delivering the 3rd Middlesbrough Tees Pride 10K and Fun Run</li> </ul>	HC40	Tees Pride 10k and Fun Run delivered by October 2007
<ul style="list-style-type: none"> <li>● Increasing the number of recreational visits to sport and leisure facilities per 1000 population</li> </ul>	HC41	Number of visits increased to 9912 per 1,000 population by March 2008
<ul style="list-style-type: none"> <li>● Establishing Year 2 Healthy Living work programme</li> </ul>	HC42	Work programme established by June 2007
<p><b>4. Jointly commission health and social care services with voluntary and independent sector providers</b></p>		
<p>Produce a joint commissioning strategy by:</p>		
<ul style="list-style-type: none"> <li>● Reviewing the delivery of in-house home care services</li> </ul>	HC43	Home care services reviewed by October 2007
<ul style="list-style-type: none"> <li>● Producing a Joint Commissioning Strategy which includes all sectors, service users and carers</li> </ul>	HC44	Strategy produced by March 2008
<ul style="list-style-type: none"> <li>● Ensuring sustainability of Independent Living for Older People project</li> </ul>	HC45	Agreed funding streams for ILOP by March 2008
<ul style="list-style-type: none"> <li>● Establishing mechanisms to calculate a fair price for physical disability, learning disability and mental health residential care</li> </ul>	HC46	Mechanisms for calculating a fair price established by December 2007
<ul style="list-style-type: none"> <li>● Introducing Joint Commissioning of mental health and learning disability services</li> </ul>	HC47	Joint commissioning introduced by March 2008

## CREATING SAFER AND STRONGER COMMUNITIES

### KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES IDENTIFIED IN 2006/07

#### 1. Reduce crime and antisocial behaviour including domestic violence, domestic burglary, vehicle crime, robbery and hate crime

Ensured that the Council manages its responsibilities under section 17 of Crime and Disorder Act by:

- Developing a corporate Section 17 policy
- Developing a Section 17 employee leaflet for insertion into the employee handbook
- Developing an internal employee consultative group on crime and disorder
- Giving personal safety and security advice to over 2,500 residents
- Maintaining fly-posting at a near-zero level for the third year running through tough but fair enforcement
- Introducing a local payment scheme for 13 types of fixed penalty notice, as a result of the new changes brought in by the Clean Neighbourhoods and Environment Act 2005, issuing over 100 throughout the course of the year
- Introducing a mandatory charging scheme for shopping and luggage trolleys abandoned in the town, leading to an 80% reduction in the number of abandoned trolleys.

Contributed to reducing the number of household burglaries from 30 per 1,000 household burglaries per household to 23.1 by:

- Investing £165,000 in extending the CCTV network, installing 11 cameras in Middlehaven and commencing further installations in the town centre
- Completing the alley-gate programme in North Ormesby, and starting a programme in the University and Linthorpe wards
- Increasing the visibility of street wardens by increasing the number of days all wards are patrolled per annum
- Implementing a programme of target-hardening measures to over 200 properties vulnerable to burglary by marking them with Smart Water.

Contributed to reducing the number of vehicle crimes from 29.8 crimes to 25.6 by:

- Reducing the number of deliberate arson attacks on vehicles by 15%
- Developing protocols with Cleveland Police for the removal of burnt-out, abandoned, untaxed and uninsured vehicles
- Reducing the number of abandoned vehicles by 59%
- Establishing Middlesbrough as the area with the lowest proportion of untaxed cars in Britain
- Developing ANPR camera systems in conjunction with the police, DVLA & CCTV.

Reduced the incidence of hate crime by:

- Using the True Vision reporting mechanisms to ensure that all hate crime reported is analysed and action is targeted in key locations
- Ensuring that the Council website has a link to True Vision.

## **2. Reassure the public by reducing the fear of crime and anti-social behaviour**

Reduced the fear of crime and anti social behaviour by further developing action on anti-social behaviour in line with the Respect Agenda by:

- Becoming a “respect action area”
- Organising the third "Boro Buzz" to reduce anti-social behaviour considerably and in the long term involve more young people in art and sports-based activities
- Introducing, promoting and piloting residents on patrol in four key neighbourhood areas
- Providing references to private landlords for 806 prospective tenants
- Developing a strategy to deal with footpath closure for crime reduction reasons
- Developing CCTV by broadband transmission
- Establishing a CCTV speaker & broadcast system throughout Middlesbrough for littering, public order offences, criminal damage, theft and parking offences, attracting media attention from around the world
- Accessing Middlesbrough University CCTV control for use of 39 cameras.

## **3. Reduce harm caused by illegal drugs and alcohol**

Reduced the harm caused by illegal drug use and alcohol abuse by:

- Consolidating new licensing legislation and making organisational changes, including undertaking ten joint operations with the police to target the sale of alcohol to underage children, two operations concerning cigarette sales and one for fireworks.

## **4. Increase voluntary and community engagement**

Increased voluntary and community engagement by:

- Establishing a baseline number of community safety volunteers
- Increasing the number of community safety volunteers by an additional 280 by launching successful recruiting campaign adverts in Middlesbrough News, cinemas, doctors' surgeries and on the sides of Arriva buses.
- Contracting with the voluntary sector to appoint four neighbourhood safety officers.
- Introducing residents patrol schemes in 4 wards and carrying out 70 patrols
- Improving communications with external agencies (Police ASBO team, Neighbourhood Policing, STEM, YOS and Residents Forums).

## **SAFER COMMUNITIES**

### **MIDDLESBROUGH LOCAL AREA AGREEMENT**

Middlesbrough has made some excellent progress in tackling crime and disorder. The section above sets out the achievements Middlesbrough Council has made over the past twelve months that have contributed towards tackling crime and disorder. However, there are still some major challenges ahead of us. Despite reductions in crime, Middlesbrough crime levels are still among the highest in the country and there have been significant increases in the number of criminal damage offences and assaults.

The Safer Middlesbrough Partnership (SMP) is the theme group of Middlesbrough Partnership. It is responsible for overseeing the delivery of the 'Creating Safer and Stronger Communities' theme of the Community Strategy and tackling the challenges facing Middlesbrough.

The current aim of the Safer Middlesbrough Partnership is to maintain momentum in respect of reducing crime in the categories that have already seen success. In addition, the Partnership will focus on coordinating all partners who contribute to achieving a reduction in criminal damage, assault (including domestic violence) and anti-social behaviour. SMP has built on the four strategic priorities identified within the Community Strategy to identify the priority outcomes within the Middlesbrough Local Area Agreement (LAA). The priority outcomes identified in the LAA reflect a balance between national and local priorities identified through the Crime and Drugs Audit.

### **RESPECT AGENDA**

Middlesbrough adopts a holistic, problem-solving, interventionist approach to anti-social behaviour, creatively using the full range of education, prevention, enforcement and rehabilitation tools to bring about community respect and cohesion. Middlesbrough wasted no time in recognising the value of the Respect Agenda in this context. Middlesbrough is committed to delivering on the whole of the Government's Respect Action Plan, as it will raise the profile of and add cohesion to a variety of activities that are already in place and included in the LAA. The Respect Agenda and Action Plan have been integrated together within the priorities and indicators identified in the LAA. For example, for young people, key priorities reflect improving attendance in schools; and reducing bullying and discrimination are key priorities for Supporting Children and Learning, as well as key features in the Respect Action Plan.

Whilst the Partnership intends to deliver the whole of the Respect Agenda, Middlesbrough became a Respect Action Area and has prioritised five elements:

1. Establishing a Family Intervention Project that challenges and changes the behaviour of the most problematic households perpetrating anti-social behaviour
2. Establishing parenting programmes for families at risk of or actually behaving anti-socially
3. Increasing the quality and quantity of communication with local people through Face the People sessions
4. Using the full range of available tools and powers to tackle both the causes and the symptoms of anti-social behaviour
5. Encouraging the adoption of a Respect Housing Standard by key landlords in the area.

## RESPECT ACTION PLAN

Middlesbrough has recently launched its Respect Action Plan. The Plan highlights key commitments of partners to support and deliver Respect in Middlesbrough. It contains objectives for 2007/08. The Council plays a key role in contributing to the achievement of the Respect Action Plan and Local Area Agreement priority outcomes. The table below sets out the priority outcomes within the LAA.

Strategic priority	Priority outcomes
<p>Reduce crime and anti-social behaviour, including domestic violence, domestic burglary, vehicle crime, robbery, and hate crime</p> <p>Reassure the public by reducing the fear of crime and anti-social behaviour</p> <p>Reduce the harm caused by illegal drugs and the misuse of alcohol</p>	<ul style="list-style-type: none"> <li>● Reduce crime</li> <li>● Narrow the gap between the worst performing wards/neighbourhoods and other areas across the district in terms of overall crime</li> <li>● Reduce incidents of criminal damage</li> <li>● Reduce incidents of criminal assault</li> <li>● Reassure the public, reducing the fear of crime</li> <li>● Build respect in communities and reduce anti-social behaviour</li> <li>● Reduce the harm caused by illegal drugs</li> <li>● Reduce the harm caused by the misuse of alcohol</li> </ul>

The Council's contributions to the strategic priorities and priority outcomes are drawn from the Respect Action Plan. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified that will be carried out over the next 12 months. These actions are set out below.



## PLANNED ACTIONS IN 2007/08 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2007/08	
<b>1. Reduce crime and anti-social behaviour, including domestic violence, domestic burglary, vehicle crime, robbery and hate crime</b>		
<p>Reduce crime by:</p> <ul style="list-style-type: none"> <li>● Reducing the number of domestic burglaries per 1,000 households</li> <li>● Reducing the number of vehicle crimes per 1,000 population</li> <li>● Reducing robberies per 1,000 population by developing a more holistic approach to CCTV monitoring and management</li> </ul>	<p>BV 126</p> <p>BV 128</p> <p>BV 127b</p>	<p>Number of domestic burglaries per 1,000 households reduced to 24 by March 2008</p> <p>Number of vehicle crimes per 1,000 population reduced to 27 by March 2008</p> <p>Number of robberies per 1,000 population reduced to 2.26 by March 2008</p>
<p>Narrow the gap between the worst performing wards/neighbourhoods and other areas across the district in terms of overall crime by:</p> <ul style="list-style-type: none"> <li>● Completing the alley-gating programme</li> </ul>	<p>SC1</p>	<p>Alley-gating programme complete by August 2007</p>
<p>Reduce incidents of assault by:</p> <ul style="list-style-type: none"> <li>● Reducing violent crimes per 1,000 population (assaults and wounding)</li> <li>● Reducing the number of homelessness acceptances resulting from domestic abuse</li> </ul>	<p>BV 127a</p> <p>SC2</p>	<p>Violent crimes per 1,000 population reduced to 20 by March 2008</p> <p>98 homelessness acceptances (LPSA)</p>
<p>Reduce the number of deliberate vehicle fires by:</p> <ul style="list-style-type: none"> <li>● Increasing the percentage of new reports of abandoned vehicles investigated within 24 hours of notification</li> <li>● Increasing the percentage of abandoned vehicles removed within 24 hours from the point at which the authority is legally entitled to remove the vehicle</li> </ul>	<p>BVPI 218a</p> <p>BVPI 218b</p>	<p>377 vehicle fires (LPSA)</p> <p>88% of new reports of abandoned vehicles investigated within 24 hours of notification</p> <p>91% of abandoned vehicles removed within 24 hours from the point at which the authority is legally entitled to remove the vehicle</p>

Action	Milestone/Key Target 2007/08	
<b>2. Reassure the public by reducing fear of crime and anti-social behaviour</b>		
<p>Reduce public perception that anti-social behaviour is a fairly big or very big problem from 27% to 23% by:</p> <ul style="list-style-type: none"> <li>● Developing the Communi-k communication tool to inform residents of the action taken to address cleaner, safer and greener issues</li> <li>● Incorporating Secure by Design within the Local Development Framework</li> </ul>	<p>SC3</p> <p>SC4</p>	<p>Communi-k developed by October 2007</p> <p>March 2008</p>
<p>Build respect in communities and reduce anti-social behaviour by:</p> <ul style="list-style-type: none"> <li>● Developing the Haven Project to provide support to victims of anti-social behaviour</li> <li>● Further developing the approach to parenting and family support in line with the Respect Agenda by expanding the Family Intervention Project</li> <li>● Working closely with Registered Social Landlords and encouraging each to sign up to the Respect Housing Standard for Housing Management</li> <li>● Reducing the time elapsed between the Council receiving its first report of graffiti and acting upon it to 1 working day</li> </ul>	<p>SC5</p> <p>SC6</p> <p>SC7</p> <p>SC8</p> <p>SC9</p> <p>SC10</p> <p>SC11</p> <p>SC12</p> <p>SC13</p>	<p>Agree Respect Action Plan 2007 Report progress on Council's contribution to Respect Action Plan March 2008.</p> <p>Haven Project developed by March 2008</p> <p>Additional unit opened by October 2007</p> <p>20 families engaging with the Family Intervention Project</p> <p>Deliver 3 parenting programmes</p> <p>20 parents attending parenting programmes</p> <p>Prepare detailed case studies of the Family Family Intervention Projects (FIPs) by December 2007</p> <p>30% of landlords sign up to the Respect Housing Standard by March 2008</p> <p>1 working day</p>

Action	Milestone/Key Target 2007/08	
<ul style="list-style-type: none"> <li>Using an innovative mix of education, embarrassment and enforcement to tackle litter, flyposting, graffiti and under-age sales of spray paint as a central element to the anti-social behaviour 'action zone' initiative</li> <li>Maintaining the level of relevant land classified as unclean due to graffiti</li> </ul>	SC14 SC15 SC16 SC17 SC18 SC19 BV199B	Initiatives to include: <ul style="list-style-type: none"> <li>3,000 trade-waste enforcement checks by March 2008</li> <li>60 "Stop and Search" checks for illegal waste transport by March 2008</li> <li>Successful prosecutions "Name and Shame"</li> <li>Development of 3 more Environment Care support groups in schools by March 2008</li> <li>Increase enforcement team to 10 from April 2007</li> <li>8 underage-sales exercises with police by March 2008</li> <li>Maintain level of 11% of land classified as unclean due to graffiti</li> </ul>
<p><b>3. Reduce the harm caused by illegal drugs and alcohol, including by substantially increasing the number of drug-misusing offenders entering into treatment through the criminal justice system</b></p>		
Reduce the harm caused by illegal drugs by: <ul style="list-style-type: none"> <li>Increasing participation of problem drug users in drug treatment programmes</li> <li>Increasing the percentage of drug users remaining in treatment for 12 weeks or more</li> </ul>	SC20 SC21	Number of drug users from the criminal justice system in treatment programmes increased to 355 by March 2008 81% by March 2008

## **STRONGER COMMUNITIES**

### **MIDDLESBROUGH LOCAL AREA AGREEMENT**

The Community Strategy recognises the importance of working with local communities as a driver for regeneration and improvement. The Strategic Priority identified within the Community Strategy is “To promote community cohesion and increase voluntary and community engagement, especially amongst those at risk of social exclusion as a means of promoting community safety”.

A Stronger Communities cross-cutting theme was identified as adding value to the LAA by providing a springboard for increased cross-sector and community-based activity throughout the town. The local voluntary and community sector (VCS) is a key player in the development of stronger communities throughout Middlesbrough.

The main aim of the Middlesbrough LAA is to improve the quality of life for Middlesbrough people. No single indicator, activity or outcome can encompass the wide scope of this aim, although the indicators below underpin and illustrate some of what it will mean to improve the quality of life in Middlesbrough.

The LAA identified a number of priority outcomes that build on the strategic priorities as set out in the Community Strategy, but further focuses upon the development of a Stronger Communities agenda.

Priority outcomes identified are:

- To empower local people to have a greater voice and influence over local decision making and a greater role in public service delivery
- To improve the quality of life for people in the most disadvantaged neighbourhoods, with service providers being more responsive to neighbourhood needs and with improved service delivery
- To support the development of an increasingly robust, optimistic and effective voluntary and community sector.

The Council’s contributions to creating a stronger Middlesbrough are drawn from both national priorities delivered in a local setting and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified that will be carried out over the next twelve months. These actions are set out below.

Action	Milestone/Key Target 2007/08	
<b>4. Promote community cohesion and increase voluntary and community engagement, especially amongst those at risk of social exclusion, as a means of promoting community safety</b>		
<p>Empower local people to have a greater voice and influence over local decision-making and a greater role in public service delivery by:</p> <ul style="list-style-type: none"> <li>● Increasing the number of attendances at resident/neighbourhood-based participation/engagement structures</li> <li>● Increasing the average number of attendances at Community Council meetings</li> <li>● Increasing the total attendance at area clusters</li> <li>● Establishing the current baseline of six per meeting across all Neighbourhood Management Steering Groups</li> <li>● Increasing the number of residents who feel they can influence decisions affecting their local area</li> <li>● Increasing the percentage of people who feel that their local area is a place where people of different backgrounds get on well together</li> <li>● Increasing the percentage of residents reporting an increase in satisfaction with their neighbourhoods</li> <li>● Ensuring support is available to residents to enter work</li> </ul>		
	SC22	Increase the average resident attendance at community councils to 25.9
	SC23	Increased to 300
	SC24	March 2008
	SC25	Increase from 49% to 51.4%
	SC26	Increase from 72% to 75.6%
	SC27	Increase from 82% to 86%
	SC28	700 people assisted into employment through supported projects by March 2008

Action	Milestone/Key Target 2007/08	
<p>Improve the quality of life for people in the most disadvantaged neighbourhoods, with service providers being more responsive to neighbourhood needs and with improved service delivery, by:</p> <ul style="list-style-type: none"> <li>● Examining and addressing the under-utilisation of advice services by residents of some wards, with emphasis on money advice and financial literacy</li> <li>● Increasing the number of priority neighbourhoods (i.e. those in the most disadvantaged 10% nationally) with community- led Neighbourhood Plans in place</li> <li>● Presenting a report to CMT and the Local Strategic Partnership on the proposed governance, consultation and performance management framework for neighbourhood management</li> </ul>	<p>SC29</p> <p>SC30</p> <p>SC31</p>	<p>Review with key partners by October 2007</p> <p>5 neighbourhood plans in place by March 2008</p> <p>Report presented by March 2008</p>
<p>Develop a more thriving and vibrant voluntary and community sector by:</p> <ul style="list-style-type: none"> <li>● Establishing a performance management framework (PMF) for the Compact that includes baselines and targets</li> </ul>	<p>SC32</p>	<p>PMF in place by December 2007</p>

## TRANSFORMING OUR LOCAL ENVIRONMENT

### KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES IDENTIFIED IN 2006/07

#### 1. Improve the standard of cleanliness throughout the town, with a focus on key areas

Improved cleanliness by:

- Developing a comprehensive approach to the Clean Neighbourhoods and Environment Act by submitting five new policies and associated Equality Impact Assessments, including policies on supermarket trolleys, fly posting and dog ownership
- Working with Erimus to improve levels of grounds maintenance by developing protocols to engage tenants in the reporting process.

#### 2. Develop a high quality network of public realm, open space and parks to serve the needs of the community

Implemented improvements to Linthorpe Cemetery in partnership with Heritage Lottery Fund, including:

- Awarding the main contract
- Completing the replacement of the boundary railings and enhancing the pathways
- Restoring the former Mortuary Chapel and Hebrew Prayer Hall.

Maintained a high level of satisfaction with parks and open spaces by:

- Creating a Playground Crew to enhance cleanliness, tidiness and safety. All playgrounds are visited daily
- Delivering a programme of events to attract and entertain visitors
- Winning £0.5 million Lottery funding to improve play areas.

Ensured that three parks retained their Green Flag status, and achieved award of Green Pennant for Stainton Quarry LNR, by:

- Implementing high levels of maintenance
- Liaising with parks User Groups six times per year.

#### 3. Reduce the fear of crime in public spaces

The fear of crime has been reduced in public spaces through:

- Completing the alley-gate programme in North Ormesby and beginning work in the University ward
- Implementing a £300,000 programme of lighting improvements to increase the safety of residents within neighbourhoods where the environment is most threatening
- Installing 11 CCTV cameras in the town centre
- Redesigning planting and shrubbery where the public perceive shrubs are contributing to the fear of crime.

#### **4. Increase the amount of household waste recycled**

Increased recycling rates by:

- Implementing a new recycling collection service across the town, coordinating the Blue Bag paper collection scheme with the Black Box scheme
- Carrying out a “Winrow” pilot scheme for sorting and recycling waste
- Piloting a community composting scheme with Environment City.

#### **5. Improve air quality**

Improved air quality by:

- Completing a study into the most effective way of meeting new environmental requirements at the crematorium.

#### **6. Increase species and habitat biodiversity**

Increased habitat biodiversity by:

- Working with other agencies, including the Tees Valley Wildlife Trust, to develop a Bio-Diversity Action Plan
- Undertaking impact assessments along the beck valleys and woodlands
- Completing the restoration of Fairy Dell.

#### **7. Reduce the causes of adverse climate change**

Reduced the causes of adverse climate change by:

- Coordinating the Climate Change Community Action Plan to reduce greenhouse gas emission
- Agreeing a Middlesbrough-wide work plan with partners, including 15 Council service areas, to implement a Climate Change work programme, and to achieve a 1% reduction in greenhouse gas emissions
- Investing £50,000 of capital funding in “Invest to Save” carbon-management initiatives, and achieving £100,000 of matched funding over a three-year period
- Producing Middlesbrough’s Environment Sustainability Strategy report with 10 priority actions.

#### **8. Involve the community in transforming the local environment**

Increased community participation by:

- Consulting with all stakeholders and partners on the Green Spaces Strategy
- Employing a Waste Awareness Officer to develop and manage community initiatives.



## MIDDLESBROUGH LOCAL AREA AGREEMENT

Through investment, the town is already benefiting from a much cleaner, greener and safer environment. However, further progress is needed to make Middlesbrough a cleaner and greener town with high-quality public spaces, good air quality, and an environment that supports species and habitat biodiversity.

The Environment Theme Group of Middlesbrough Partnership is responsible for overseeing the delivery of the Transforming Our Local Environment theme of the Community Strategy. The Theme Group built on the 8 strategic priorities identified within the Community Strategy to identify the priority outcomes to be delivered through the Middlesbrough Local Area Agreement.

Strategic priority	Priority outcomes
Improve the standard of cleanliness throughout the town, with a focus on key areas of the town	<ul style="list-style-type: none"> <li>● Improve the quality of the local environment, with a particular focus on reducing levels of litter and detritus</li> <li>● Improve the quality of local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole, with a particular focus on reducing levels of litter and detritus</li> </ul>
Develop a high-quality network of public realm, open space and parks to serve the needs of the community	<ul style="list-style-type: none"> <li>● Quality surroundings</li> <li>● Increased access to, and enjoyment of, green spaces and the countryside of the community</li> </ul>
Contribute to the reduction of the fear of crime in public spaces	<ul style="list-style-type: none"> <li>● The overall responsibility for reducing fear of crime lies within the Creating Safer and Stronger Communities theme</li> </ul>
Increase the amount of household waste which is recycled	<ul style="list-style-type: none"> <li>● Increase the amount of household waste which is recycled</li> <li>● Reduce the amount of household waste entering the waste stream</li> </ul>
Improve air quality	<ul style="list-style-type: none"> <li>● Improve air quality</li> </ul>
Increase species and habitat biodiversity	<ul style="list-style-type: none"> <li>● Protect and enhance species and habitat biodiversity</li> </ul>
Reduce the causes and adverse effects of climate change	<ul style="list-style-type: none"> <li>● Tackle climate change through reduced greenhouse gas emissions</li> </ul>
Involve all sections of the community in transforming the local environment	<ul style="list-style-type: none"> <li>● Involve all sections of the community in transforming the local environment</li> </ul>

The Council plays a key role in contributing to the achievement of Local Area Agreement outcomes. The Council's contribution to the strategic priorities and priority outcomes are drawn from both national priorities delivered in a local setting and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified that will be carried out over the next 12 months. These actions are set out below.

## PLANNED ACTIONS IN 2007/08 TO ADDRESS STRATEGIC PRIORITIES AND LAA PRIORITY OUTCOMES

Action	Milestone/Key Target 2007/08	
<b>1. Improve the standard of cleanliness throughout the town, with a focus on key areas</b>		
<p>Improve the quality of the local environment, with a particular focus on reducing levels of litter and detritus, by:</p> <ul style="list-style-type: none"> <li>● Introducing Area Care into an integrated Horticulture and Cleansing Service</li> <li>● Reducing the proportion of relevant land classified as unclean due to litter</li> <li>● Maintaining the level of relevant land classified as unclean due to fly-posting</li> <li>● Continuing to develop a comprehensive approach to the Clean Neighbourhoods and Environment Act and implementing appropriate legal powers</li> <li>● Commencing enforcement of Schedule 3A of the Environmental Protection Act 1990 with respect to the distribution of free printed matter in the town centre</li> <li>● Extending the use of wheeled bins across the town</li> <li>● Establishing and developing Environment's "Design, Sustain and Maintain" initiative to "achieve clean, safe and attractive streets"</li> <li>● Maintaining the level of relevant land classified as unclean due to graffiti</li> </ul>	<p>TE1</p> <p>BV 199a</p> <p>BV 199c</p> <p>TE2</p> <p>TE3</p> <p>TE4</p> <p>TE5</p> <p>BV199b</p>	<p>Launch Area Care by May 2007</p> <p>The percentage of land classified as unclean due to litter to be reduced to 15%</p> <p>Maintain level of 0% land classified as unclean due to fly-posting</p> <p>Legal powers implemented by March 2008</p> <p>Schedule 3A enforcement to commence from June 2007</p> <p>Use of wheeled bins extended to 95% by March 2008</p> <p>Design, Sustain and Maintain initiative established by March 2008</p> <p>Maintain level of 1% land classified as unclean due to graffiti</p>

Action	Milestone/Key Target 2007/08	
<p>Improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards and other areas, with a particular focus on reducing levels of litter and detritus by:</p> <ul style="list-style-type: none"> <li>● Reducing the gap between Middlesbrough and the North and East areas (NRF) of the town for unacceptable litter</li> </ul>	BV 199	Gap reduced to 2.6%
<p><b>2. Develop a high-quality network of public realm, open space and parks to serve the needs of the community</b></p>		
<p>Provide quality surroundings by:</p> <ul style="list-style-type: none"> <li>● Introducing Area Care into an integrated Horticulture and Cleansing Service</li> <li>● Completing phase 1 (£1.2m) restoration of Linthorpe cemetery, signage, interpretation boards and the central space</li> <li>● Developing a strategy for dealing with the problems associated with empty and derelict land and property</li> <li>● Implementing a range of cemetery and crematorium improvement schemes to increase our score in the ICCM national benchmarking scheme</li> <li>● Completing the programme to re-erect loose and dangerous headstones by completing work in Linthorpe and North Ormesby cemeteries at an estimated cost of £300,000</li> <li>● Implementing Scrutiny Panel recommendations relating to highway verges, allotments and beck maintenance.</li> <li>● Utilising the UK Pavement Management system for highway condition surveys information and funding bids</li> </ul>	<p>TE6</p> <p>TE7</p> <p>TE8</p> <p>TE9</p> <p>TE10</p> <p>TE11</p> <p>TE12</p>	<p>Area Care introduced into Horticulture and Cleansing Service from May 2007</p> <p>Phase 1 of restoration completed by December 2007</p> <p>Empty and Occupied Eyesore Premises and Land Strategy developed by March 2008</p> <p>ICCM national benchmarking scheme score increased by at least 9 points by March 2008</p> <p>Headstone re-erection programme completed by March 2008</p> <p>Scrutiny Panel recommendations implemented by March 2008</p> <p>UK Pavement Management system utilised by March 2008</p>

Action	Milestone/Key Target 2007/08	
<p>Increase access to and enjoyment of green spaces and the countryside by:</p> <ul style="list-style-type: none"> <li>● Retaining Green Flag status at 3 parks and considering seeking status for a fourth by maintaining levels of maintenance and improving habitats and community engagement</li> </ul>	<p>TE13</p> <p>TE14</p> <p>TE15</p> <p>TE16</p>	<p>Completion of fourth sites specific management plan by May 2007</p> <p>Update habitat survey and completion of EMS survey by March 2008</p> <p>Completion of CCTV system improvements by May 2007</p> <p>Relocation of a Park Ranger on the fourth site to generally assist the public, work with schools and perform maintenance tasks by May 2007</p>
<p><b>3. Contribute to reducing the fear of crime in public spaces</b></p>		
<p><i>(The overall responsibility for reducing fear of crime lies within the Creating Safer and Stronger Communities theme)</i></p>		
<p><b>4. Increase the amount of household waste that is recycled</b></p>		
<p>Reduce waste to landfill and increase recycling by:</p> <ul style="list-style-type: none"> <li>● Increasing the percentage of the total tonnage of household waste that has been recycled by introducing a programme of improvements, including promotional and educational activities</li> <li>● Reducing the percentage of total tonnage of household waste that has been land-filled by increasing levels of recycling and waste diversion at source</li> <li>● Increasing the percentage of the total tonnage of household waste that has been sent for composting, piloting a green-waste collection process as part of the green-waste composting initiative being developed with our waste-disposal partner</li> </ul>	<p>BV 82a</p> <p>BV 82d</p> <p>BV 82d</p>	<p>Undertake a review of waste management by December 2007</p> <p>18% of household waste to be recycled</p> <p>Household waste that has been land-filled to be reduced to 7%</p> <p>3% of household waste to be sent for composting</p>

Action	Milestone/Key Target 2007/08	
<ul style="list-style-type: none"> <li>Reducing the percentage of total tonnage of household waste that has been used to recover heat, power and other energy sources by increasing levels of recycling and waste diversion at source</li> </ul>	BV 82c	Household waste that has been used to recover heat, power and other energy sources to be reduced to 72%
<b>5. Improve air quality</b>		
<p>Improve air quality by:</p> <ul style="list-style-type: none"> <li>Ensuring air quality standards are met and Middlesbrough does not have to declare an Air Quality Management Area</li> </ul>	TE17	<p>No Air Quality Management Area declared by March 2008</p> <p>Less than 15 days in 2007/08 when air quality standards are exceeded</p> <p>Publish air quality data for 2007 for the Middlesbrough area on the Council website by February 2008</p> <p>Statutory review of air quality by March 2008</p>
<b>6. Increase species and habitat diversity</b>		
<p>Protect and enhance species and habitat biodiversity by:</p> <ul style="list-style-type: none"> <li>Developing a Habitat Management plan and defining the area to be protected for species biodiversity</li> <li>Developing an enhancement strategy for Middlesbrough's becks in partnership with the Environment Agency</li> </ul>	<p>TE18</p> <p>TE19</p>	<p>Define the areas to be protected for species diversity within the SNCIs and Middlesbrough becks, and develop habitat management plans for these areas</p> <p>Stakeholder consultation and surveys to be completed by Autumn 2007</p> <p>Completion of Habitat Management plan by March 2008</p> <p>Enhancement strategy developed with key partners, stakeholder agencies and the local community; consultation completed by October 2007, proposals and projects by March 2008</p>

Action	Milestone/Key Target 2007/08	
<b>7. Reduce the causes and adverse effects of climate change</b>		
<p>Tackle climate change through reduced greenhouse gas emissions by:</p> <ul style="list-style-type: none"> <li>● Reducing the amount of greenhouse gases emitted by Middlesbrough and publishing the statistics</li> <li>● Publishing a Climate Change Community Annual Work Programme</li> <li>● Investing £50,000 from the Carbon Trust Invest-To-Save grant to implement energy savings in buildings and carbon reduction schemes</li> </ul>	<p>TE20</p> <p>TE21</p> <p>TE22</p>	<p>Amount of greenhouse gases emitted reduced by 1%. Statistics published by September 2007</p> <p>Programme published by May 2007</p> <p>Grant invested and work programme agreed by April 2007</p>
<b>8. Involve all sections of the community in transforming the local environment</b>		
<p>Involve all sections of the community in transforming the local environment by:</p> <ul style="list-style-type: none"> <li>● Continuing to develop “Client Care” systems and post-contract reviews for Design Services</li> <li>● Increasing resident participation at Community Environment Conferences</li> </ul>	<p>TE23</p> <p>TE24</p>	<p>“Client Care” systems developed by March 2008</p> <p>Participation increased by 2% by 2008</p>

## MEETING LOCAL TRANSPORT NEEDS MORE EFFICIENTLY

### KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES IDENTIFIED IN 2006/07

- 1. Ensure that the whole transport network enables the local community, including disadvantaged or vulnerable groups, to have access to work and important services, including education, healthcare, leisure and shopping**

Continued to improve transport for the local community by:

- Introducing a demand-responsive bus service to James Cook Hospital and to employment sites in Riverside Park
- Renegotiating Concessionary Fares Agreements with local bus operators
- Introducing an experimental road layout to improve traffic flow on Marton Road.

- 2. Ensure that congestion does not hinder economic development, impair the quality of the local environment or cause severance in our communities**

Contributed to the Mayor's Reduction priority to reduce the proportion of journeys made by car without hindering economic development by:

- Agreeing new areas for personalised travel information for households and individuals
- Appointing a Workplace Travel Planner to provide personalised travel plans and promote public transport travel and information services amongst local employers and community groups
- Co-ordinating a Personal Travel Survey with key organisations in Middlesbrough, including Middlesbrough College, James Cook Hospital, University of Teesside and Middlesbrough Council
- Developing a new Parking Strategy.

- 3. Reduce the number of people killed and seriously injured in road traffic accidents and reduce accidents and casualties overall, especially in disadvantaged communities**

Contributed to the Mayor's reduction priority to reduce road traffic accidents by:

- Commencing implementation of our second Local Transport Plan
- Installing £400,000 traffic-calming schemes in Breckon Hill Road, Fulbeck Road, Cypress Road and Hemlington Hall Road
- Implementing a programme of educational and training initiatives, including targeted initiatives for the BME community.

**4. Reduce the environmental impact of transport on air quality, noise and climate change as far as possible when balanced against economic and social objectives**

Contributed to the Mayor's reduction priority of reducing the number of car journeys and reduced the environmental impact of transport by:

- Completing a personalised travel planning pilot in Hemlington
- Producing a "walking map" of Hemlington, including bus routes and personalised travel information, and providing it to approximately 300 residents
- Issuing 255 free Mega-ride passes
- Producing marketing materials
- Running a pilot survey that reported 100% customer satisfaction in the scheme
- Improving local knowledge of alternative travel methods by undertaking a programme of travel awareness campaigns.

**5. Undertake highway maintenance in a sustainable manner and prioritise it to assist with our objectives. Encourage the increased use of cycling and walking, through appropriate maintenance and access improvements**

Undertook sustainable highway maintenance by:

- Designing and submitting the planning application for the North Middlesbrough Accessibility Scheme
- Completing the Highway Improvement Plan, which includes the Transport Asset Management Plan, the Highway Maintenance Plan and the Highway Network Management Plan
- Undertaking a £40,000 Disabled Access Improvement Programme.



## MIDDLESBROUGH LOCAL AREA AGREEMENT

Middlesbrough Community Strategy sets out the long-term transport strategy for Middlesbrough and identifies five strategic priorities, which are key points of the long-term Transport Strategy for Middlesbrough and reflect the Government's shared priorities for transport.

- LT1. The whole transport network enables the local community, including disadvantaged or vulnerable groups, to have access to work and important services, including education, healthcare, leisure and shopping.
- LT2. Congestion does not hinder economic development, impair the quality of the local environment or cause severance in Middlesbrough's communities.
- LT3. There are reductions in the number of people killed and seriously injured in road traffic accidents and reductions in accidents and casualties overall, especially in disadvantaged communities where casualties are higher.
- LT4. The environmental impact of transport on air quality, noise and climate change is reduced as far as possible when balanced against economic and social objectives.
- LT5. Highways maintenance is undertaken in a sustainable manner and prioritised to assist with the town's other objectives. As a priority, the increased use of cycling and walking will be encouraged, through appropriate maintenance and access improvements.

Middlesbrough's Local Transport Plan 2006–2011 provides a targeted approach to prioritising transport improvements to ensure the achievement of the long-term transport strategy and strategic priorities. To ensure that the Local Transport Plan puts transport users' priorities at the heart of the provision of services, the Mayor personally undertook a detailed consultation exercise to gain an understanding of the public's key transport issues for the town. The consultation raised a number of challenges, which have been distilled into the following four priority outcomes to form the focus of Middlesbrough's Local Area Agreement for transport:

1. Promote economic growth and regeneration by providing accessibility improvements to underpin economic development and social inclusion.
2. Reduce the number of accidents and casualties by making the streets safer and more attractive and therefore encouraging healthier lifestyles.
3. Reduce the number of journeys made by car and thereby arrest the growth in problems relating to air quality and the environment brought about by traffic congestion.
4. Encourage investment to deliver public transport improvements to reverse declining patronage, create a modal shift, improve safety and ensure reliable journey times.

The Council's contributions to the strategic priorities and priority outcomes are drawn from both national priorities delivered in a local setting and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified that will be carried out over the next twelve months. These actions are set out below.

## PLANNED ACTIONS IN 2007/08 TO ADDRESS STRATEGIC PRIORITIES AND LAA PRIORITY OUTCOMES

Action	Milestone/Key Target 2007/08	
<b>1. Promote economic growth and regeneration by providing accessibility improvements to underpin economic development and social inclusion</b>		
<ul style="list-style-type: none"> <li>● Completing the Design and Planning application for North Middlesbrough Accessibility Scheme in order to improve access in this key regeneration area</li> </ul>	LT1	Application completed by September 2007
<ul style="list-style-type: none"> <li>● Implementing Scrutiny Panel recommendations relating to highway verges, beck maintenance and residents parking: e.g. new residents parking areas</li> </ul>	LT2	Scrutiny Panel recommendations implemented by March 2008
<ul style="list-style-type: none"> <li>● Continuing implementation of the “Milestone Statement” for public rights of way</li> </ul>	LT3	Milestone Statement implemented by March 2008
<ul style="list-style-type: none"> <li>● Obtaining political approval of the Transport Asset Management Plan and future service standards</li> </ul>	LT4	Approval obtained by March 2008
<ul style="list-style-type: none"> <li>● Implementing the Mayor’s Transport Strategy</li> </ul>	LT5	Strategy developed within the LTP timetable of 2006–2011 using themed summit meetings
<ul style="list-style-type: none"> <li>● Completing the design and planning application for step-free access at Middlesbrough Railway Station</li> </ul>	LT6	Network Rail application completed by June 2007
<b>2. Reduce the number of accidents and casualties by making the streets safer and more attractive and therefore encouraging healthier lifestyles</b>		
<ul style="list-style-type: none"> <li>● Developing Urban Safety Management initiatives: e.g. traffic calming schemes, 20mph residential zones etc, in order to reduce the number of people killed or seriously injured on roads</li> </ul>	LT7	<p>Number of reductions in casualties reflected in LAA targets to be achieved by March 2008:</p> <ul style="list-style-type: none"> <li>- Killed and seriously injured casualties reduced to 67</li> <li>- Number of casualties in disadvantaged communities reduced to 283</li> <li>- Number of vulnerable road-user casualties reduced to 174</li> </ul>



## PROMOTING THE ECONOMIC VITALITY OF MIDDLESBROUGH

### KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES IDENTIFIED IN 2006/07

#### 1. Establish an environment that encourages and supports economic vitality

Implemented actions in the Council's Economic Development Strategy by:

- Implementing year 2 of the East Middlesbrough Business Action Zone Project, including a major refurbishment of a key building, additional signage, lighting and environmental works
- Applying for a 3-year funding for Digital City Business.

Implemented the comprehensive strategy of environmental, management and business improvements in the town centre, all aimed at raising investment confidence, by:

- Preparing and agreeing a prospectus for Heritage Lottery funding
- Submitting the Local Development Framework: Core Strategy
- Submitting the Local Development Framework: Annual Monitoring Report.

#### 2. Provide business support that encourages more businesses to set up, locate and grow here

Developed greater innovation to stimulate the business birthrate by:

- Creating 28 new VAT registrations
- Implementing Middlesbrough's Top 100 Businesses Engagement Strategy
- Supporting 417 businesses, creating 307 new jobs and 801 potential jobs.

#### 3. Ensure that local people have appropriate skills and can access jobs and opportunities

Ensured a range of local initiatives to tackle concentrated worklessness by:

- Delivering a project to assist people into employment
- 937 people have been assisted into employment since April 2006.

#### 4. Change attitudes by promoting Middlesbrough's success

Improved perceptions of Middlesbrough in the Tees Valley and beyond by implementing the town branding actions by:

- Beginning production of the Investor Guide
- Improving the coordination of regeneration relating to marketing.

### 5. Play a strong role in the sub-region

Began to implement the Stockton–Middlesbrough Initiative/Northern Way proposals by:

- Preparing a Green/Blue Master Plan for the Stockton–Middlesbrough Initiative
- Approving the draft Stockton–Middlesbrough Initiative Business Plan.

### 6. Rejuvenate the housing stock

Improved the quality of design of new housing developments through development briefs, master planning and partnership procurement by:

- Presenting an area regeneration framework for Hemlington to the Executive for endorsement.

### 7. Ensure the type and mix of new housing provides choice

Worked with registered social landlords and private developers to provide a mix of dwelling type and tenure by:

- Presenting a Local Housing Assessment to the Executive for endorsement
- Presenting an Older Persons' Housing Strategy to the Executive for endorsement.

### 8. Improve and maintain existing housing

Improved the condition of the housing stock in all tenures through selective improvements and renewals, energy efficiency measures and adaptations by:

- Reviewing the grants policy and procedures in relation to new legislation on decent homes and vulnerable households
- Reviewing the Westbourne Renewal Area ten-year action plan.

### 9. Address specific community and social needs

Reduced homelessness through improved multi-agency delivery by:

- Decreasing the number of accepted homeless households from 277 to 133
- Reducing the number of households accepted as homeless as a result of domestic violence to 54 households.

**10. Promote regeneration through culture, arts and learning by means of major cultural projects and flagships that act as economic drivers by contributing to the town's image and environment**

Promoted regeneration through culture by:

- Opening and launching the new art gallery (mima)
- Extending the refurbishment of the Town Hall by improving signage, crush bar, main level toilets and lighting, and developing a venue brand
- Establishing Middlesbrough as a Reading and Writing town (RAW)
- Increasing the number of visits to the libraries by 12%

**11. Promote regeneration through culture, arts and learning by means of cultural activities that contribute to the quality of life and well-being of individuals and communities**

Promoted regeneration through cultural activities by:

- Establishing four hubs (Academies of Urban Arts) integrating Arts Development provision with Extended Schools, and Spaces for Sports with Arts, ensuring diversity of provision under the Cultural Inclusion initiative.

## MIDDLESBROUGH LOCAL AREA AGREEMENT

Middlesbrough has been making strides towards economic recovery. However, its economy is still weak when compared with other areas and it faces some big challenges in ensuring the long-term sustainability of its neighbourhoods. In order to address these challenges, the Economic Vitality Action group identified a number of strategic priorities. The scope of these strategic priorities is vast and will not be achieved in the short term. Therefore the Economic Vitality Action Group identified a number of priority outcomes on which it wants to make progress over the next three years. These priority outcomes set out below form the basis of the Local Area Agreement.

Strategic priority	Priority outcomes
Establish an environment that encourages and supports economic vitality	<ul style="list-style-type: none"> <li>● Promote the successful physical regeneration of Middlesbrough</li> </ul>
Provide business support that encourages more businesses to set up, locate and grow here	<ul style="list-style-type: none"> <li>● Increase innovation; increase total entrepreneurial activity among the population in deprived areas</li> <li>● Increase competition: support sustainable growth and reduce the unnecessary failure of locally owned businesses in deprived areas</li> </ul>
Ensure that local people have appropriate skills and can access jobs and opportunities	<ul style="list-style-type: none"> <li>● Within each NRF district, for those living in the wards identified by DWP as having the worst labour market position (as at February 2004), significantly improve their overall employment rate and reduce the difference between their employment rate and the overall employment rate for England (mandatory)</li> <li>● Increase investment: attract appropriate investment and franchising into deprived areas, making use of local labour resources</li> </ul>
Change attitudes by promoting Middlesbrough's success	<ul style="list-style-type: none"> <li>● Improve attitudes in Middlesbrough</li> </ul>
Play a strong role in the sub-region	<ul style="list-style-type: none"> <li>● Ensure Middlesbrough plays its full role at the heart of the city-region.</li> </ul>
Rejuvenate and renew the housing stock	<ul style="list-style-type: none"> <li>● Tackle areas of housing market failure</li> <li>● Consult and engage with communities and partner organisations</li> </ul>

Strategic priority	Priority outcomes
Ensure that the right mix and range of new housing developments provides choice, quality and affordability, whilst meeting residents' aspirations	<ul style="list-style-type: none"> <li>● Secure affordable housing on new developments as appropriate</li> <li>● Promote quality and choice in both the social housing and private housing sectors</li> </ul>
Improve and maintain existing housing in both the social and private sectors, increasing choice and creating sustainable neighbourhoods	<ul style="list-style-type: none"> <li>● Improve the condition of the housing stock in the private sector</li> <li>● Improve the condition of housing stock in the social sector, ensuring that all social sector housing is made decent by 2010</li> </ul>
Address specific community and social housing needs	<ul style="list-style-type: none"> <li>● Prevent, tackle and reduce homelessness</li> <li>● Meet the housing needs of those who are vulnerable, disabled or with special needs, including those of the BME community</li> </ul>
Promote major cultural projects and flagships that act as economic drivers by contributing to the quality of the town's image and environment	<ul style="list-style-type: none"> <li>● Increase attendance at cultural venues</li> </ul>
Promote cultural activities that contribute to the quality of life and well-being of individuals and communities	<ul style="list-style-type: none"> <li>● Improve residents' quality of life through participation in cultural activities</li> </ul>

The Council's contributions to the strategic priorities and priority outcomes are drawn from both national priorities delivered in a local setting and local priorities. To assist in the achievement of the strategic priorities and the LAA priority outcomes, a number of priority actions have been identified that will be carried out over the next twelve months. These actions are set out below.



## PLANNED ACTIONS IN 2007/08 TO ADDRESS STRATEGIC PRIORITIES AND LAA PRIORITY OUTCOMES

Action	Milestone/Key Target 2007/08	
<b>1. Establish an environment that encourages and supports economic vitality</b>		
<p>Promote the successful physical regeneration of Middlesbrough by:</p> <ul style="list-style-type: none"> <li>● Delivering a range of key physical regeneration projects, including Middlehaven, Town Centre and Riverside Park, East Middlesbrough Business Action Zone and the creative-industries quarter (Boho Zone): <ul style="list-style-type: none"> <li>- Continuing the development and promotion of key business areas</li> <li>- Delivering the DigitalCity Business and Boho Zone initiatives</li> <li>- Continuing the success of Middlesbrough's town centre</li> </ul> </li> <li>● Making the Core Strategy available for public examination by sending it to the Department for Communities and Local Government</li> <li>● Submitting the Regeneration Development Plan Document to the Department for Communities and Local Government</li> <li>● Commissioning the technical studies for the Hemlington Master Plan</li> <li>● Completing the fourth stage of the Green Blue Heart, Stockton–Middlesbrough Initiative study</li> </ul>	<p>EV1</p> <p>EV2</p> <p>EV3</p> <p>EV4</p> <p>EV5</p> <p>EV6</p> <p>EV7</p>	<p>Increase occupancy rates by 5% on East Middlesbrough and Riverside Park (measured annually) by March 2008</p> <p>Start on site to deliver the capital build on the programme by July 2007</p> <p>Establish a new Town Centre Development Team by September 2007</p> <p>November 2007</p> <p>January 2008</p> <p>September 2007</p> <p>October 2007</p>



Action	Milestone/Key Target 2007/08	
<b>4. Change attitudes by promoting Middlesbrough's success</b>		
Improve attitudes in Middlesbrough by: <ul style="list-style-type: none"> <li>● Increasing the percentage of Middlesbrough residents who believe Middlesbrough has a better image</li> <li>● Increasing the percentage of Middlesbrough residents who think Middlesbrough is improving</li> </ul> Continuing to implement the town branding strategy	EV12	Increase from 61% to 64%
	EV13	Increase from 64% to 67%
	EV14	Implement distribution and follow-up of Town Investor Guide by June 2007
<b>5. Play a strong role in the sub-region</b>		
Ensure Middlesbrough plays its full role at the heart of the city region by: <ul style="list-style-type: none"> <li>● Establishing the Stockton-Middlesbrough Initiative (SMI) and regenerating the urban core of the Tees Corridor</li> <li>● Continuing to develop Middlesbrough's role at the heart of the Tees Valley City Region</li> </ul>	EV15	Development of Green/Blue Heart proposals by March 2008
	EV16	Commence the development of a package of improvements for Linthorpe Central Area with Government North East by June 2007
<b>6. Rejuvenate the housing stock</b>		
Tackle areas of housing market failure by: <ul style="list-style-type: none"> <li>● Increasing the number of privately owned properties acquired in housing-market renewal areas by continuing the acquisition programme in housing-market renewal areas</li> </ul>	EV17	Acquire 80 houses by March 2008

Action	Milestone/Key Target 2007/08	
<ul style="list-style-type: none"> <li>● Consulting and engaging with communities and partner organisations by:</li> <li>- Increasing the percentage of those attending organised consultation events in housing-market renewal areas who complete a questionnaire about usefulness and accessibility of information provided at the event</li> <li>- Progressing the redevelopment of Trinity Crescent</li> <li>- Progressing the redevelopment of West Lane</li> </ul>	<p>EV18</p> <p>EV19</p>	<p>To submit the Statement of Reasons for the compulsory purchase order to GONE by October 2007 (if required)</p> <p>Complete 80% of the proposed dwellings on Phase One by February 2008</p>
<p><b>7. Ensure that the type and mix of new housing provides choice</b></p>		
<p>Secure affordable housing on new developments as appropriate by:</p> <ul style="list-style-type: none"> <li>● Increasing the number of affordable dwellings built per annum by completing the Affordable Housing requirements (sub-strategy of the Local Housing Assessment)</li> </ul> <p>Promote quality and choice in both the social housing and private housing sectors by:</p> <ul style="list-style-type: none"> <li>● Increasing the percentage of new homes built on previously developed land (BV 106) by working with partner-registered social landlords to the Housing Corporation's National Affordable Homes Programme 2008/2010</li> </ul>	<p>EV20</p> <p>EV21</p>	<p>Report to Executive Member by January 2008</p> <p>Submit the bids to the Housing Corporation (the deadline is subject to confirmation from the Housing Corporation)</p>

Action	Milestone/Key Target 2007/08	
<b>8. Improve and maintain existing housing</b>		
Improve the condition of the stock in the private sector by: <ul style="list-style-type: none"> <li>● Year on year, increasing the proportion of vulnerable people in the private sector living in decent homes</li> <li>● Increasing the number of vacant dwellings reoccupied or demolished as a result of action by the local authority</li> <li>● Continuing the Facelift Programme of external improvements in the older housing area</li> </ul>	EV22	Commence implementation by October 2007
<b>9. Address specific community and social needs</b>		
Prevent, tackle and reduce homelessness by: <ul style="list-style-type: none"> <li>● Increasing the number of homelessness cases prevented per 1,000 households (BV 213); and repeat homeless cases (BV 214)</li> </ul>	BVPI 213 BVPI 214	Increase to 2.8 per 1000 households Increase to 4.3%
Meet the housing needs of those who are vulnerable or disabled or have special needs, including those of the BME community, by: <ul style="list-style-type: none"> <li>● Increasing the number of service users who are supported to establish and maintain independent living, by completing a benchmark with other authorities to establish performance indicators for Disability Facility Grants in consultation with other authorities by finalising the Older People's Housing Strategy</li> </ul>	EV23 EV24	Complete benchmark report by December 2007 Executive approval by October 2007

Action	Milestone/Key Target 2007/08	
<b>10. Promote regeneration through culture, arts and learning by means of major cultural projects and flagships that act as economic drivers by contributing to the town's image and environment</b>		
<p>Increase attendance at cultural venues by:</p> <ul style="list-style-type: none"> <li>● Increasing the number of visits/use of museums and galleries per 1,000 population (BV 170b) by opening the Bauhaus Exhibition – the work of Europe's most influential art academy</li> <li>● Increasing the number of visits to libraries (part of BV 220) by: <ul style="list-style-type: none"> <li>- Increasing participation in the Reader Reward scheme</li> <li>- Establishing a programme to develop and enhance the Central Library building</li> </ul> </li> <li>● Developing the cultural quarter, including mima, the public square, central library and town hall, by: <ul style="list-style-type: none"> <li>- Developing a renovation strategy for the Town Hall (e.g. as a concert venue)</li> </ul> </li> <li>● Extending and developing quality sports and arts facilities by: <ul style="list-style-type: none"> <li>- Increasing audiences and participants for events and arts development activities</li> </ul> </li> <li>● Providing a diverse programme of entertainment, events (tourism activities) and participative cultural opportunities throughout the year. In addition to the existing programme: <ul style="list-style-type: none"> <li>- Hosting a major national cultural event, i.e. BBC Proms 2007</li> <li>- Delivering a celebratory programme of activities for the 50th anniversary of Middlesbrough Theatre</li> </ul> </li> </ul>	<p>EV25</p> <p>EV26</p> <p>EV27</p> <p>EV28</p> <p>EV29</p> <p>EV30</p> <p>EV31</p>	<p>November 2007</p> <p>Increase to 10% by March 2008</p> <p>Commission the Conservation Plan and inform the Council of the findings by December 2007</p> <p>Agree action points from the condition survey with CMT by March 2008</p> <p>March 2008</p> <p>September 2007</p> <p>March 2008</p>

Action	Milestone/Key Target 2007/08	
<b>11. Promote regeneration through culture, arts and learning by means of cultural activities that contribute to the quality of life and well-being of individuals and communities</b>		
<p>Improve residents' quality of life through participation in cultural activities by:</p> <ul style="list-style-type: none"> <li>● Increasing the percentage of residents satisfied with the Council's cultural services: libraries, museums, theatres and concert halls (BV119b, BV119c, BV119d)</li> <li>● Improving access to information and learning resources by increasing the use of PCs within libraries</li> </ul>	EV32	Increase to 68% available time by March 2008.
<p>Extend diverse cultural opportunities to more people, including priority groups, by:</p> <ul style="list-style-type: none"> <li>● Merging the Creative Routes programme with the Boro Buzz festival to create sustained culture/arts opportunities for young people in priority need (at risk of anti-social behaviour)</li> </ul>	EV33	<p>Engage 20 young people in priority need activities that are longer-term than Boro Buzz Festival by March 2008</p> <p>Engage 55% of young people from priority postcode areas by March 2008</p>

## FIT FOR PURPOSE

### KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO FIT FOR PURPOSE IDENTIFIED IN 2006/07

#### 1. Provide strategic support and guidance to the Council on areas of corporate significance and promote a culture of continual improvement

Provided strategic support and guidance to the Council by:

- Progressing on target for implementation of phase 2 of job evaluation
- Developing a Key Consultation Strategy
- Implementing of the Customer Contact Strategy.

#### 2. Provide services to the public, other departments and stakeholders, either directly or through acting as a client for Service Middlesbrough

Provided services to the public, other departments and stakeholders by:

- Producing an e-government and ICT strategy and completing of phase 2 of the website project
- Further strengthening the approach towards property and asset management.

#### 3. Support Members in the democratic process

Supported Members in the democratic process by:

- Continuing the promotion of a transparent, efficient and accountable democratic process.
- Continuing the work towards ensuring that the scrutiny process continues to be effective and robust.

#### 4. Promote high standards in service delivery and performance management and promote the implementation of Council values across the authority, including fairness and probity

Promoted high standards in service delivery and performance management by:

- Further strengthening the Council's approach to Risk Management
- Undertaking a Council-wide Business Impact Analysis exercise
- Completing the Council's Corporate Business Continuity plan and developing the Flu pandemic plan.



**5. Ensure that the Council achieves, manages and improves value for money**

Improved efficiency across the Council by:

- Achieving delivery of a 2.5% cashable saving and 2.5% non-cashable saving
- Successful renegotiating of the HBS contract
- Achieving a “3” in the Use of Resources element of the CPA.

**6. Ensure that the organisation is able to act as a community leader and deliver partnership working at a strategic level**

Ensured that the organisation is able to act as a community leader and deliver partnership-working at a strategic level by:

- Establishing the Local Area Agreement with central government.
- Developing a comprehensive set of quality of life indicators for Middlesbrough.

## PLANNED ACTIONS IN 2006/07 TO ADDRESS PRIORITY ISSUES AND LAA PRIORITY OUTCOMES

Action	Milestone/Key Target 2007/08	
<b>1. Provide strategic support and guidance to the Council on areas of corporate significance and promote a culture of continual improvement</b>		
<p>Maintain a corporate workforce planning strategy to ensure the Council has a workforce that can deliver its medium-term and long-term priorities by:</p> <ul style="list-style-type: none"> <li>● Producing a corporate workforce plan and development plan as part of the People Strategy</li> <li>● Ensuring robust workforce planning and workforce development processes are in place to inform service-planning activities</li> <li>● Ensure that the Council has effective Project Management by adopting a corporate project-management framework</li> </ul> <p>Ensure the Council is fully prepared for the new style Corporate Assessment by:</p> <ul style="list-style-type: none"> <li>● Undertaking a self-assessment before the Corporate Assessment</li> </ul>	<p>FP1</p> <p>FP2</p> <p>FP3</p> <p>FP4</p>	<p>May 2008</p> <p>March 2007</p> <p>June 2007</p> <p>February 2008</p>
<b>2. Provide services to the public, other departments and stakeholders, either directly or through acting as a client for Service Middlesbrough</b>		
<p>Attract a workforce that reflects the local population and is capable of delivering high-quality customer-focused services in line with changing needs by:</p> <ul style="list-style-type: none"> <li>● Improving the recruitment pages on the Council's website and improving recruitment materials</li> <li>● Analysing data to highlight areas in which staff are under-represented</li> <li>● Further Strengthen Corporate communications planning and capability by:                             <ul style="list-style-type: none"> <li>- Updating existing communications strategy</li> <li>- Develop and launch a Public Relations Strategy</li> <li>- Develop and launch elements of the Corporate Communications Toolkit</li> <li>- Develop protocols for events or projects that have corporate impact to ensure consistency of communication internally and externally</li> </ul> </li> </ul>	<p>FP5</p> <p>FP6</p> <p>FP7</p> <p>FP8</p> <p>FP9</p> <p>FP10</p>	<p>December 2007</p> <p>April 2008</p> <p>September 2007</p> <p>September 2007</p> <p>October 2007</p> <p>September 2007</p>



Action	Milestone/Key Target 2007/08	
<p>Ensure that the Council-wide Business Continuity plan and directorate-specific Business Continuity plans are fit for purpose by undertaking a review of the plans</p> <p>Develop and implement a corporate records management policy.</p> <p>Further develop the Council's delivery of the e-government agenda and continue to make improvements to the Council's website by:</p>	FP18	March 2008
<ul style="list-style-type: none"> <li>● Rolling out devolved content management</li> <li>● Rolling out the Council's e-consultation solution</li> </ul>	FP19	March 2008
<p>Ensure continued improvements to customer services by implementing a review of the Customer Contact Strategy</p>	FP20	March 2008
<p>Continue to develop and implement key consultation strategies by:</p>		
<ul style="list-style-type: none"> <li>● Managing the 2007 Neighbourhood Survey</li> </ul>	FP21	January 2008
<ul style="list-style-type: none"> <li>● Rolling out the e-consultation solution</li> </ul>	FP22	March 2008
<p>Improve the effectiveness of the Council's partnership working by successfully re-negotiating the HBS contract</p>	FP23	October 2007

Action	Milestone/Key Target 2007/08	
<b>5. Ensure that the Council achieves, manages and improves value for money</b>		
Strengthen the Council's approach to property utilisation by implementing an accommodation review in Regeneration, Central Services and Social Care	FP24	September 2007
Deliver 3.75% cashable and 3.75% non-cashable efficiency savings	FP25	Submission of a forward-looking Annual Efficiency Statement by April 2007 Submission of a backward-looking Annual Efficiency statement by July 2007
Ensure the Council improves its efficiency by achieving at least a "3" in the Use of Resources element of CPA and that it is in a position to achieve a "4" for Value for Money (sub-theme)	FP26	Improving Council Tax collection rates by March 2008 Regaining a score of 4 for the Benefits block in the CPA assessment by June 2007
Strengthen the financial planning and monitoring processes of the Council by: <ul style="list-style-type: none"> <li>● Developing individual medium term financial plans for all Directorates</li> <li>● Monitoring the deliver of financial management in schools</li> </ul>	FP27	October 2007
Ensure that Equal Pay claims are addressed by: <ul style="list-style-type: none"> <li>● Undertaking financial modelling of the likely impact from claims and factoring this into the Council's Medium-Term Financial Plan.</li> <li>● Challenging the future capitalisation directives whilst revising the Medium-Term Financial Plan to reflect the direction should the challenge be unsuccessful.</li> </ul>	FP28	March 2008
	FP29	December 2007

Action	Milestone/Key Target 2007/08	
<b>6. Ensure the organisation is able to act as a community leader and deliver partnership working at a strategic level</b>		
Review the Local Area Agreement with Central Government in accordance with the Local Government White Paper	FP30	March 2008
Undertake a review of the Local Strategic Partnership (LSP)	FP31	August 2007
Review the Performance Management Framework (PMF) for the LSP to ensure it is fit for future purpose.	FP32	September 2007



We will make a summary of this document available in other languages. Braille or large print is available on request.

سوف نحاول ان نجعل ملخص هذه الوثيقة متوفرة بلغات اخرى, الابرل وكتابة  
كبيرة عند الطلب.

ہم کوشش کریں گے کہ اس دستلہز کا خلاصہ دوسری زبانوں میں مہیا کیا جاسکے مزید  
آپکی درخواست پر اسے بریتل یا موٹے الفاظ میں بھی فراہم کیا جاسکے گا