



AGENDA ITEM: 6

13 APRIL 2010

ECONOMIC REGENERATION AND TRANSPORT SCRUTINY PANEL

**STRATEGIC PLAN 2010:
ENHANCING THE LOCAL ECONOMY THEME**

**DIRECTOR OF REGENERATION: KEVIN PARKES
DIRECTOR OF ENVIRONMENT: MIKE ROBINSON**

Purpose of the report

1. To advise the Economic Regeneration and Transport Scrutiny Panel of the outline content of the *Enhancing the Local Economy* sub-section of the 2010/2011 revision of the Council's Strategic Plan and to seek comment.

Recommendation

2. That the Panel notes and comments on the outline content of the *Enhancing the Local Economy* sub-section of the 2010 revision of the Council's Strategic Plan.

Background

3. The Strategic Plan is the Council's overarching plan and is central to planning across the organisation. The Plan provides a strategic overview of the business of the Council that brings clarity of purpose to the organisation and offers a coherent framework for financial and service planning and for performance management.
4. In 2008, the Council published a three-year Strategic Plan for 2008-2011, in line with the period of the current Local Area Agreement for Middlesbrough.
5. The plan is revised on an annual basis to ensure that it remains fit for purpose. The Deputy Mayor approved an outline structure and development timetable for the 2010 revision of the Strategic Plan on 10 February 2010.

6. The timetable provides for CMT and Overview and Scrutiny Board to consider drafts of the Plan at appropriate intervals, prior to endorsement by Executive and approval by Council in June 2010.
7. Relevant sections of the revised Plan are considered by Scrutiny Panels before the first draft of the Plan is prepared and circulated.
8. The outline content of the *Enhancing the Local Economy* sub-section of the 2010 revision of the plan is attached at Appendix A for consideration.
9. The outline content is divided into the following sections: -

Section	Purpose
Overarching vision and aims	Describes the vision for the thematic area, as developed by the Middlesbrough Partnership.
Strategic priorities	Breaks down the vision into a number of strategic priorities, which are the areas of focus for the theme.
Key performance targets	Sets out the key performance indicators used to measure progress against each strategic priority, with most recent performance and future targets.
Local delivery arrangements	Describes how the strategic priorities will be delivered within Middlesbrough.
The Council's contribution to this theme and performance in 2009/2010	Summarises the Council's specific contribution to delivering the strategic priorities and major achievements in the last year.
Action Plan 2010/2011	Sets out key activity planned over the next year to progress the strategic priorities.

10. This information will be refined in the coming weeks through internal debate and discussions with partners where appropriate. Final performance targets will be added into the draft following the annual data return, commencing in April 2010.
11. At this stage, comments are sought on the general approach to addressing the strategic priorities for this theme and the plausibility of the proposed actions for 2010/2011.

Background papers

Strategic Plan 2008-2011 (2009/2010 revision)

Contact Officers:

Name	Title	Telephone	email
Alan Andrew	Building Control Manager	729581	alan_andrew@middlesbrough.gov.uk
Jackie Robson	Operations Manager, Environment	728111	jackie_robson@middlesbrough.gov.uk
Paul Stephens	Corporate Performance Team Leader	729223	paul_stephens@middlesbrough.gov.uk



Enhancing the local economy

Overarching vision and aims

The overarching vision for Middlesbrough's economy is as follows:

Middlesbrough will be a place where economic growth meets the needs and aspirations of its people, projecting a positive image of somewhere that:

- people want to do business
- people want to work and live
- people want to be.

Strategic priorities

Middlesbrough is a town on its way up. Although the evolution from an industrial heritage towards a more service-orientated economy continues to pose significant long-term challenges, the progress made in recent years suggests that the local economy is not just growing, but it is also becoming more resilient.

To ensure that Middlesbrough continues to develop its role as a place where people want to live, work and visit, partners need to continue to work collectively to address long-term challenges and build upon the progress made. Achieving this will not only require the economy to grow further, with a complementary housing and transport offer, but also increase the influence and contribution made towards the sub-regional and regional economies.

The 'Enhancing the local economy' theme is split into three sub-themes:

- Promote economic vitality.
- Facilitate a housing offer that provides the quality and choice required to meet the needs of the community and support future economic growth.
- Provide a transport network that meets the needs of a town on its way up.

A number of strategic priorities for each of these sub-themes have been identified, and are shown below.

Priority	Rationale
Promote economic vitality.	
<p>Establish the physical environment and infrastructure that encourages and supports economic vitality.</p>	<p>Middlesbrough offers a variety of locations, each one fulfilling its own important role. The town centre continues to be the engine of the local economy, offering shopping, leisure and cultural activities, whereas industrial activities are located in more traditional business locations. Whilst the quality of the town centre offer has improved greatly and progress has been made in updating some of the older industrial locations, there is still a lot more to do in terms of meeting the ever-increasing aspirations of modern businesses. Middlesbrough lacks the volume and choice of new, high-quality development that has been delivered in other neighbouring areas, and schemes such as Middlehaven that are aimed at addressing this gap are still to come to fruition.</p>
<p>Provide business support that encourages more businesses to set up, locate and grow here.</p>	<p>As an area with a long-established history of economic activity, the town still retains its sub-regional role as a commercial centre with a strong and proactive 'business community'. Local businesses benefit from a comprehensive range of local business support and retain a clear sense of 'belonging' within the area. Rates of new business creation could, however, be higher, and although Digital City continues to drive the generation of innovative new wealth-creating businesses, more needs to be done to stimulate and support entrepreneurs in other sectors.</p>
<p>Ensure that local people have the skills for and can access jobs and opportunities.</p>	<p>If the residents of Middlesbrough are to benefit from economic growth in the area, there is a need for skill levels to develop in line with the growing demands of the jobs being created. Although skill levels are rising, they remain lower in Middlesbrough than across other parts of the sub-region, and this needs to be addressed if local employment levels are to be raised and worklessness issues tackled.</p> <p>The relatively low levels of participation in employment experienced across Middlesbrough presents many challenges to long-term economic vitality. As more businesses are showing growth in Middlesbrough than across the rest of the Tees Valley, an opportunity does exist to begin to reverse this trend and make a sustainable impact.</p> <p>In a comparatively low-wage economy, there is a clear need to increase the number of people working in higher-growth or wealth-creating sectors. Activities such as Digital City have shown how local talent can be nurtured to achieve economic impact, but this needs to take place beyond this one sector.</p>
<p>Change attitudes by promoting Middlesbrough's success.</p>	<p>Recent cultural regeneration has had a significant impact on the look and feel of the town. Significant buildings such as Middlesbrough Institute of Modern Art (mima) and the new Middlesbrough College at Middlehaven have greatly improved the landscape and enhanced Middlesbrough's symbolic identity. As a result of this, local attitudes are changing and there is a growing sense of belonging to the town. There is a clear determination to continue this trend by using the development of cultural activities and creative industries to assist economic growth and improve the image of the town.</p>
<p>Promote regeneration through flagship cultural projects that act as economic drivers.</p>	

Priority	Rationale
Facilitate a housing offer that provides the quality and choice required to meet the needs of the community and support future economic growth.	
Rejuvenate the housing stock.	One of the keys to Middlesbrough's long-term prosperity is the ability to retain population and attract new people to settle in the town, although such an outcome can only be achieved by significantly improving the quality of the town's housing offer. All neighbourhoods in Middlesbrough need to meet the needs and aspirations of its diverse population, both now and in the future. Partly as a consequence of its existing stock, Middlesbrough has struggled to compete with neighbouring boroughs in making available a modern housing offer on a sufficient scale. This has contributed to its falling population as people moved outside the town's boundary.
Ensure that the type and mix of new housing provides choice.	In response, Middlesbrough is committed to improving its existing social housing stock and achieving the decent-homes standard for all of its properties. In parallel, a number of ambitious housing schemes are being implemented in line with policies aimed at addressing the imbalance in the current housing offer.
Improve and maintain existing housing.	Middlesbrough's Housing Strategy 2008–2011 sets out the vision for housing in the town, which is to 'Provide good-quality, affordable homes, in sustainable neighbourhoods, where people will want to live, and which meet the needs of the current and future population of Middlesbrough'. As a central part of a key city region in the North East, Middlesbrough has a significant role to play in taking forward regional and sub-regional agendas. Middlesbrough's strategic priorities are closely aligned to national and regional housing strategy objectives.
Provide a transport network that meets the needs of a town on its way up.	
Improve access to work and important services.	The focal point of the city region's transport infrastructure has continued to develop in line with the existing locational offer. More ambitious development of the transport infrastructure now needs to be taken forward to drive further investment in business locations and strengthen Middlesbrough's role in the wider sub-regional and regional context.
Avoid congestion.	
Improve public transport.	
Improve road safety.	
Increase the use of cycling and walking.	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 the five strategic priorities, which reflect the Government's shared priorities for transport.

The Mayor's agenda

Promoting the local economy of Middlesbrough is key to achieving the Mayor's vision for the town. Specifically, the following three pillars of the Mayor's 'Raising Hope' agenda demonstrate the Council's commitment to revitalising Middlesbrough:

- Physical regeneration of the town's run-down sites and buildings
- A business-friendly enterprise culture, which welcomes would-be investors
- A transport network, which can meet the needs of a town on its way up.

Five of the Mayor's Reduction priorities are supported by this theme. These are:

- Unemployment
- Benefit dependency
- Unfit homes
- Journeys made by car
- Road traffic accidents.

Key performance targets

Progress towards these priorities is measured using the key performance indicators set out below.

Promote economic vitality.

Establish the physical environment and infrastructure that encourages and supports economic vitality.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
◆	NI151	Overall employment rate (working age)	65.3% (Q1 2008/09)	Middlesbrough's performance in Q1 2008/2009 was bottom quartile nationally.	Performance 7.5% below the national average for this period (72.8%), but the gap between Middlesbrough and the North East reduced to 3.6%.	Reduce gap to NE ave. to 5% (Oct. 2000 to Sept. 2010) based on 3yr. rolling ave.
◆	NI152	Working age people on out of work benefits	24.6% (May 2009)	Middlesbrough's performance at May 2009 was bottom quartile nationally.	Performance 10% below the national average for this period (14.6%), and the gap between Middlesbrough and the North East increased to 4.2%.	Reduce gap to NE av. to 3.4% (Aug. 2009 to May 2010)
◆	NI153	Working age people on out of work benefits in the worst performing neighbourhoods	33.9% (May 2009)	Middlesbrough's performance at May 2009 was bottom quartile nationally.	Middlesbrough is currently 3.4% below national average.	26% (Four quarters to May 2011)

Provide business support that encourages more businesses to set up, locate and grow here.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
◆	NI171	New business registrations per 10,000 population aged 16 and above	31.1 (2002-2007 calendar year average)	Middlesbrough's performance of 41 in the 2007 calendar year was bottom quartile nationally.	New business registrations with the North East are significantly lower than the national average. The publication of the 2008 figure for NI171 is awaited. Small business growth increased from 2005-2007, but the economic recession will undoubtedly impact on both measures.	32.1 (2009)
	NI172	Small businesses showing year-on-year employment growth	15.91% (2007)	Middlesbrough's performance in the 2007 calendar year was top quartile nationally.		Maintain gap to NE ave. at 0% (2008)

Ensure that local people have the skills for and can access jobs and opportunities.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
◆	NI163	Working population aged 19+ qualified to Level 2 or above	66% (2008)	Middlesbrough's performance in this period was lower median quartile nationally.	Performance in 2008 was 4.8% behind the LAA target.	71.5% (2009)

Ensure that local people have the skills for and can access jobs and opportunities.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
	NI165	Working population aged 19+ qualified to Level 4 or above	20.4% (2008)	Middlesbrough's performance in this period was bottom quartile nationally.	Middlesbrough performed in the worst 5% of areas on the NI 174 first survey, with particular issues around the proportion of the workforce qualified to Level 4. 2008 data awaited for NI 174.	TBC (2009)
	NI174	Employers reporting skills gaps in their current workforce	22.1% (2007)	Middlesbrough's performance in 2007 was bottom quartile nationally.		Maintain gap to NE figure at 0% (2009)

Change attitudes by promoting Middlesbrough's success.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
◆	L3	People who agree that Middlesbrough is improving Source: Neighbourhood Survey	74% (2009)	Performance in the 2007 Neighbourhood Survey was 72%.	The 2008 Place Survey suggested that the majority of local people think Middlesbrough continues to improve and the recent Neighbourhood Survey confirms this.	TBC

Promote regeneration through flagship cultural projects that act as economic drivers.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
◆	NI11	Adults engaging in arts three times in last 12 months Source: Active People Survey	38.0% (2009/2010)	Middlesbrough's performance of 35.33% in 2008/2009 was bottom quartile nationally.	Performance has improved from 2008/2009 and is in line with the regional average figure.	41.1% (2010/11)

Facilitate a housing offer that provides the quality and choice required to meet the needs of the community, and support future economic growth.

Rejuvenate the housing stock.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
◆	L4	Develop additional extra care housing in the town	Not applicable	Not applicable	The recession has had a major impact, but the Council is seeking partners to take forward this project.	15 units (2010/2011)

Ensure that the type and mix of new housing provides choice.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
◆	NI154	Net additional homes provided in year (cumulative)	TBC (2009/2010) Q3: 10 / off target	Middlesbrough's performance of 218 in 2007/2008 was bottom quartile nationally.	241 new build, 232 demolitions, 1 conversion/change of use. LAA target renegotiated due to impact of recession on local housing market.	132 (2010/2011)
	NI155	Affordable homes delivered (gross)	TBC (2009/2010) Q3: 94 / on target	Middlesbrough's performance of 60 in 2007/2008 was lower median quartile nationally.	On schedule to meet 2009/2010 target of 121. Commentary will be updated when year-end figure available.	TBC (2010/2011)

Ensure that the type and mix of new housing provides choice.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
	NI159	Supply of ready to develop housing sites	TBC (2009/2010) Q3: 52.9% / off target	None available	Unlikely to meet 2009/2010 target of 60%. Reduced supply is due to the impact of the housing market downturn. Commentary will be updated when year-end figure available.	70% (2010/11)

Improve and maintain existing housing.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
◆	NI187a	People receiving income based benefits living in homes with a low energy efficiency rating	7% (2009/2010)	Middlesbrough's performance of 6.86% in 2008/2009 was upper median quartile nationally.	Middlesbrough is performing well against national comparators, but 2009/2010 performance narrowly missed target of 6%.	6% (2010/2011)
◆	NI187b	People receiving income based benefits living in homes with a high energy efficiency rating	36% (2009/2010)	Middlesbrough's performance of 39.78% in 2008/2009 was top quartile nationally.	Middlesbrough is performing well against national comparators, but 2009/2010 performance missed target of 42%.	42% (2010/2011)

Provide a transport network that meets the needs of a town on its way up.

Improve access to work and important services.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
	NI175	Access to services and facilities by public transport, walking and cycling	99% (2009/2010)	None available	These are new composite measures derived from existing LTP information. The Council is developing future targets.	TBC (2010/2011)
	NI176	Working age people with access to employment by public transport (and other specified modes)	80% (2009/2010)	Middlesbrough's performance of 80% in 2008 was lower median quartile nationally.		TBC (2010/2011)

Avoid congestion.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
	NI167	Congestion – average journey time per mile during the morning peak	No data yet available	No data yet available	No data published by Government to date.	TBC (2010/2011)

Improve public transport.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
◆	NI177	Local bus passenger journeys originating in the authority area	10,631,722 (2008/2009)	None available	Awaiting results of 2009/2010 survey (June 2010). Commentary will be updated when figures available.	10,062,000 (2010/2011)
	NI178i	Bus Services Running on time: Percentage of non-frequent services on time	75.37% (2008/2009)	None available		TBC (2010/2011)
	NI178ii	Bus Services Running on time: Excess waiting time of frequent services (number of minutes)	1.57 (2008/2009)	None available		TBC (2010/2011)

Improve road safety.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
	NI47	Annual change in average number of people killed or seriously injured in road traffic accidents	9.5% (2006-2008)	Middlesbrough's performance in this period was top quartile nationally.	On target at the end of 2008/2009 and ahead of national average.	4.8% (2006-2008)
	NI48	Annual change in average number of children under 16 killed or seriously injured in road traffic accidents	-3.7% (2006-2008)	Middlesbrough's performance in this period was lower median quartile nationally.	Commentary to be updated.	4.1% (2006-2008)

Increase the use of cycling and walking.						
LAA	Ref	Definition	Most recent performance	Performance comparison	Progress update	Next target
	NI198a	Children traveling to school by car.	5-10 yrs: 24.1% 11-16 yrs: 20.6% (2008/2009)	None available	2008/2009 was the first year of measurement for this NI.	TBC (2010/2011)

Delivery arrangements

This theme is led by the Middlesbrough Local Strategic Partnership's Local Economy Action Group (LEAG), which is made up of key partners and representatives from the public, private, voluntary and community sectors. Strategic priorities will be achieved by partners working together across all sectors to address the multi-faceted problems identified and thus close the gap with the rest of the North East.

The group focuses on supporting businesses, providing positive conditions for growth and employment, identifying present and future skills needed to support growth, and helping the hardest-to-help groups into work through outreach. Partners will work within the principles of the Business Support Simplification Programme (BSSP) to join up service delivery and make it easier for businesses and individuals to access a co-ordinated package of help.

LEAG established the strategic priorities for this theme within the Sustainable Community Strategy, and has also developed individual workstreams and sub-groups to enable these

to be progressed. These priorities increasingly shape the Partnership's approach to other initiatives, including work to secure one of the Northern Way Worklessness Pilots in Middlesbrough, and the Deprived Areas Fund – a collaborative approach by the Stockton–Middlesbrough Initiative (SMI) to prioritising the regeneration of the urban core of the Tees Valley. LEAG recognises the importance of collaborative working with the other Local Strategic Partnership thematic groups. It works jointly with Middlesbrough Learning Partnership to address the key issues of education, training and skills development of adults to prepare them for, and support them into, long-term employment.

The Council's contribution to this theme and performance in 2008/2009

The Council is the major contributor to this theme, through its provision of economic development and business support, major regeneration and housing renewal schemes, culture and tourism and delivery of the transport strategy for the area.

The Regeneration Department leads on the 'Enhancing the local economy' theme within the Council.

The Council's progress in delivering its contribution to these targets in the last year is set out below.

Promote economic vitality.

Establish the physical environment and infrastructure that encourages and supports economic vitality.

- Supported the digital creative sector through the opening of Boho One, a flagship £10m Digital Media Enterprise Centre within the emerging creative industries quarter.
- Adopted a 10-year Town Centre Strategy and plan of actions to promote a viable and vibrant town centre.

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

- Implemented a comprehensive new programme of support for businesses and jobs through the Working Neighbourhoods Fund.

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

- Supported the development of over 300 new jobs in Middlesbrough through a range of business grants, property solutions and other support.
- Supported over 500 local people into employment through the Neighbourhood Employment Gateways based in Grove Hill, Langridge, Hemlington and the Town Centre.
- Supported 150 unemployed young people into work through the Government's Future Jobs Fund.

Change attitudes by promoting Middlesbrough's success.

- Trinity Crescent development won the outstanding achievement in housing in England at the UK Housing Awards.

Promote regeneration through flagship cultural projects that act as economic drivers.

- Successful delivery of the Top Gear art exhibition at mima, attracting over 15,000 visitors, with many people attending for the first time.

Facilitate a housing offer that provides the quality and choice required to meet the needs of the community, and support future economic growth.

Rejuvenate the housing stock.

- Acquired the remaining Vine Street properties in St Hilda's, further contributing to the site assembly for future development.

Ensure that the type and mix of new housing provides choice.

- With Tees Valley partners, established the sub-regional Choice Based Lettings Scheme in order to provide increased housing choice.

Improve and maintain existing housing.

- Delivered environmental facelift improvement scheme to help improve and maintain existing housing and assist the Council to deliver its new vision for older housing.

Provide a transport network that meets the needs of a town on its way up.

Improve access to work and important services.

- Completed the construction of the North Middlesbrough Accessibility Scheme to improve access to the Middlehaven area, four months ahead of schedule.
- Adopted a Network Management Plan as required by the Traffic Management Act and commenced the delivery of the approved action plan.
- Adopted a Parking Strategy and commenced the delivery of the approved action plan.
- Developed a programme to migrate from the current Urban Traffic Control system to a broader Intelligent Transport System for Middlesbrough and the Tees Valley; commenced the introduction of the new car park guidance system.
- Undertook a consultant study into feasibility of new multi-storey car parks for the town.
- Commenced the use of the Transport Asset Management Plan to direct investment priorities, and developed a business case for prudential borrowing to enhance planned highway maintenance works.
- Developed an action plan for the Transporter Bridge Centenary celebrations.

Avoid congestion

- Workplace travel plan proposals approved by the Council.

Improve public transport.

- Introduced Connect Tees Valley transport information portal and ensured Middlesbrough web pages were fit for purpose.
- Prepared bids for improvements at Middlesbrough Station and James Cook Hospital, as part of the Tees Valley Metro proposals.

- Developed a Rail Partnership and commenced work on the “step free” disabled access at Middlesbrough railway station.

Improve road safety.

- Implemented safety initiatives (e.g. traffic calming schemes, 20mph residential zones, education and training etc.) and achieved the lowest recorded number of casualties in the town.

Increase use of cycling and walking.

- Introduced a programme of Safer Routes to School schemes and walking initiatives to reduce the proportion of pupils at participating schools travelling by car.
- Commenced the Scheme for subsidised provision of cycles for local schools.

Action plan 2010/2011

Promote economic vitality.

Establish the physical environment and infrastructure that encourages and supports economic vitality.			
Ref	Action	Deadline	PI links
RG13	Prepare and consult on a Middlehaven Planning Document to facilitate the redevelopment of the area.	Mar. 2011	NI151-153 NI166 NI171-172
RG14	Develop a delivery programme, with partners, for the Grove Hill Area.	Mar. 2011	
RG15	Agree proposals for the development of Centre Square East.	Mar. 2011	

Provide business support that encourages more businesses to set up, locate and grow here.			
Ref	Action	Deadline	PI links
RG16	Engage 550 businesses through a range of measures including Middlesbrough Business Forum, business support initiatives and town centre activities.	Mar. 2011	
RG17	Assist 360 businesses through a range of measures including start-up assistance, grants and non-financial assistance, DigitalCity Business and Middlesbrough Safer Shopping Scheme.	Mar. 2011	
RG18	Establish and attract 75 new businesses through a range of measures including start-up assistance, grants and non-financial assistance, DigitalCity Business and Middlesbrough Safer Shopping Scheme.	Mar. 2011	
RG19	Create/attract 280 new jobs through a range of measures including start-up assistance, grants and non-financial assistance, DigitalCity Business and Middlesbrough Safer Shopping Scheme.	Mar. 2011	
RG20	Pilot new ways of delivering and funding business support through a range of measures including the Difference Engine and NEEIC integration to ensure sustainability post WNF.	Mar. 2011	

Provide business support that encourages more businesses to set up, locate and grow here.			
Ref	Action	Deadline	PI links
EN11	Formulate, execute and evaluate a campaign to harden community attitudes towards the selling of illicit tobacco. <ul style="list-style-type: none"> • Increase intelligence exchange to curb the illicit tobacco trade • Carry out test purchasing operations (six) to stamp out illegal tobacco sales to u18s 	Mar. 2011	NI 182-183
EN12	Carry out 320 debt counselling sessions and attend 4 community events to promote the Money Advice Service. <ul style="list-style-type: none"> • 80 sessions and one event each quarter 	Mar. 2011	
EN13	Review and publication of the refresh of the Licensing Act 2003. <ul style="list-style-type: none"> • Pre-draft consultation and first draft produced by June 2010 • 12 week period of consultation by September 2010 • Final draft produced and approved by full council by January 2011 	Jun. 2010 Sept. 2010 Jan. 2011	
EN14	Implement recommendations of Taxi rank and vehicle Review report <ul style="list-style-type: none"> • Action plan drawn up by June 2010 • Quarterly consultation meetings with taxi trade by June 2010 • Actions dependent on findings of the report by March 2011 	Jun. 2010 Mar. 2011	

Ensure that local people have appropriate skills and can access jobs and opportunities.			
Ref	Action	Deadline	PI links
RG21	Maintain the Local Employment Strategy to ensure it responds to opportunities and is aligned to regional and sub-regional approaches, in order to reduce the unemployment rate gap between Middlesbrough and the Tees Valley.	Mar. 2011	NI151-153 NI161-165 NI173
RG22	Engage residents, particularly those furthest from the labour market, to move towards employment, including 600 job seekers engaged through the Neighbourhood Employment Gateways.	Mar. 2011	
RG23	Assist local people from priority neighbourhoods into jobs, with 300 people assisted into employment through WNF-funded priority 3 infrastructure projects.	Mar. 2011	
RG24	Provide 100 additional employment opportunities through Future Jobs Fund and apprenticeship schemes.	Mar. 2011	

Change attitudes by promoting Middlesbrough's success.			
Ref	Action	Deadline	PI links
RG25	Deliver Middlesbrough Image Campaign, including Media campaign and Middlesbrough Ambassadors scheme.	Mar. 2011	L3
RG26	Tour exhibitions initiated by mima to two national venues to promote mima as a centre for excellence and enhance its reputation.	Mar. 2011	
RG27	Deliver and exhibition featuring the work of artists Felix Gonzalez-Torres and William McKeown to allow mima to play a key role within "AV Festival 10: Energy" and promote mima as a leading cultural centre both regionally, nationally and internationally.	Mar. 2011	

Promote regeneration through flagship cultural projects that act as economic drivers.			
RG28	Hold a second literary festival including 25 events and achieve an attendance of 1,000 people to promote community engagement and provide a positive library experience.	Mar. 2011	NI9 NI10
RG29	Develop and deliver a series of high quality events to showcase and profile Middlesbrough including: Music Live; Mela; Discover Middlesbrough; Winter Festival and two new events.	Mar. 2011	NI11 NI171-172
RG30	Increase the number of work opportunities (measured in days) for creative industries by 10% from the 2009/10 target to 2,200 through Culture and Tourism and partnership programmes.	Mar. 2011	NI9 NI10 NI11
RG31	Increase new audience members on venue mailing lists by 2% through the provision of e-marketing, social networking and other new marketing tools.	Mar. 2011	NI 9

Facilitate a housing offer that provides the quality and choice required to meet the needs of the community, and support future economic growth.

Rejuvenate the housing stock.			
Ref	Action	Deadline	PI links
RG32	Work in partnership with the Homes and Communities Agency to prepare a Green Book appraisal to facilitate delivery of Gresham and Hemlington Grange.	Mar. 2011	NI170 BV64 BV106
RG33	Review the Core Strategy and Regeneration Development Plan Document.	Mar. 2011	

Ensure that the type and mix of new housing provides choice.			
Ref	Action	Deadline	PI links
RG34	Review and update the Staying Put Agency's procedures to benchmark against the Quality Assessment Framework to ensure performance is meeting the needs of the service user.	Mar. 2011	NI154 NI155 NI159

Improve and maintain existing housing.			
Ref	Action	Deadline	PI links
RG35	Prepare and consult on a Private Rented Sector Housing Strategy to set a framework to improve the quality and management standards of properties within the private rented sector.	Mar. 2011	NI 155

Provide a transport network that meets the needs of a town on its way up.

Improve access to work and important services.			
Ref	Action	Deadline	PI links
EN15	Submit the phase 2 HLF bid for funding for the Transporter Bridge Centenary. <ul style="list-style-type: none"> Appoint consultants/contractors to develop bid by June 2010 Prepare and submit bid by September 2010 	Jun. 2010 Sept. 2010	

Improve access to work and important services.			
Ref	Action	Deadline	PI links
EN16	Develop and consult upon the third Local Transport Plan to cover the period 2012-17. <ul style="list-style-type: none"> • Undertake public consultations by June 2010 • Prepare draft document and seek Executive approval by December 2010 • Submit to Government Office for the North East by March 2011 	Jun. 2010 Dec. 2010 Mar. 2011	NI 175-177
EN17	Implement Year 1 actions from the workplace travel plan for Middlesbrough Council. <ul style="list-style-type: none"> • Launch bike to work scheme, open up incentivised bike scheme to council staff (Healthy Towns Project) by June 2010 • Sustainable Travel Discount Scheme for staff by September 2010 • Online journey planning for cycling by October 2010 • CMT report to confirm Year 2 actions by October 2010 	Jun. 2010 Sept. 2010 Oct. 2010	NI 175-177
EN18	Progress East Middlesbrough Transport Corridor. <ul style="list-style-type: none"> • Feasibility Study and option appraisal by May 2010 • Develop action plan resulting from initial appraisal by July 2010 	May 2010 Jul. 2010	NI 167
EN19	Investigate the adoption of TMA (Traffic Management Act) 2004 powers to enforce parking at dropped pavement crossings and double parking. <ul style="list-style-type: none"> • Research best practice nationally by June 2010 • Report to CMT re costs / benefits by November 2010 	Jun. 2010 Nov. 2010	

Avoid congestion.			
Ref	Action	Deadline	PI links
EN20	Procure and implement an Urban Traffic Management and Control system including a new car park guidance system (subject to DfT funding). <ul style="list-style-type: none"> • Tender for common database and PGI system by June 2010 • Award Tender by September 2010 • Implement core systems by March 2011 	Jun. 2010 Sept. 2010 Mar. 2011	NI 167
EN21	Undertake transport corridor reviews to seek improved flow for all highway users. <ul style="list-style-type: none"> • Identify programme of routes by December 2010 • Undertake first review (follow on from UTMC implementation subject to DfT funding) by March 2011 	Dec. 2010 Mar. 2011	

Improve public transport.			
Ref	Action	Deadline	PI links
EN22	Commence implementation of Middlesbrough's element of the Connect Tees Valley Bus Network improvement scheme. The first year of the four year programme will focus on Marton Road and improvements to the bus station (subject to DfT funding). <ul style="list-style-type: none"> • Marton Road junctions by September 2010 • Bus station improvements including information system by March 2011 	Sept. 2010 Mar. 2011	NI 175-177

Improve public transport.			
Ref	Action	Deadline	PI links
EN23	Assist Network Rail with improvements at Middlesbrough Station and James Cook Hospital, as part of the Tees Valley Metro Proposals. <ul style="list-style-type: none"> • Project initiation report by June 2010 • In partnership with Regeneration, prepare bid to Single Programme to compliment access needs around Middlesbrough Station by September 2010 • Detail design of station by Network Rail by March 2011 	Jun. 2010 Sept. 2010 Mar. 2011	

Improve road safety.			
Ref	Action	Deadline	PI links
EN24	Introduce a residents parking scheme in Beechwood. <ul style="list-style-type: none"> • Progress Traffic regulation order by June 2010 • Implement scheme by September 2010 	Jun. 2010 Sept. 2010	

Increase use of cycling and walking.			
Ref	Action	Deadline	PI links
EN25	Develop a cycleway improvement programme linked to the new Local Transport Plan, which will encourage increased levels of cycling within schools, colleges and workplaces. <ul style="list-style-type: none"> • Produce programme for LTP3 by December 2010 	Mar. 2011	NI 175
EN26	Introduce a Borough wide programme of 20mph speed limit initiatives. <ul style="list-style-type: none"> • Feasibility Study and report produced by Consultant by June 2010 • Establish funding source an potential programme by September 2010 • Consultation commences (subject to funding) by March 2011 	Mar. 2011	NI 47-48 NI 167