

## INTRODUCTION & PURPOSE OF THE PLAN

This is the Council's second Corporate Performance Plan. The Corporate Performance Plan sits below the Community Strategy, which 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 Corporate Performance Plan is to:

- identify the Council's 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 co-coordinated planning and performance monitoring
- help communicate the Council's improvement agenda to staff, partners, community stakeholders and regulators
- 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 Plan is in two parts, in two separate documents.

**Part I** provides an overview of the Council and sets out the Council's priorities, contribution to the Community Strategy themes and provides an overview of Council performance.

**Part II** provides all detailed supporting information, including Best Value Performance Indicator statistics, an analysis of financial performance and details of how we intend to meet the Gershon efficiency target.

# THE CORPORATE PERFORMANCE PLAN IN CONTEXT

This section contains summary information about:

The town of Middlesbrough  
Middlesbrough Council.

It explains how the historical, geographical and political contexts affect the Council's choices, priorities and approach to delivering improvement.

## Middlesbrough – The Town

Situated on the North-East coast of England, with a population of 139,000, Middlesbrough is at the heart of the Tees Valley conurbation, which has a total population of 650,000, centred round the River Tees. The Tees Valley itself is strategically positioned between Newcastle to the north and Leeds to the south. It serves a substantial population between these two major regional centres.

The area's economic strengths were built on iron and steel, shipbuilding, heavy engineering and chemicals. It retains strengths in several of these areas, but massive industrial restructuring has changed the town's economy. The service sector is now the main economic driver and the town centre provides most of the town's employment. Middlesbrough's geography and its historical legacy are key drivers in setting the town's priorities.

Middlesbrough's high levels of disadvantage, measured by indicators such as unemployment and ill-health, present challenges to the Council. The employment history of the area means that there are relatively low levels of entrepreneurship and low aspirations. These are issues common to many areas that have experienced similar industrial decline. However, Middlesbrough also has many advantages that help its drive for regeneration. They include:

- extensive remediated riverside sites ready for redevelopment
- close proximity to Teesport (the second largest port in Britain) and two international airports
- a good road infrastructure, with little congestion relative to other regions and ready access to the East Coast main rail line
- proximity to the North York Moors and Yorkshire Dales
- an excellent selection of housing in a rising market
- a ready and flexible labour supply.

## Middlesbrough – The Council

Middlesbrough elected Ray Mallon as its first directly elected Mayor in May 2002. It is one of eleven councils with a directly elected Mayor. External evaluation by the Audit Commission has judged that the system is working well in Middlesbrough <sup>1</sup>. In December 2004 the Council appointed a new Chief Executive, Jan Richmond, who is building on the foundations put in place by the previous Chief Executive .....

The Mayor has reviewed and revised the make-up of his Executive for the 2005/06 municipal year. The changes will further strengthen the Executive and focus more closely on the delivery of council priorities. The Executive portfolios are:

Social Care and Health	Transport
Environment	Children's Services
Economic Regeneration and Culture	Education and Skills
Resources	Community Safety and Leisure

The structure of the scrutiny function complements council priorities and the Executive portfolios. The scrutiny panels are:

Overview and Scrutiny	Children and Learning
Environment	Community Safety and Leisure
Economic Regeneration and Transport	Social Care
Middlesbrough and Eston Health	Health
Tees Valley Joint Health	

The operation of scrutiny within the Council has received positive comment.<sup>2</sup>

Middlesbrough Council is responsible for a variety of services. During 2005/06 the Council:

**Update all figures – see if there are any others that we would like to use instead/as well**

- educated 7,038 secondary school pupils, 12,775 primary school pupils and 2,155 nursery pupils
- provided support and care to 12,400 older people, 2,500 people with disabilities, 1,200 people with mental health problems and 607 people with learning disabilities, looked after 239 children and arranged 18 adoptions
- assisted 702,101 visitors to libraries, who borrowed 716,437 items
- accommodated 238,917 visitors to our museums
- dealt with 1,108 planning applications
- made 3,106,064 household refuse collections, 1,200 trade waste collections
- and 19,107 Bulky Waste collections
- maintained and cleaned approximately 485 km of roads and 980 km of footpaths
- maintained over 1,100 hectares of land (11,000,000m<sup>2</sup>), which includes grass, shrubs, cemeteries, sports fields, golf courses, flower beds and becks.

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<sup>1</sup> Mayoral Arrangement, Middlesbrough Council, Audit Commission 2003/04

<sup>2</sup> *Audit 2002/03 of the Overview and Scrutiny Function* (Audit Commission, December 2003); *Evaluating the Effectiveness of Local Scrutiny – Report to Case Study Authorities* (Centre for Local & Regional Research in Cardiff Business School - September 2003)

## WORKING IN PARTNERSHIP

Partnership working is a key element in the Council's approach to delivering its agenda of community renewal, and it is a leading participant in many effective partnerships. The most important partnership is the Middlesbrough Partnership, our Local Strategic Partnership (LSP).

The LSP brings together agencies and stakeholders from all sectors of the community. The aspirations of the partnership, which are based on shared national and local government priorities, complement the Mayor's vision. The shared priorities are:

- **supporting children and learning**
- **promoting healthier communities and effective social care for adults**
- **creating safer and stronger communities**
- **transforming our local environment**
- **meeting local transport needs more efficiently**
- **promoting the economic vitality of Middlesbrough.**

The Council plays a major role as a member of the Partnership and by providing administrative and strategic support.

The Council's own priorities have been developed to deliver the Mayor's Raising Hope Agenda whilst at the same time making a significant contribution to the achievement of the community strategy. This is explored further in the "Council Priorities" section starting on page 12.

Middlesbrough is at the centre of the Tees Valley sub-region. Therefore it is essential to work in partnership with other local authorities and agencies to meet the challenges and release the potential of the wider area. Key sub-regional regeneration partnerships include:

**Tees Valley Partnership (TVP)** – a sub-regional partnership comprising the five local authorities and local strategic partnerships within the Tees Valley (Middlesbrough, Stockton, Redcar & Cleveland, Darlington and Hartlepool) and agencies from key sectors, including police, education, the voluntary sector and business. The Partnership is responsible for the Tees Valley Vision – the long-term strategy for the Tees Valley for the next 15 years.

**Tees Valley Regeneration (TVR)** – the Urban Regeneration Company for Tees Valley, responsible for helping drive forward the area's regeneration by delivering strategically significant major sites and projects, which include Middlehaven in Middlesbrough. The Company is a joint venture between the five local authorities, ONE NorthEast, and English Partnerships.

**Stockton/Middlesbrough Initiative (SMI)** – a partnership venture between Middlesbrough and Stockton Councils, which focuses on the regeneration of the urban core of the Tees Valley, based around Middlesbrough and Stockton town centres and the river corridor connecting them. The SMI is a key element of the Tees Valley Vision.

The Council is also involved in a range of partnerships that support the delivery of the Community Strategy themes. These are summarised in the "Community Strategy Themes" section of the plan.

## COUNCIL PRIORITIES

As outlined in the “Working in Partnership” section, the Council is a lead partner in delivering the aspirations of the Middlesbrough Community Strategy, which is, in turn, based on the national/local shared government priorities.

### Raising Hope Agenda

The Council’s priority contributions to the delivery of the Community Strategy themes are based upon the “Raising Hope” agenda set by its elected Mayor and supported by the Council’s executive and non-executive councillors.

The Mayor’s “Raising Hope” agenda is built on four pillars:

- 1. a clean, safe environment, in which people can go about their business without fear of crime and anti-social behaviour**
- 2. physical regeneration of the town’s run-down sites and buildings**
- 3. a business-friendly enterprise culture which welcomes would-be investors**
- 4. a transport network which can meet the needs of a town on its way up.**

**Education and care of young people and support to vulnerable people in the town provide a foundation for these pillars.**

This agenda has been developed to respond to Middlesbrough’s historical and geographical circumstances and realise its potential. It complements the national/local priorities that underpin the Community Strategy. The Council’s management and political structures have also been reviewed and revised to provide for a clear focus on its priorities.

### Reduction Agenda

In 2004 the Mayor introduced the next phase of his Raising Hope Agenda, the Reduction Agenda. The Reduction Agenda consists of twenty reduction targets, covering health, crime, education and sustainability. The Reduction Agenda is based on tackling problems at source, by focusing on reduction rather than reaction it is intended to create a virtuous circle of improvement in the quality of people’s lives. Many of the reduction priorities are longer term and need to be carried out in partnership in order to achieve them.

The 20 Reduction Priorities are:

Reduce children leaving school without qualifications	Reduce the consumption of fatty foods	Reduce overall crime
Reduce school exclusions	Reduce Smoking	Reduce household burglaries
Reduce absence from school	Reduce Obesity	Reduce vehicle crime
Reduce unemployment	Reduce deaths from heart disease and strokes	Reduce anti-social behaviour
Reduce benefit dependency	Reduce stress related illness	Reduce proportion of journeys made by car
Reduce unfit homes	Reduce alcohol abuse	Reduce road traffic accidents

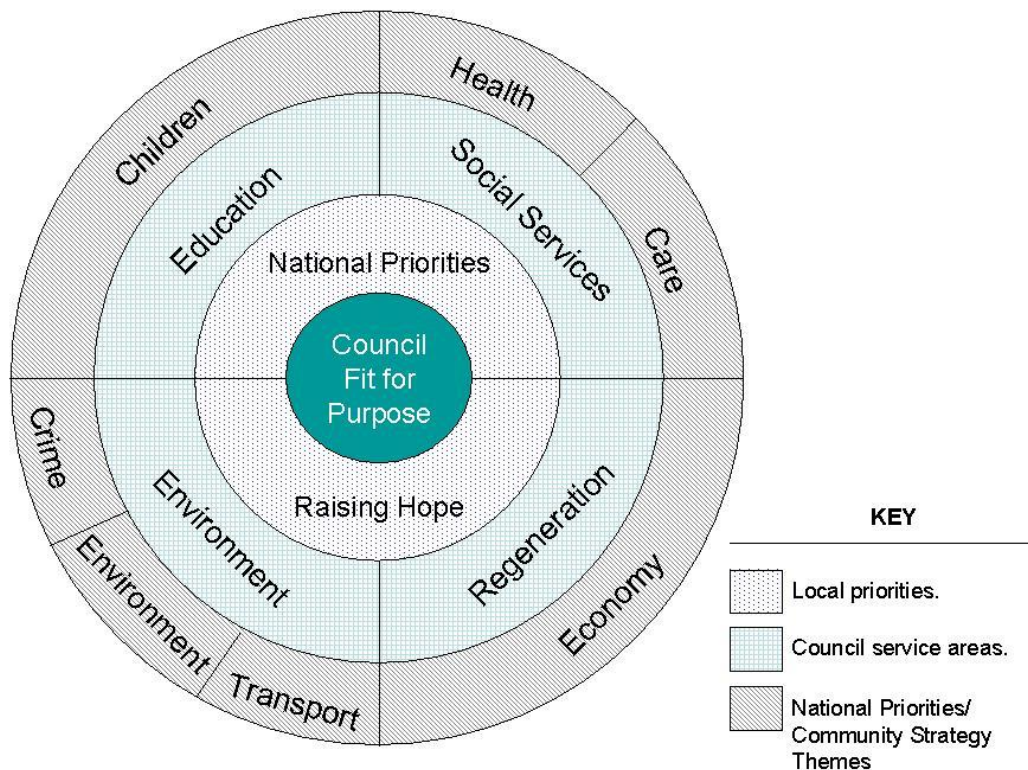
The Council has developed its corporate performance management framework to ensure that it can monitor and assess its delivery of the Raising Hope and Reduction agenda and its contribution to the achievement of the Community Strategy themes.

The Community Strategy 2005 identifies the strategic priorities for each Community Strategy theme; these are set out in the **table on page**.

The Council's contribution to the achievement of the Strategic Priorities and the Mayor's Reduction Agenda is set out in the "Community Strategy Themes" section of this plan, together with planned actions and key targets for improvement for 2005/06.

In addition, the Council has an overarching "Fit for Purpose" theme. This theme identifies the Council's organisational commitments and objectives, which help to ensure the Council is organisationally 'fit for purpose' to act as community leader and contribute effectively to the achievement of the Community Strategy themes.

The diagram below shows how these elements come together.



## **COMMUNITY STRATEGY THEMES - STRATEGIC PRIORITIES**

### **Supporting children and learning**

1. Be Healthy
2. Stay Safe
3. Enjoy and Achieve
4. Make a positive Contribution
5. Achieve Economic well-being

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

1. Help to promote health, well-being, independence, inclusion and choice
2. Ensure that, when people fall ill, they get good quality care and are made better faster
3. Ensure that we close the gap between levels of health of Middlesbrough Residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average
4. Jointly Commission health and social care services with voluntary and independent sector providers

### **Creating safer and stronger communities**

1. To Reduce Crime, including domestic burglary, vehicle crime, robbery, assault, domestic violence and hate crime
2. To reassure the public by reducing the fear of crime and anti-social behaviour
3. To reduce harm caused by illegal drugs and alcohol
4. To increase voluntary and community engagement

### **Transforming our local environment**

1. Improve the standard of cleanliness throughout the town
2. Develop the network of open spaces and high quality parks to serve the needs of the community
3. Reduce the fear of crime in public places
4. Increase the amount of household waste, which is recycled
5. Improve Air Quality
6. Increase species and habitat bio-diversity
7. Reduce the causes of adverse climate change
8. Involve the community in transforming the local environment

### **Meeting local transport needs more efficiently**

1. The whole transport network will facilitate the local community, including disadvantaged or vulnerable groups to have access to work and important services including education, healthcare, leisure and shopping
2. Congestion does not hinder economic development, impair the quality of the local environment or cause severance in our communities
3. We achieve reductions in the numbers of people killed and seriously injured in road traffic accidents and reduce accidents and casualties overall, especially in disadvantaged communities
4. 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
5. Highway maintenance is undertaken in a sustainable manner and prioritised to assist with our other objectives. We will encourage, as a priority, the increased use of cycling and walking through appropriate maintenance and access improvements

### **Promoting the economic vitality of Middlesbrough**

1. Establish an environment that encourages and supports economic vitality
2. Provide business support that encourages more businesses to set up, locate and grow here
3. Ensure local people have the skills and can access jobs and opportunities
4. Change attitudes by promoting Middlesbrough's success
5. Play a strong role in the sub/region
6. Increase the choice of quality housing available across all sectors
7. Address over-supply of unsuitable, obsolete properties
8. Support for the development of sustainable neighbourhoods through improvement and development
9. Create a balanced portfolio of property to meet the needs of the community including higher quality, low density and special needs housing
10. Provide for good quality, readily available locations for new housing to meet the needs of a stable population
11. Reduce the number of people classified as homeless
12. Promote regeneration through culture, arts and learning through major cultural projects and flagships that act as economic drivers by contributing to the town's image and environment
13. Promote regeneration through culture, arts and learning through cultural activities which contribute to the quality of life, and well-being of individuals and communities

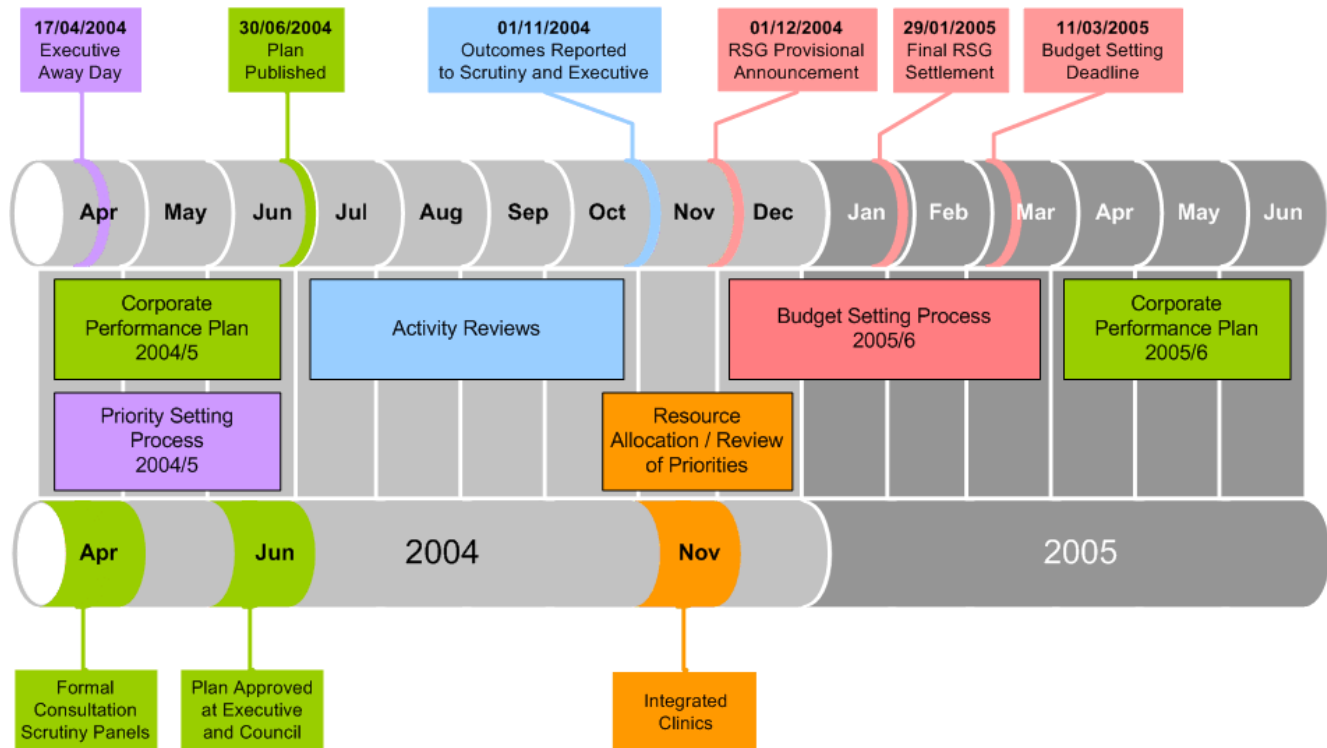
### **Fit for Purpose**

1. Provide strategic support and guidance to the Council on areas of corporate significance, including financial planning and policy development
2. Provide services to the public, other departments and stakeholders, either directly or through acting as a client for Service Middlesbrough
3. Support Members in the democratic process
4. Promote high standards in performance management including communications and Human Resources, probity, fairness and the implementation of Council values across the authority



## Priority and Budget Setting Process 2005/06 (Update)

A process has been developed to ensure that priorities are regularly reviewed to reflect emerging requirements, community needs and available resources. The diagram below illustrates how the priority setting and review processes are integrated with the budget setting strategy.



GERSHON HERE – with reference to detail of AES in part II

## **BUDGET SETTING STRATEGY - Paul to provide update**

### **MEDIUM-TERM FINANCIAL PLAN**

The medium-term financial plan (MTFP) projects the levels of resources and commitments across a three-year period, and is used to support strategic policy and service planning across the Council. Over the three-year period, provision has been made for the fall-out of specific grant funding for the street warden service (£1m) and economic development activities (£0.4m) from 2006/07. The potential increase in employer pension contribution rates (estimated cost £1.2m) has also been provided for from 2005/06.

### **BUDGET STRATEGY 2005/06**

In preparing the 2005/06 revenue budget and medium-term financial plan, the following principles have been used, consistent with the previous year's budget strategies:

- keep Council Tax increases to reasonable levels
- maintain appropriate balances, central provisions and earmarked reserves
- make services fully accountable for their budgets and spending, and to enforce a policy of no unauthorised overspending
- ring-fence increases in Education Formula Spending Share (EFSS) to Education Service budgets and to seek to maintain planned education spending at EFSS levels
- ensure that effective budget consultation processes are followed
- maximise available resources
- make no increase in Social Services expenditure other than pay awards and inflation.

When setting the budget, the Council relies heavily on the level of grant funding from central government. **Need details of 2005/06 budgets**

## **BUDGET STRATEGY CONSULTATION**

As in previous years, the consultation on the Budget Strategy and the Medium Term Financial Plan has been extensive. The consultation included:

Councillors Political groups	The Works Council (Unions) Community Councils
Council staff Head teachers	Voluntary sector Chamber of Commerce
Local Strategic Partnership Residents.	

This consultation mainly focused on the settlement and the Council's Budget Strategy. It outlined the rationale and provided detailed explanations of the decisions taken.

Information about spending plans for 2005/06 and where the money comes from is shown in Part II of this plan.

## COMMUNITY ENGAGEMENT

Engaging the local community is essential if the Council is to achieve its regeneration aspirations and deliver efficient and effective services.

Effective communications assist the community to understand, participate in and benefit from council activity. Consultation allows the community to help shape services. Cross-cutting activity aimed at promoting community cohesion and access to services encourages positive community engagement.

Tasks, targets and performance indicators are incorporated in service performance management arrangements and within specific corporate strategies.

## COMMUNICATIONS

The image we project, as a council is important because it helps the public and our partners understand the work we do. We have produced a Communications Strategy that provides details of our communication aims and objectives and the actions we are taking to achieve these as well as providing the Council's guiding principals for communication, these are:

- Clear and easy to understand**
- Open and honest**
- Accessible**
- Responsive**
- Consistent and co-ordinated**

The principles of good communications also complement the Council's principles in relation to consultation, accessibility and diversity and community cohesion as detailed below.

## DIVERSITY AND COMMUNITY COHESION

Diversity and community cohesion are crucial to promoting greater knowledge, respect and contact between various cultures and to establishing a greater sense of citizenship. A diverse and cohesive community is one with:

**Common vision** There is common vision and a sense of belonging for all communities.

**Diversity of people** The diversity of people's direct backgrounds and circumstances are appreciated and valued positively.

**Similar life opportunities** Those from different backgrounds have similar life opportunities.

**Positive relationships** Strong and positive relationships are being developed between people from different backgrounds in the workplace, in school and within neighbourhoods.

Middlesbrough has been chosen to be a 'pathfinder' for community cohesion and is working on a wide range of issues that promote understanding between different communities.

Middlesbrough Council is firmly committed to providing and promoting equality for all its employees and the wider community, irrespective of race, colour, religion, ethnicity, gender, family status, sexuality, disability and age. It is committed to avoiding all forms of discrimination, whether direct, indirect, individual or institutional.

The Council will aim to ensure that the services it provides are non-discriminatory and free from prejudice. The service-planning framework for the Council provides the mechanisms to ensure that equality issues are built into service planning and review.

Further details of how the Council will achieve this are contained in our Diversity Policy.

## CONSULTATION

The Council uses a variety of consultation mechanisms to ensure that all stakeholders in Middlesbrough can influence the development of policies and inform the way in which services in Middlesbrough are delivered. Consultation is designed to meet the following aims:

**Effective** The outcomes of consultation inform decision-making and service delivery.

**Appropriate** there should be an identified need for consultation. It should be proportionate, and undertaken with the relevant sections of the community. Duplication should be avoided.

**Inclusive** Every citizen of Middlesbrough, including hard-to reach groups, should have the opportunity to express their views and have them considered.

**Co-ordinated** There should be a consistent and co-ordinated approach to consultation.

## ACCESSIBILITY

The overall aim of service access is to ensure that cost-effective services are readily available to all residents and community stakeholders, including hard-to-reach groups.

Specifically, services should be:

**Customer-focused** Services are structured around the needs of the customer, including hard-to-reach groups and those with special needs.

**Quick and easy to access** Services are well publicised, simple to access and speedily delivered.

**Convenient** Services are available at times and places that suit customer needs, with enquiries quickly resolved, where possible, at the point of initial contact.

**Cost-effective** Services are delivered in an efficient manner that balances aspirations with resource availability to maximum benefit.

The Council seeks to deliver its aspirations for access to services through its mainstream service-delivery arrangements and the implementation of key corporate strategies, in particular: ICT Strategy/e-Government Statement Diversity Strategy Community Cohesion Detailed Area Pathfinder Plan.

The Council's long term vision and aspiration for access includes:

- All services e-enabled - E-Government Strategy
- All buildings open to the public fully accessible and conforming to DDA –access strategy
- Ensuring that we continue to understand and meet the changing needs of our customers

## OVERALL COUNCIL PERFORMANCE

There are a number of ways of assessing achievement and improvements. This section provides a broad overview of the Council's performance. It considers national performance indicators, 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 subject to the outcome of a proportionate corporate assessment the Council is likely to be awarded 'excellent' status overall

### NATIONAL PERFORMANCE INDICATORS

Although statutory Best Value performance indicators 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 Best Value performance indicators demonstrates that overall performance is improving.

Of the 106 measures of performance that can be compared against other local authorities for 2003/04, 54% were in the top and upper median quartiles. This compares to 47% in the top and upper median quartiles in 2002/03.

There were xxx measures of performance that can be compared between 2004/05 and 2005/06, xxx improved or remained the same. It is anticipated, therefore, that audited figures for 2005/06 will demonstrate an increase in the proportion of indicators in the upper quartile. Details of performance for 2005/06 can be found in Part II of this plan.

### LOCAL PUBLIC SERVICE AGREEMENT

The Council is currently discussing with Government the targets for round two of the local PSA. PSA 2 will focus on the following areas:

- education, skills & training
- promoting independence of vulnerable people
- improving the public realm

Details of the target attached to each area can be found in Part II of the Corporate Performance Plan.

## 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 Community Strategy themes.

### Supporting children and learning

- Middlesbrough's primary schools achieved the best ever results for the percentage of pupils gaining Level 4 or above in English (73%) and maths (72%).
- Attainment levels in secondary schools have improved for the sixth consecutive year with the percentage of pupils achieving five or more GCSE passes at grades A\*-C rising from 38.8% in 2003/04 to 40.8% in 2004/05

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

- Increased awareness of direct payments to carers and users to enable them to choose who provides their care. Middlesbrough's scheme has been recognised nationally as good practice.
- Our performance in reducing delayed hospital discharges has remained amongst the best nationally with no delays recorded in 2004/05
- 1,300 drug users in Middlesbrough are accessing treatment with 51% staying in treatment

### Creating safer and stronger communities

- Reduced house burglaries from 35 per 1,000 households in 2003/04 to 27 in 2004/05
- improving security in council car parks resulting in a reduction in car crime in Council car parks of 64%
- Reduced fear of crime by: enhancing street warden provision by providing training and support to street wardens through the North East Warden Resource Centre based in Middlesbrough, implementing a scheme to support landlords in preventing anti-social behaviour and improving community safety by increasing the number of CCTV cameras to 140 and replacing all obsolete cameras

### Transforming our local environment

- The Council continues to exceed targets set for street cleanliness, over 80% of streets in Middlesbrough now exceed the cleanliness standard set by government.
- The introduction of a second kerbside recycling collection pilot has helped to increase the percentage of household waste recycled from xxx to xx

### Meeting local transport needs more efficiently

- Construction of 6.9km of new or improved cycle routes
- Completion of Middlesbrough's section of the 8 Bridges Cycleway
- Park Mark Safer Parking Awards were achieved at Zetland, Captain Cook Square, Gurney Street and Buxton Street Car Parks (total spaces – 1847)
- 20 mph limits were introduced on 59 roads within 3 zones, bringing the total number of streets covered to 225 during the Local Transport Plan period (2001-2006) A 34% reduction in the number of people Killed or Seriously Injured (KSI) compared to the 2003 figure (85 KSI casualties reduced to 56)



## Promoting the economic vitality of Middlesbrough

- The Council has established a new Economic Regeneration Service which has supported xxx businesses, created xx new and prospective jobs and assisted in xx new VAT registrations
- Continued the regeneration of Middlesbrough by agreeing a development strategy for Middlehaven and commenced work on the Middlesbrough Institute of Modern Art (MIMA)
- Successfully transferred council housing stock to Erimus Housing , a not-for-profit social housing provider, thereby accessing substantial investment funding for future stock improvement

## PUBLIC SATISFACTION

In 2003/04, twelve national Best Value performance indicators (BVPIs) were measured, based on the opinions of service users and the public about council services. Performance against these indicators was measured through a series of satisfaction surveys, which are carried out every three years. These twelve BVPIs were broken down into sub-sections, giving 24 different performance measures that Middlesbrough can compare with other local authorities. Middlesbrough achieved satisfaction levels above the national average for 15 measures, with six measures in the top quartile.

## SERVICE INSPECTIONS

The Audit Commission carried out two inspections of Council services during 2004/05; 'Access to Services' and 'Cultural Services'.

### Access to Services

This was an inspection of the quality of public access to Council services. The inspectors found that Middlesbrough Council provides a 'good' service with 'promising' prospects for improvement. Specific strengths that the inspectors found included:

- the council has a good understanding of customer needs and is endeavouring to provide services in line with these
- the main contact centre offers a modern pleasant environment, is easily accessible and provides efficient services
- the council operates a range of outreach activities that improve the quality of life and the environment for the diverse needs of local people
- there is a wide range of opportunities to access information and advice, including a variety of formats and some information in other languages

There were some recommendations for improvement and an action plan has been developed to address these including:

- Develop a corporate approach to access and customer care
- Improved communications with communities of interest to ensure their access needs are met
- Development of a corporate complaints system to inform policies for improvement to access and service delivery
- Review and setting of targets that challenge services to continue to improve accessibility
- Prioritisation of the resources required to tackle remaining access issues

## **Cultural Services Inspection**

This inspection was undertaken in July 2004 it looked at the Council's cultural services including museums, galleries, sports and leisure, parks and theatres.

The inspectors found that Cultural services in Middlesbrough are **good** because:

- There are clear linkages between the service ambitions and the ambitions for the local area;
- The council has a good understanding of the needs of the local communities, based on extensive consultation with residents and stakeholders.
- The council provides a good range of cultural facilities and activities which on the whole are accessible to residents;
- A range of initiatives is provided across the cultural services for 'hard to reach' groups.

Cultural Services in Middlesbrough were judged to have **promising** prospects for improvement:

- There is clear leadership from councillors and staff and increased resource commitment from the council;
- Partnerships are used to increase the service capacity;
- The council is effective at securing external resources for cultural service improvement, but delivery of improvements is not dependent on external funding;

There were some recommendations for improvement:

- The council should prepare a long term strategic overview for the delivery of cultural services beyond the current five year strategies;
- Cultural services should focus on actions and activities to increase user numbers and to improve levels of residents' satisfaction with the service provision;
- Criteria should be established to measure the outcomes of the cultural services in relation to corporate objectives and impacts on the local population.

An action plan has been developed to address these recommendations.

## REVIEW PROGRAMME 2005/06

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 2005/06 incorporates the requirements under CPA, external inspections and audits, and internal service and activity reviews.

Review Name	Service Area	Type of Review
Corporate Complaints Software	Central Services	Internal
Members One Stop Shop	Central Services	Internal
Dependency on External Funding	Central Services	Internal
Qualitative Assessment	Central Services	Audit Commission

In addition, Scrutiny undertake an annual review programme, which will be agreed in the new municipal year. The outcomes will be reported in next year's Corporate Performance plan.

Paragraph on the outcome of last years reviews.

## COMMUNITY STRATEGY THEMES

The next section of this Plan sets out for each Community Strategy Theme how the Council will ensure that it can monitor and assess its delivery of the Raising Hope and Reduction agenda 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 is 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 previous Corporate Performance Plan, the Council identified its priority contributions to each Community Strategy theme for 2004/05. 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. This section explains how the Council contributes to each of the strategic priorities 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 the 2005/06 year, 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

This theme aims to promote citizenship and raise the aspirations, hopes and confidence of young people. This is promoted through a number of partnerships, including the following:

**Middlesbrough Learning Partnership** – This partnership will raise standards in schools and develop lifelong learning. This will include support for the 14–19 strategy for learning and adult education, including learning and skills for the resettlement of offenders. This group will be responsible for developing training programmes to meet adult skills needs identified by the economic vitality theme group.

**Children and Young People’s Strategic Partnership** – This partnership will lead work tackling issues raised in “Every Child Matters”, including child poverty, maximising life chances of children in care or in need, and strengthening protection for children at risk of abuse. This will include the treatment, education and prevention of drug misuse for young people under 19.

### **Plans and strategies that support this theme include:**

- Single Children’s Plan
- Early Years Development & Childcare Plan
- Behaviour Improvement Plan
- Asset Management Plan for schools
- ICT Strategy & Development Plan
- School Organisation Plan
- Annual Library Plan.

Middlesbrough’s high levels of disadvantage impacts upon the health and well being of its children. There is also a culture of low self-esteem and low personal expectation. Education is often undervalued in many households and a lack of parental encouragement and support has led to poor attendance and achievement at school. Whilst these circumstances present significant challenges, there are already strong signs of improvement. The “Key Achievements 2004/05 “ Section below sets out some achievements Middlesbrough Council has made over the past twelve months that have contributed to towards the “Supporting Children and Learning” theme.

Improving outcomes in the five Every Child Matters priorities have been identified by both the Middlesbrough Learning Partnership and the Children and Young People’s Strategic Partnership as the Strategic Priorities for the “Supporting Children and Learning” theme. Whilst Every Child Matters is specific to children its five outcome priorities are applicable to the whole of this theme.

The foundations of the Mayor’s “Raising Hope” Agenda include the education and care of young people and the Council’s contributions to the five strategic priorities are drawn from the “Raising Hope” agenda and national priorities delivered in a local setting.

## 1. Be healthy

This priority aims to ensure the physical, mental, emotional and sexual health of children and young people by encouraging healthier lifestyles including encouraging children to take responsibility for their own health by making health decision, for example not to take illegal drugs

## 2. Stay safe

This priority aims to ensure that children and young people are kept safe from deliberate, neglectful or accidental injury or harm, that they are not victims of bullying, discrimination, crime or anti-social behaviour and that they live in a safe, secure and stable environment.

## 3. Enjoy and achieve

This priority aims to ensure that children are ready for school so they are confident to attend, enjoy and fully participate at school and achieve their full potential academically and in all other areas of their development throughout their educational career

## 4. Make a positive Contribution

This priority aims to enable children and young people to contribute positively to their local community by encouraging positive, law – abiding behaviour, developing their self confidence so that they are equipped to successfully deal with significant life events and increase their willingness and ability to partake in community engagement activities and develop enterprising behaviour.

## 5. Achieve economic well-being

This priority aims ensure that the skills developed by children and young people and their families ensure they are equipped to continue into further education, employment or training, enabling a higher standard of living.

## MAYOR'S REDUCTION AGENDA

Three of the Mayor's Reduction priorities are supported by the "Supporting Children and Learning" theme.

- Reduce children leaving school without qualifications
- Reduce school exclusions
- Reduce absence from school

These reduction priorities are major issues for Middlesbrough:

- X% of children leave school in Middlesbrough without a qualification compared to xx% nationally.
- **Comparative information on exclusions???**
- School attendance in Middlesbrough is below national average

In support of these reduction priorities the following targets have been set. To assist in the achievement of these targets a number of priority actions have been identified that will be carried out over the next twelve months. These actions and targets are cross-referenced in the "Planned Actions in 2005/06 to address strategic priorities" on page xxx

- 94.8% of pupils aged 16 leaving school with a recognised qualification
- **Reduce the number of pupils permanently excluded during the year to 0.42 per 1,000 pupils by 2006.**
- **Reduce, by 2006, the percentage of half days missed due to total absence to:**
  - **Secondary schools 8.5%**
  - Primary schools 5.5%

## KEY ACHEIVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES IDENTIFIED IN 2004/05

### 1. Improved performance at all stages of learning

Improved attainment in primary schools by:

- continuing to improve results at Key Stage 2 in literacy, numeracy and science tests,
- achieving the best ever results for the percentage of pupils gaining Level 4 or above in English (73%) and maths (72%)
- supporting schools to provide good quality education

These achievements have been validated by nine OFSTED inspections of primary schools which found that seven schools were providing good quality teaching and learning and two were making satisfactory provision.

Improved attainment in secondary schools by:

- improving GCSE results for the sixth consecutive year with the percentage of pupils achieving five or more GCSE passes at grades A\*-C rising from 38.8% in 2003/04 to 40.8% in 2004/05
- reducing the number of young people leaving school with no passes at GCSE from 8.8% in 2003/04 to 7.6 in 2004/05.

Improved access to Adult Education by:

- launching the town centre “Middlesbrough Learning Shop” to help widen participation in the learning programmes offered by the Adult Education service.

### 2. Maximised the life chances of vulnerable children

Improved the service structure by:

- integrating education and children’s social services into a single service – the Children, Families & Learning department
- re-structuring the assessment team and four family support teams

Improved educational provision for excluded pupils by:

- reorganised the Complementary Education service to ensure high quality provision is made available to excluded pupils

Improved outcomes for children in care by:

- improving results for children in public care at Key Stage 2 with 43% of children achieving level 4 or above in 2004/05 compared to 38% in 2003/04
- Improving results in 2004/05 for children in public care in core subjects at Key Stage 3 with the percentage of pupils achieving level 5 or above in
  - english improving from 13% in 2003/04 to 46.7% in 2004/05,
  - maths improving from 20% in 2003/04 to 33.3% in 2004/05
  - science improving from 27% in 2003/04 to 40% in 2004/05

### **3. Ensured a co-ordinated approach to early years learning**

Improved early years provision by:

- establishing a central Foundation Stage resource and training service at the Early Excellence Centre in Whinney Banks
- increasng support for Children's Centres to four teachers.

### **4. Developed a pattern of high-quality education provision to meet local needs**

Improved provision of education by:

- ensuring that Middlesbrough's proposals for the development of local secondary school provision were accepted into the second wave of the government's Building Schools for the Future initiative
- reviewing primary provision in East Middlesbrough with detailed proposals for the first area review arising from consultation
- opening the first new purpose-built Youth Centre in Middlesbrough for 20 years in Coulby Newham



## PLANNED ACTIONS IN 2005/06 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2005/06
<b>1. Be Healthy</b>	
<p>Improve the physical, mental and emotional health of children and young people by:</p> <ul style="list-style-type: none"> <li>▪ implementing the Healthy schools standard in all schools and in relevant outward-bound centres. The Standard provides a framework for an integrated approach for all aspects of: <ul style="list-style-type: none"> <li>- PHSE and citizenship</li> <li>- social inclusion</li> <li>- reduction of teenage pregnancy</li> <li>- specific curriculum areas i.e. drugs, exercise, healthy eating , safety , emotional health and sex and relationships education</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Stainsacre and Lanehead outward-bound centres to progress to level 6 and 2 of the healthy schools standard.</li> <li>▪ All schools, where over 20% of pupils qualify for free school meals, to have reached level 3 of the Healthy Schools Standard.</li> </ul>
<ul style="list-style-type: none"> <li>▪ ensuring greater access to the Child and Adolescent Mental Health Services (CAMHS) by working with partners to agree the development of the service through the requirements of the National Service Framework and the CAMHS grant</li> </ul>	10% increase in CHMS.
<ul style="list-style-type: none"> <li>▪ improving the service for children and young people with disabilities by: <ul style="list-style-type: none"> <li>- developing and review services on a South Tees basis</li> <li>- involving parents and carers in future planning processes</li> <li>- developing culturally sensitive mainstream provision</li> <li>- improving information sharing between Education, Health and Social Care services</li> </ul> </li> </ul>	90% of initial assessments completed within 7 working days.
<ul style="list-style-type: none"> <li>▪ reducing teenage pregnancies by implementing the Teenage Pregnancy Strategy</li> </ul>	BV 197 54% reduction in the numbers of conceptions to females aged 15-17 per 1,000 females in that age group.

Action	Milestone/Key Target 2005/06
<b>2. Stay Safe</b>	
<p>Improving the safety of children and young people by:</p> <ul style="list-style-type: none"> <li>▪ increasing the proportion of children who received a Children, Families and Learning vulnerable children's service who are not looked after, as a proportion of the number of children who received a service, by developing preventative services and by use of the Common Assessment Framework</li> </ul>	<p>BV 49</p> <ul style="list-style-type: none"> <li>▪ Percentage of children looked after with three or more placements during the year reduced to 10%</li> <li>▪ Increase the proportion of children, not looked after, who receive Children's families and learning services support from 2.7 to <b>2.9</b> by March 2006.</li> </ul>
<ul style="list-style-type: none"> <li>▪ reducing offending behaviour through: implementing the inclusion support project by March 2006 as part of the wider implementation of co-ordinated locality working.</li> <li>▪ ascertaining the number of children in the criminal justice system and then working to reduce this number</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ascertain the number of children in the Criminal justice system.</li> </ul>
<ul style="list-style-type: none"> <li>▪ leading in the development of a common approach across services to deal with bullying.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Common approach to bullying agreed across services by March 2006.</li> <li>▪ Reduce the percentage of 11 – 15 year olds who state that they have been bullied in the last 12 months. Establish baseline in 2005 and reduce this figure.</li> </ul>
<b>3. Enjoy and Achieve</b>	
<p>Prepare all children to acquire the skills necessary to be able to successfully access formal education by:</p> <ul style="list-style-type: none"> <li>▪ implementing the Sure Start Delivery Plan</li> <li>▪ implementing a speech and language assessment strategy for four years old and two year olds to identify.</li> </ul>	

Action	Milestone/Key Target 2005/06
<p>In support of the Mayor's Reduction Priority to reduce the number of children leaving school without a qualification, improve attainment of all pupils particularly those at Key Stage 3 and 4 by:</p> <ul style="list-style-type: none"> <li>▪ undertaking a review of (pre 16) curriculum provision</li> <li>▪ improving teaching and learning through individualised support plans for each school</li> <li>▪ improving the use of data for tracking individual pupils to monitor progress, set targets and allocate resources</li> <li>▪ implementing the recommendations from the Education, Jobs and Skills Scrutiny Panel</li> </ul> <p>Enhance learning opportunities for 14 – 19 year olds by:</p> <ul style="list-style-type: none"> <li>▪ improving collaboration between key providers</li> <li>▪ improving the provision of careers educational, information and guidance for all learners and their parents</li> <li>▪ reviewing post 16 curriculum</li> </ul>	<p>BV 38</p> <ul style="list-style-type: none"> <li>▪ 48% of 15 year old pupils to achieve 5 or more GCSEs at grades A*-C or equivalent.</li> <li>▪ 94.8% of pupils aged 16 leaving school with a recognised qualification</li> </ul> <p>BV 181</p> <ul style="list-style-type: none"> <li>▪ Percentage of 14 year old pupils achieving Level 5 or above, by 2006 in Key Stage 3 to increase to: <ul style="list-style-type: none"> <li>- English 72%</li> <li>- Mathematics 71%</li> <li>- Science 71%</li> <li>- ICT 77%</li> </ul> </li> <li>▪ Complete East Middlesbrough element of the primary review by March 2006.</li> </ul>
<p>In support of the Mayor's Reduction priorities to reduce school exclusions and absence, improve attendance by:</p> <ul style="list-style-type: none"> <li>▪ imposing fixed penalties for parents relating to unauthorised absence</li> <li>▪ building capacity for intervention programmes to support improved attendance and access to full time education</li> <li>▪ increasing the support mechanisms via Complementary Education for those young people at risk of disengaging from mainstream education at key transition points and ensure that entitlement for all young people is met</li> <li>▪ targeting support to 'priority' schools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduce the percentage of half days missed due to total absence to: <ul style="list-style-type: none"> <li>- Secondary schools 8.5%</li> <li>- Primary schools 5.5%</li> </ul> </li> </ul> <p>BV 45</p> <p>BV 46</p> <p>BV 44</p> <ul style="list-style-type: none"> <li>▪ Reduce the number of pupils permanently excluded during the year to 0.42 per 1,000 pupils by 2006.</li> </ul>

Action	Milestone/Key Target 2005/06
<p>Improve the schools infrastructure by:</p> <ul style="list-style-type: none"> <li>▪ completing the review of primary provision in East Middlesbrough</li> <li>▪ progressing the 'building schools for the future' agenda</li> <li>▪ continuing to improve sports and PE facilities through New Opportunities Fund (NOF) projects and maximising other funding opportunities e.g. Sport England, Football Foundation</li> </ul>	<p>Meet the following key milestones in the 'building schools for the future'</p> <ul style="list-style-type: none"> <li>▪ Establish delivery structure April 2005</li> <li>▪ Submit business case and education vision – May 2005</li> <li>▪ Develop business case and funding details – December 2005.</li> </ul>
<b>4. Make a positive Contribution</b>	
<p>Promote pride in Middlesbrough through citizenship, participation and raising self esteem and aspirations by:</p> <ul style="list-style-type: none"> <li>▪ Middlesbrough Council Education Service Citizenship / Personal, Social and Health Education Co-ordinator embedding positive views of Middlesbrough</li> <li>▪ introducing major innovative projects to support citizenship</li> <li>▪ placing consultation with children and young people as a central part of the development of the Children and Young People's Plan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of a children and young People's plan by April 2006.</li> </ul>
<b>5. Achieve Economic well-being</b>	
<p>Significantly reduce the number of 16 – 18 year olds not in education, employment or training (NEETs) and continue to reduced the 'not known' cohort by</p> <ul style="list-style-type: none"> <li>▪ increasing the involvement of employers in vocational learning programmes</li> <li>▪ increasing the support mechanisms via Complementary education for those young people at risk of disengaging from mainstream education at transition points and unsure that entitlement for all young people is met</li> <li>▪ engaging with key partners to produce an area wide 14-19 plan and monitor and evaluate key achievements</li> <li>▪ developing work based training programmes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase the percentage of 16 year olds in Education and Training from 77.7% in 2004 to x% in 2006.</li> <li>▪ Increase the numbers of apprenticeships from 13% in 2004 to 15% in 2006.</li> </ul>

## PROMOTING HEALTHIER COMMUNITIES AND EFFECTIVE SOCIAL CARE FOR ADULTS

As it relates to health and social care, this theme will target key local services including health, housing, education, crime and accident prevention responding to local need and encouraging healthy lifestyles. This includes improving the quality of life of older people, supporting older people to live independently for longer, the health of all people and better adult social care. The treatment, education and prevention of drug misuse for adults is also included.

The partnerships that promote this theme include:

- Middlesbrough Health and Social Care Partnership
- Middlesbrough Drug Action Team (DAT)
- National Service Framework for Older Peoples' Local Implementation Team
- Older Peoples' Partnership
- National Service Framework for Mental Health Local Implementation Team
- Learning Disability Partnership Board
- Mental Health/Learning Disability Partnership.

The key plans and strategies that contribute to the achievement of this theme include:

- DAT Strategy and Treatment Plan
- NHS Plan
- Older People's Strategy.

## STRATEGIC PRIORITIES AND COUNCIL CONTRIBUTIONS

In recent years, Middlesbrough has made some excellent progress in health and social care. The "Key Achievements 2004/05" section below sets out some of the achievements Middlesbrough Council has made over the past twelve months that have contributed towards the Community Strategy theme. However, there are still some major challenges still ahead of us. The Middlesbrough Health & Social Care Partnership have identified four strategic priorities facing the town. The Council plays a key role in delivering these strategic priorities and the foundations of the Mayor's "Raising Hope" Agenda include our support to vulnerable people. The Council's contributions to these strategic priorities are drawn from the "Raising Hope" agenda and national priorities delivered in a local setting.

### 1. Help promote health, wellbeing, independence, inclusion and choice

Middlesbrough has and will continue to have an ageing population. The shift in proportion, composition and expectations of the older age group has profound implications for public services. People who experience mental health problems, or who have a learning disability, or sensory loss are more likely to need support to enable them to live independently in the community, to take part in all the varied aspects of community life, and to maximise their lifestyle opportunities. We need to start taking action now to shape services for the future, by making a fundamental shift from delivering services that create dependency, to providing services that enable vulnerable adults and older people to exercise choice and control over their lives

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

Middlesbrough has a range of services across the spectrum of adult care which aim to provide a speedy response, such as a Crisis Resolution Team in Mental Health and a Rapid Response Team for Older People. Intermediate Care, Mobile Rehabilitation and Enablement Services are geared towards recovery from illness. These services are provided jointly by health and social care staff.

Further developments are being considered by the Council, with its partners, to extend the range of services for people with long-term conditions, such as multiple sclerosis and for older people with mental health problems.

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

People who experience disadvantage, lower educational attainment or insecure employment are more likely to have poorer health outcomes and earlier death compared with the rest of the population. The gap in expectancy between different council wards in Middlesbrough continues to widen. The reasons for these differences in health outcomes are complex, but two key elements are poor access to public services, and the effectiveness with which people use them. Ensuring that the Council and its partners provide services, relative to need, will make a significant contribution to breaking the generational cycle of poor health.

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

The Voluntary and Community Sector in Middlesbrough has a long tradition of providing services directly to the community and specific client groups. In doing so, the VCS has built up a reputation for diversity and innovation and for meeting the needs of people who often fall out of the so called mainstream health and social care system.

*In recognition of this, an action plan has been developed to increase the volume of services commissioned from the VCS and to strengthen their role in procurement processes. This action plan was endorsed by the LSP, will be implemented by a multi agency steering group, and progress against the actions will be monitored by the LSP.*

## **MAYOR'S REDUCTION AGENDA**

Six of the Mayor's Reduction priorities are supported by the "Promoting healthier communities and effective social care for adults" theme.

- **Reduce alcohol abuse**
- **Reduce smoking**
- **Reduce obesity**
- **Reduce deaths from heart disease and strokes**
- **Reduce stress related illness**
- **Reduce consumption of fatty foods**

These reduction areas are major issues for Middlesbrough:

- One in twenty five adults in Middlesbrough has a serious alcohol problem
- Latest figures indicate that the proportion of people who smoke in Middlesbrough is 34% which is above the national average of 26%
- The proportions of people dying each year circulatory disease and heart attacks is much higher in Middlesbrough than the national average
- In Middlesbrough 1 in 4 adults are overweight and 1 in 6 are obese

Achieving reductions in these areas is long term and must be carried out in partnership, the Middlesbrough Health & Social Care Partnership have set the following targets against the Mayor's reduction priorities, as part of the development of Middlesbrough's Community Strategy:

- By 2010 reduce mortality due to strokes(circulation disease) in the under 75's from 163 per 100,000 to 120
- Reduce the number of people who smoke regularly from 27% in 2003 to 23% in 2007
- Reduce the percentage of people who consume more than 20 units of alcohol per week from 13.6% to 12% in 2007

The remaining reduction priorities currently do not have a measure that can effectively measure progress. During 2005/06 the council will work with its partners to identify a suitable measure, establish a baseline and set a longer-term target for reduction.

In support of all the reduction priorities the council has identified a number of priority actions and targets that it will carry out over the next twelve months that will contribute towards the achievement of these reduction priorities. These actions are cross-referenced in the "Planned Actions in 2005/06 to address strategic priorities" on [page xxx](#).

## **Key Achievements Against PRIORITY CONTRIBUTIONS To Community STRATEGY THEMES IDENTIFIED IN 2004/05**

### **1. Modernised older people's services and maximised people's independence and choice**

Increased awareness of direct payments to carers and users to enable them to choose who provides their care by:

- ensuring that everyone who receives an assessment is given a full explanation of direct payments and offered a direct payment facility
- establishing support mechanisms for individuals wishing to explore direct payments
- revising the direct payments policy
- training all appropriate staff in direct payments

This has resulted in the Middlesbrough scheme being recognised nationally as good practise and increasing the take-up of direct payments from 34 per 100,000 population aged 18 and over in 2003/04 to 45 per 100,000 population aged 18 or over in 2004/05.

Minimised delayed hospital discharges by:

- refurbishing the intermediate care centre and increasing provision from 10 beds in 2003/04 to 22 beds in 2004/05
- establishing an integrated discharge service

Our performance in reducing delayed discharges has remained amongst the best nationally and we further reduced these from 0.61% in 2003/04 to 0% in 2004/05

Improved the timeliness of our assessments and home support services by reconfiguring the Adults Duty and Assessment team to improve responsiveness this has resulted in an increase in the percentage of older people receiving:

- an assessment of care within timescale from 37% in 2003/04 to 75% in 2004/05
- care packages within timescale from 69% in 2003/04 to 85% in 2004/05.

## **2. Improved social care for vulnerable adults**

Improved the accessibility of drug treatment services by:

- commissioning a mentor Scheme for substance misuse
- increasing the number of drug users accessing treatment from approximately 1,000 drug users in 2003/04 to 1,300 drug users in 2004/05
- increasing the percentage of those accessing treatment who stayed in treatment from 27% in 2003/04 to 51% in 2004/05.

Improved service provision for people with physical and learning disabilities:

- Implementing a community based support service for people with learning disabilities, to promote social inclusion
- Reconfiguring Chelmsford Rd Residential Care unit as a multi purpose Resource Centre for people who have both physical and learning disabilities.
- Ongoing work streams in relation to
- Increasing employment opportunities for people with learning disabilities
- Strengthening engagement with BME communities to improve the delivery of culturally sensitive services
- Improving services for carers by developing a menu of short term breaks
- Changing the focus of Lansdowne Centre for people with physical disabilities to promote their independence, rehabilitation and social inclusion



### 3. Encouraged healthier lifestyles

Encouraged Middlesbrough residents to live healthier lifestyles and introduced more people to physical activity by:

- attracting over 20,000 residents to the Healthy Living Centre, a project to encourage and promote healthier lifestyles
- expanding the healthy living centre project to include the health of ethnic minority men
- implementing the Healthy Eating project for primary school pupils and parent including undertaking 30 awareness-raising events, ten courses with young people and establishing four cooking groups
- promoting the Concession Leisure Link and Full Leisure Link Cards and the take up has exceeded targets
- working with the PCT to appoint a Lifestyle Co-ordinator to specifically address obesity issues in Middlesbrough
- GAP, the GP referral scheme, achieved around 800 referrals to the scheme
- developing a draft walking / cycling strategy, this will be finalised during 2005/06

This has resulted in 106,3479 visits to the councils leisure facilities during 2004/05 *(is this figure a total figure or per 1000 pop?)*

## PLANNED ACTIONS IN 2005/06 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2005/06
<b>1. Help to promote health, wellbeing, independence, inclusion and choice</b>	
<p>Increase the number able to remain in their own home by:</p> <ul style="list-style-type: none"> <li>▪ providing intensive home care support</li> <li>▪ Increasing the number of people taking up direct payments</li> <li>▪ Delivering low level preventative services for older people</li> <li>▪ Increasing the numbers of people benefiting from the Supporting People Programme</li> <li>▪ Increasing the number of over 75's receiving health and social care screening services</li> </ul>	<p>BV 54</p> <ul style="list-style-type: none"> <li>▪ Increase the proportion of older people being supported to live in their own home to xx per 1, 000 population</li> </ul> <p>PAF C51</p> <ul style="list-style-type: none"> <li>▪ Increase the number of people per 100,000 adults receiving direct payments to from 18 to 110</li> </ul> <p>PAF B11</p> <ul style="list-style-type: none"> <li>▪ Increase the proportion of those supported intensively to live at home to 28% the total of those being supported at home or in residential care</li> </ul>
<p>Improve and develop services for carers by:</p> <ul style="list-style-type: none"> <li>▪ establishing an independent resource for Middlesbrough Carers</li> <li>▪ implementing the Mental Health Carers Support Service</li> <li>▪ extending the range of respite services available to Carers</li> </ul>	<p>PAF C62</p> <ul style="list-style-type: none"> <li>▪ Carer's Support Centre by June 2005</li> <li>▪ The number of carer receiving a specific carers' service as a percentage of clients receiving community based services</li> </ul> <p>PAF D42</p> <ul style="list-style-type: none"> <li>▪ Increase the number of informal carers receiving an assessment or review as a percentage of the total number of clients and carers receiving assessments or reviews from 20% to 28%</li> </ul>
<p>Improve the access to social care services via:</p> <ul style="list-style-type: none"> <li>▪ implementation of the single assessment programme across all service providers</li> <li>▪ improve the waiting times for assessments for new older clients</li> <li>▪ Pilot client self assessment for people with physical disabilities</li> <li>▪ Develop internet access to social care services</li> </ul>	<p>BV</p> <ul style="list-style-type: none"> <li>▪ Single assessment programme in place by Oct 2005</li> </ul> <p>BV</p> <ul style="list-style-type: none"> <li>▪ Complete 90% of new older client assessments within four weeks</li> <li>▪ Provide 88% of new clients all services in the care package within four weeks of assessment</li> </ul> <p>BV</p> <ul style="list-style-type: none"> <li>▪ 88% of items of equipment and adaptations delivered within 7 working days</li> <li>▪ Client self assessment pilot in place by Jan 2006</li> <li>▪ Internet access in place by Oct 2005</li> </ul>

Action	Milestone/Key Target 2005/06
Promote the social inclusion of people with mental health needs through: <ul style="list-style-type: none"> <li>▪ the implementation of the social exclusion report for mental health</li> <li>▪ Increase the numbers of people with mental health problems in employment, training or education</li> <li>▪ Deliver a mental health promotion campaign</li> </ul>	<ul style="list-style-type: none"> <li>▪ LSP Action Plan in place by October 2005</li> <li>▪ 40 people in receipt of Incapacity Benefits at 1/4/05 in employment, training or education by 31/3/06</li> <li>▪ Campaign delivered by Jan 2006</li> </ul>
<b>2. Ensure that, when people fall ill, they get good quality care and are made better faster</b>	
In partnership with Middlesbrough PCT, reduce the number of unplanned hospital admissions of people with long-term health conditions <ul style="list-style-type: none"> <li>▪ Identify and target those most at risk for delivery of preventative health and social care services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Target group identified by Sept 2005</li> </ul>
<b>3. Ensure that we close the gap between levels of health of Middlesbrough Residents and the national average, as well as the gap between priority neighbourhoods and the Middlesbrough average</b>	
To contribute to the Mayor's Reduction Priorities for health <ul style="list-style-type: none"> <li>▪ Produce a joint Council and PCT Public Health Strategy to detail the public health needs of the population.</li> <li>▪ Evaluate and prioritise the future delivery of the Healthy Living Centres Program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategy produced October 2005</li> <li>▪ December 2005</li> </ul>
In response to the Health Scrutiny Panel Report on Public Health <ul style="list-style-type: none"> <li>▪ Develop a performance management framework to monitor activities being pursued by stakeholders and the impact they are having on Public Health</li> <li>▪ Report twice yearly to Health Scrutiny Panel on the outcomes</li> <li>▪ Ensure a health impact assessment is carried out on any significant changes to services, projects and developments commissioned or provided by the Council</li> </ul>	<ul style="list-style-type: none"> <li>▪ By December 2005</li> <li>▪ Twice Yearly</li> <li>▪ Ongoing</li> </ul>

Action	Milestone/Key Target 2005/06
<p>To contribute to the Mayor's Reduction Priorities to reduce smoking and deaths from heart disease and strokes.</p> <ul style="list-style-type: none"> <li>▪ Develop and extend initiatives to increase the number of people who quit smoking</li> <li>▪ Work with partner agencies to increase the amount of smoke-free public space in Middlesbrough</li> </ul>	<ul style="list-style-type: none"> <li>▪ Smoking Cessation Clinics</li> </ul>
<p>In response to the Mayor's Reduction Priorities to reduce obesity and deaths from heart disease and strokes</p> <ul style="list-style-type: none"> <li>▪ As a baseline maintain the current users levels across the sports and leisure service whilst working to increase the number of the population participating in physical activity</li> <li>▪ Identify the frequency of active participation amongst Leisure link cardholders</li> <li>▪ Deliver a successful mass participation half marathon road race</li> <li>▪ Establish a baseline figure for the number of people who complete a physical activity/ weight management intervention, to which they have been referred by a GP, and adhere to the programme after three months of completing the course</li> </ul>	<ul style="list-style-type: none"> <li>▪ 9750 leisure visits per 1000 head of population</li> <li>▪ October 2005</li> <li>▪ Baseline established September 2005</li> </ul>
<p>To contribute to the Mayor's Reduction priority to reduce stress related illness:</p> <ul style="list-style-type: none"> <li>▪ Pilot the Lancaster LifeAssist Employee Assistance Programme to staff employed by Middlesbrough Council</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>BV 12</b></li> </ul>
<ul style="list-style-type: none"> <li>▪ Improve services and links with BME communities</li> <li>▪ Increase awareness of Independent Living centres to BME Communities and Faith Groups by arranging visits for targeted groups</li> <li>▪ Establish a baseline regarding ethnicity of users of Equipment/Adaptation Service</li> </ul>	<ul style="list-style-type: none"> <li>▪ 6 visits complete by March 2006</li> <li>▪ Baseline collated June 2005</li> </ul>

Action	Milestone/Key Target 2005/06
<p>In response to the Mayor's Reduction Priority to reduce alcohol abuse</p> <ul style="list-style-type: none"> <li>▪ Reduce the impact and harm to the individual, families and communities by addictive behaviours including the use of illegal drugs and alcohol misuse by further enhancing current and new services through the development of an Alcohol Strategy.</li> <li>▪ Public launch of needs assessment around alcohol misuse in young people</li> <li>▪ Establishment of a alcohol misuse sub-group to deliver Alcohol Strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Alcohol Strategy developed by December 2005</li> <li>▪ June 2005</li> <li>▪ Sept 2005</li> </ul>
<p><b>4. Jointly Commission health and social care services with voluntary and independent sector providers</b></p>	
<ul style="list-style-type: none"> <li>▪ Ensure the voluntary sector are involved in the planning and commissioning of services by developing and implementing a Compact that provides a framework for engagement between the Council, PCT and Voluntary Sector by December 2005</li> </ul>	<ul style="list-style-type: none"> <li>▪ Compact implemented December 2005</li> </ul>
<ul style="list-style-type: none"> <li>▪ Establish a collaborative consortia for the delivery of independent services for older people by October 2006</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consortia established June 2005</li> </ul>
<ul style="list-style-type: none"> <li>▪ Ensure the sustainability of voluntary organisations in delivering Health and Social Care Services by simplifying and standardising contract documentation by October 2005</li> </ul>	<ul style="list-style-type: none"> <li>▪ Documentation standardised October 2005</li> </ul>
<ul style="list-style-type: none"> <li>▪ Further develop communications flow and networks with voluntary sector by January 2006.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communications networks in place January 2006</li> </ul>

This theme aims to reduce crime and anti-social behaviour in Middlesbrough and to reduce the harm caused by the misuse of drugs and alcohol.

This theme is promoted and managed through “The Safer Middlesbrough Partnership”, which includes the Council, Police, National Offender Management Service, Health, Youth Offending Team, Fire Service and the Courts Service, community and voluntary sections. The partnership’s vision is “harness the energy and expertise of local agencies, from the public, private and voluntary sectors, to develop a safer and stronger community in which residents families and businesses can thrive”. The Crime, Disorder, Drug & Alcohol Strategy 2005-2008 has been developed to tackle specific aspects of crime and disorder:

## **STRATEGIC PRIORITIES AND COUNCIL CONTRIBUTIONS**

In recent years, Middlesbrough has made some excellent progress in tackling crime and disorder. Over the last 3 years crime has fallen by 14%. The “Key Achievements 2004/05” section below sets out some of the achievements Middlesbrough Council has made over the past year that have contributed towards the “Creating Safer and Stronger Communities” theme. However it is essential that this momentum is kept going and the Safer Middlesbrough Partnership has identified four strategic priorities.

1. To Reduce Crime, including domestic burglary, vehicle crime, robbery, assault, domestic violence and hate crime
2. To reassure the public by reducing the fear of crime and anti-social behaviour
3. To reduce harm caused by illegal drugs and alcohol
4. To increase voluntary and community engagement

The Council plays a key role in the Safer Middlesbrough Partnership. Its commitment to tackle the problem of crime and disorder is clearly demonstrated by one of the four pillars of the Mayor’s “Raising Hope” agenda, namely a clean, safe environment, in which people can go about their business without fear of crime and anti-social behaviour.

To strengthen the Council’s role in combating crime, anti-social behaviour and the fear of crime, key services have been brought together in one department, including enforcement, street wardens, environmental health, trading standards, CCTV, sport and leisure, and community safety. The aim is to raise standards and internal capacity to deliver sustainable services. The Council’s contributions to these can be drawn from the “Raising Hope” agenda.

## **MAYOR’S REDUCTION AGENDA**

Four of the Mayor’s Reduction priorities are supported by the “Creating safer and stronger communities” theme.

- **Reduce overall crime**
- **Reduce household burglaries**
- **Reduce vehicle crime**
- **Reduce anti-social behaviour**

These issues continue to be key issues for the residents of Middlesbrough.

Despite the major reduction in offences of house burglary, a local survey found that 50% of respondents indicated they were worried about having their home broken into even though only 3% of those asked has actually been burgled. Anti social behaviour affects the lives of many people across Middlesbrough and leads to a general increase in the fear of crime.

Achieving reductions in these areas is long term and must be carried out in partnership, the Safer Middlesbrough Partnership have set the following targets against the Mayor's reduction priorities:

By 2008:

- Reduce all crime by 20%
- Reduce the number of household burglaries by 10% (2080 to 1872)
- Reduce vehicle crime by 10% ( 4334 to 3901)
- Currently there is no agreed method to measure levels of antisocial behaviour. During 05/06 we will examine ways of developing an effective measurement method and establishing a baseline figure.

## **Key Achievements Against PRIORITY CONTRIBUTIONS To Community STRATEGY THEMES IDENTIFIED IN 2004/05**

### **1. Reduced house burglary**

Reduced house burglaries from **35** per 1,000 households in 2003/04 to **27** in 2004/05 by:

- developing the AIM process to ensure that **resources** were targeted to have maximum effect
- extending CCTV coverage
- promoting community safety through the 'doorstep crime' campaign which promotes safety amongst vulnerable residents

### **2. Reduced vehicle crime**

Though car crime rose slightly, following significant falls the previous year, several important measures were introduced to begin to address this:

- improving security in council car parks resulting in a reduction in car crime in Council car parks of 64%
- targeting warden patrols to ensure that resources were targeted in 'hot spots'
- using overt and covert CCTV
- undertaking covert operation's in which 'Dummy Cars' were used and arresting anyone breaking into the car
- improving owners responsibility by writing to owners who leave valuables in their cars to explain the risk they are taking

### 3. Combated anti-social behaviour and reduced the fear of crime

Reduced fear of crime by:

- enhancing street warden provision by providing training and support to street wardens through the North East Warden Resource Centre based in Middlesbrough
- implementing a scheme to support landlords in preventing anti-social behaviour
- improving community safety by increasing the number of CCTV cameras to 140 and replacing all obsolete cameras
- contributing to the reduction in anti-social behaviour through the establishment of the 'shield project' which works with private sector landlords and offers a referencing system for prospective tenants
- reducing anti-social behaviour by young people by diverting them into productive activities through the 'Boro Buzz' which encouraged a range of sporting and cultural activities in the period running up to and including mischief night.
- taking part in a nationally organised major enforcement exercise into underage alcohol sales with our Trading Standards Service undertaking 5% of all enforcement visits nationally

This has resulted in an increase in the percentage of residents who believe that their neighbourhood is a safe place from 69% in 2001 to 79% in our most recent survey and a reduction in the number of complaints received on "Mischief Night" from over 1,000 in 2003/04 to less than 100 in 2004/05.

Our work in this area has been recognised by external regulatory bodies and we have received two national awards:

- Beacon Council status for our partnership work on tackling crime and disorder
- National Quality Standard for our street warden service

### Achieve harmonious, violence-free and more tolerant living

To work towards harmonious, violence free and more tolerant living the following actions have taken place:

- Completion of Home Office funded Pathfinder project
- Consultation with Community Cohesion Advisory Group took place between December 2004 and January 2005 and Neighbourhood Plans developed.

### Improve planning for civil contingencies

To address the Council's obligations within the statutory timeframe for civil contingencies an action plan has been agreed and the following actions taken:

- Holding two briefing meetings with Members to enhance their understanding of current issues regarding Emergency planning and contingency arrangements
- Completion of a programme of staff training and exercises



## PLANNED ACTIONS IN 2005/06 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2005/06	
<b>1. To Reduce Crime, including domestic burglary, vehicle crime, robbery, assault, domestic violence and hate crime</b>		
Reduce domestic burglary by: <ul style="list-style-type: none"> <li>▪ extending CCTV coverage</li> <li>▪ extending gates in identified hot spot areas vulnerable to crime</li> </ul>	BV 126	<ul style="list-style-type: none"> <li>▪ In line with police targets</li> </ul>
Reduce vehicle crime by: <ul style="list-style-type: none"> <li>▪ implementing 'Operation Hatch' a high profile vehicle crime reduction campaign from April 2005</li> <li>▪ increasing and targeting patrols during 'busy periods' e.g. football matches</li> </ul>	BV 127	<ul style="list-style-type: none"> <li>▪ Operation Hatch implemented April 2005</li> <li>▪ In line with police targets</li> </ul>
Reducing overall crime through targeting criminal damage and other high volume but 'low' value crime by targeting Street Wardens activity use of AIM data to inform activity		Reduce overall crime in line with police targets
<b>2. To reassure the public by reducing the fear of crime and anti-social behaviour</b>		
Reduce fear of crime and antisocial behaviour by:		
<ul style="list-style-type: none"> <li>▪ Organising a second "BORO BUZZ to reduce anti-social behaviour considerably and in the long term involve more young people in art and sports based activities</li> </ul>		<ul style="list-style-type: none"> <li>▪ October 2005</li> </ul>
<ul style="list-style-type: none"> <li>▪ Piloting a Youth Inclusion Support project to divert 200 young people away from anti-social behaviour</li> </ul>		<ul style="list-style-type: none"> <li>▪ Project implemented April 2005</li> </ul>
<ul style="list-style-type: none"> <li>▪ Co-ordinating and reviewing on a weekly basis visible security patrols</li> <li>▪ Reducing gang nuisance by targeting ringleaders, using ASBO's, using area based problem solving groups</li> </ul>		<ul style="list-style-type: none"> <li>▪ 55% of people feel safe walking alone in their neighbourhood at night</li> <li>▪ Reduce to 25% the public's perception that anti-social behaviour is a problem</li> </ul>
<ul style="list-style-type: none"> <li>▪ Establishing a Middlesbrough Families project to provide outreach support to 20 families to prevent exclusion</li> </ul>		<ul style="list-style-type: none"> <li>▪ Supported accommodation units available December 2005</li> </ul>

Action	Milestone/Key Target 2005/06	
<b>3. To reduce harm caused by illegal drugs and alcohol</b>		
<p>To reduced he harm caused by illegal drug use and alcohol abuse by:</p> <ul style="list-style-type: none"> <li>▪ developing a needle exchange facilities</li> <li>▪ reducing the sale of alcohol to children through enforcement activities</li> <li>▪ working in partnership with licensed premises to reduce alcohol related problems by seeking agreement from partners to fund additional policing, <b>preventing irresponsible drinks promotions and establishing an “Alcohol Free Zone” in the Town Centre</b></li> </ul>		<ul style="list-style-type: none"> <li>▪ <b>Needle exchange facility opened by March 2006</b></li> <li>▪ <i>Undertake 10 number of enforcement exercises in partnership with the Police</i></li> <li>▪ <b>Alcohol Free Zone established by December 2005</b></li> </ul>
<b>4. To increase voluntary and community engagement</b>		
<p>To increase voluntary and community engagement by:</p> <ul style="list-style-type: none"> <li>▪ establishing four Community Action Zones by the end of July 2005</li> <li>▪ commencing a volunteer programme for ex drug users and other members of the community</li> </ul>		<p>Increase the number of residents who feel involved in the local community by <b>5%</b></p>
<p>Increase accessibility of the street warden service by:</p> <ul style="list-style-type: none"> <li>▪ implementing a junior volunteer scheme</li> <li>▪ implementing a BME volunteer scheme</li> </ul>		<p>BME volunteer scheme implemented Junior volunteer scheme implemented</p>

## TRANSFORMING OUR LOCAL ENVIRONMENT

This theme aims to improve the quality, cleanliness and safety of our public spaces. It includes making better, more sustainable use of natural resources and reducing waste. The Environmental Theme Action Group of the Local Strategic Partnership will promote this theme. The Action Group will develop and deliver strategies under “Transforming our local environment” by building on the work of existing partnerships and strategies:

- Environment Thematic Action Group
- Environmental and Sustainable Transport (EAST) Partnership
- Middlesbrough Environment City
- Action 20/20 (LA21 Framework)
- Contaminated Land **Strategy**
- Climate Change **Community** Action Plan
- **Middlesbrough** Air Quality Action Plan

- **Tees Valley Bio-Diversity Action Plan**
- Environmental Sustainability Strategy
- Recycling Plan
- Waste Strategy.

## **PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEME**

The Mayor's "Raising Hope" Agenda highlights the need to improve the environment and reduce environmental impacts as key to making the town a more attractive place to live and invest. This desire has seen a significant increase in resources to improve the quality of the environment. The "Key Achievements 2004/05" section below identifies some of the achievements the council has made over the past year as a result of this investment that have contributed towards the "Transforming Our Local Environment" theme.

*The Environment Action Group have identified eight Strategic Priorities that aim to improve deliver in line with increasing aspirations of residents who wish to live in a higher quality environment. The Council's priority contributions to the "Transforming our local environment" theme draws on the "Raising Hope" agenda as well as addressing the wider issues of the Government's shared priorities.*

### **1. Improve the standard of cleanliness throughout the town**

Improving the cleanliness of our street is crucial to underpinning the Mayor's aspirations for a thriving town where people want to live, work, visit and invest. It is one of the most important factors in determining the image of the town centre and neighbourhoods.

### **2. Develop the network of open spaces and high quality parks to serve the needs of the community**

Parks, play areas and green spaces enrich people lives. Transforming our green spaces and play areas to ensure they serve the needs of our communities better is a major opportunity to develop a step change in improving our town and the lives of our residents

### **3. Reduce the fear of crime in public places**

Despite falling crime rates the fear of crime as measured in the Neighbourhood Survey by questions such as " Do you feel safe walking home alone at night " remain high and further actions are required to address this . These include physical measures such as improved lighting and CCTV provision and a continuous media campaign.

### **4. Increase the amount of household waste, which is recycled**

In a densely populated, compact urban areas like Middlesbrough sustainable waste policies are essential. The Council's Waste to Energy policy minimises the environmental damage caused by landfill. Recycling is an important element of managing waste. The promotion of recycling is also very important when engaging the public on wider issues of environmental sustainability.

### **5. Improve Air Quality**

**For over 30 years a succession of innovative local air quality policies have improved Middlesbrough's air quality significantly. An Air Quality Action Plan has been adopted**

to identify how the council and partners will preserve and improve air quality to bring health, social, environmental and economic benefits. Middlesbrough's statutory Air Quality Review, which the government endorsed, concluded that the council does not have to declare any air quality management areas because unlike many councils we do not have poor air quality. The challenge now is continue to improve our good air quality and to tackle some of the other causes of personal exposure such as environmental tobacco smoke.

## **6. Increase species and habitat bio-diversity**

Access to well managed areas of wildlife rich greenspace has been proved to enhance the liveability of towns. It contributes to the quality of life of Middlesbrough 's residents and provides a vital educational resource for young people and an amenity resource for people on low incomes who have less access to the wider countryside. These open spaces provide opportunities for walking, cycling, informal play and recreation for local people of all ages.

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

Climate change is happening now, so communities must alter the way they live and work over next 50 years. Temperatures and sea levels will continue to rise and more extreme weather is a certainty for decades. Adapting to climate change must be supported by actions to reduce the quality of greenhouse gases. By taking a lead on environmental improvement now, there are significant economic and social gains.

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

*The participation of the community is recognised as a vital contribution to the determination of priorities and as a means of informing the policy process. Whilst a activities, such as a programme of presentations and discussions with Cluster Groups, are supporting the development of this process, it is recognised that a significant contribution from local residents will only be achieved if the Council can both encourage and educate them to play their part in improving their own local environment on a day by day basis.*

## **MAYOR'S REDUCTION AGENDA**

*Two of the Mayor's Reduction priorities are supported by the "Transforming Our Local Environment" them.*

- **Reduce CO<sub>2</sub> emissions**
- **Reduce landfilled waste**

Targets have been set in support of these reduction priorities. To assist in the achievement of these targets are number of priority actions have been identified that will be carried out over the next twelve months. These actions and targets have been cross-referenced in the "Planned Actions in 2005/06 to address strategic priorities " section on **page xxx.**

- Reduce carbon dioxide emissions by 12.5% , from the baseline figure of 815,000 tonnes in 2000, by 2010

- Reduce the proportion of household waste that is landfilled to **13%** by 2006.

## KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES IDENTIFIED IN 2004/05

### 1. Improved street cleanliness

We have improved the cleanliness of Middlesbrough's streets. We set a target that 70% of streets would exceed the cleanliness standard set by the government. We have significantly exceeded this target and over 80% of Middlesbrough's streets meet this standard. We achieved this by:

- ensuring that each area has its own area care team that has detailed knowledge of the area they are responsible for
- introducing weekly inspections the results of which are fed to area care teams so that they could focus their activity on specific areas to prevent them becoming significant problems
- introducing a programme for junk jobs and ensuring that all requests for this service were met within our two week target
- piloting a 'street washing' service known as 'Middlesbrough Reds' this involved a team of staff using specialist equipment to ensure that streets and pavements were thoroughly cleaned including cleaning of dog-fouling and chewing gum
- piloting a scheme that worked in partnership with residents to reduce the amount of dog-fouling in alleys
- bringing together the Environmental Enforcement team and the Street Cleaning teams to ensure a greater number of successful prosecutions for littering
- tackling illegal fly-posting which led to a fall in fly-posting from over 500 cases per month to single figures this work was nationally recognised and awarded the 'green apple' award.

### 2. Increased recycling

We increased the proportion of household waste recycled from **10.3% to 11.5% (estimated)** by:

- introducing a second kerbside collection pilot scheme, the black box scheme, which enables households to recycle tin cans, bottles and other inert materials
- further developing our Home Composting scheme

The recycling and home composting schemes introduced complement the existing 'blue bag' paper recycling scheme and help us to reduce the amount of waste being land filled which is a National and European aim.

### 3. Improved access to Environmental Services

We have improved access to environmental services by:

- increasing the percentage of callers, to our contact centre, whose request is dealt with at their first point of contact
- improving the information and options available to customers who are waiting for their call to be dealt with by letting them know their position in the call queue and also enabling them to leave a voice mail message
- moving to an area based approach to enable greater understanding and ability to react to customers needs
- advertising the services available through road shows in town centres, shopping centres, leisure centres and libraries
- ensuring all residents are aware of the waste collection dates by distributing leaflets providing information on collection dates to every household in Middlesbrough
- improving information to the BME population by providing a multi-lingual leaflet providing information on 'deep cleaning' of alleys and the 'junk job' service
- increasing to approximately 1,000 the number of elderly or disabled residents using the 'assisted bin collection, scheme. This scheme is available to anyone who has difficulty taking their rubbish to the door they can request assistance, each case is assessed and where required waste is collected from the house.

The Councils approach to access was commended by the Audit Commission in a recent "access to services" inspection in which they stated

"staff demonstrate a strong commitment to dealing with customers efficiently and have an understanding of the requirements for physical access to council facilities and services"

### 4. Adapt to future changes in climate

Improved our response to the adverse effects of climate change by:

- successfully launching the climate change action plan, which is the strategy, developed to tackle climate change in Middlesbrough
- improving preventative activities by reconfiguring service provision and improving our use of technology resulting in more accurate predictions in relation to where and when environmental problems will occur and dealing with them before they become a major problem e.g. beck's are dealt with when water reaches a certain level instead of waiting for them to overflow.

Promoted efficiency amongst Middlesbrough residents by:

- Distributing 34,000 energy-saving light bulbs to Middlesbrough residents
- Securing £60,000 of funding to deliver the Middlesbrough Winter Warmth scheme.

## 5. Promote the urban renaissance of green spaces

Improved the town's green spaces by:

- undertaking an audit of over 200 sites including parks, play areas, allotments, beck and valleys to inform the development of a green spaces strategy
- designating Middlesbrough third Local Nature reserve, at Berwick Hills allotments, through the Wildspace! Project
- successfully securing funding of £450,000 for the development of a Skateboard Park at Prissick base
- completing the £4.4 million restoration of Albert park restoration, including the bandstand erection, fountain restoration and Italian gardens recreation.
- developing a *Bio-diversity strategy*

### PLANNED ACTIONS IN 2005/06 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2005/06
<b>1. Improve the standard of cleanliness throughout the town</b>	
<ul style="list-style-type: none"> <li>▪ Maintain the physical activity on streets and open spaces by the area care teams and include new areas such as shrub beds, car parks and beck valleys</li> <li>▪ Reinforce physical activity by a high profile campaign to educate, encourage, enforce and embarrass the public to keep the streets clean. Initiatives include "megaphone man"</li> <li>▪ Take advantage of the newly enacted "Cleaner Neighbourhoods and Environment" Bill by fining more people, enforcement of litter on private land.</li> </ul>	<p>BV 199</p> <p>The percentage of local streets and land classified as unclean to be reduced to 19%</p>
<b>2. Develop the network of open spaces and high quality parks to serve the needs of the community</b>	
<ul style="list-style-type: none"> <li>▪ Develop a Green Spaces Strategy for the town and based on this agree a programme of appropriate environmental improvements to develop the network of open spaces and parks to serve the needs of the community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategy develop and approved by September 2005</li> <li>▪ Produce 5-10 year Action Plan by September 2005</li> </ul>
<ul style="list-style-type: none"> <li>▪ As part of the Local Development Framework detail and assess open space land that is of no further use to reclassify and dispose of</li> </ul>	<ul style="list-style-type: none"> <li>▪ September 2005</li> </ul>

Action	Milestone/Key Target 2005/06	
<ul style="list-style-type: none"> <li>▪ As part of the Green Spaces Strategy implement a number of environmental improvements including:</li> <li>▪ Completion of Laycock Gardens Restoration</li> <li>▪ Completion of Skate Park at Prissick Base</li> </ul>		<ul style="list-style-type: none"> <li>▪ July 2005</li> <li>▪ On-site June 2005 Complete by September 2005</li> <li>▪ 82% of residents will be satisfied with parks and open spaces</li> </ul>
<ul style="list-style-type: none"> <li>▪ Following the Scrutiny review of Allotments prepare an Allotments Strategy</li> </ul>		<ul style="list-style-type: none"> <li>▪ July 2005</li> </ul>
<b>3. Reduce the fear of crime in public places</b>		
<ul style="list-style-type: none"> <li>• Implement a programme of lighting improvements and CCTV installation in 2005/06 in order to increase the safety of residents within neighbourhoods where the environment is most threatening</li> <li>• Redesign the planting and shrubbery where the public perceive shrubbery is blocking light and failing to reduce the fear of crime</li> <li>• Work with a national street lighting contractor to renegotiate an outcome based street lighting contract by July 2005</li> </ul>	BV215	<ul style="list-style-type: none"> <li>• The percentage of residents who feel that their neighbourhood is unsafe will reduce to 16% - 2006/07 (find source)</li> <li>• Monitoring of the new BVPI to measure the time taken by the highway authority to rectify street lighting faults</li> </ul>
<b>4. Increase the amount of household waste, which is recycled</b>		
<p>In support of the Mayor's Reduction priority to reduce landfilled waste:</p> <ul style="list-style-type: none"> <li>▪ Extend kerbside recycling to whole of town (black box) to complement the Blue Bag Scheme</li> <li>▪ Appoint a recycling officer to complement the existing Waste Awareness service in Middlesbrough's schools and further promote public participation in recycling schemes</li> <li>▪ In order to reduce the amount of waste generated promote the use of Home Composting by providing composting bins</li> </ul>	BVPI 82a BVPI 82d	<ul style="list-style-type: none"> <li>▪ 18% of household waste recycled</li> <li>▪ Percentage of household waste landfilled reduced to 13%</li> <li>▪ Kerbside collection available to whole town by March 2006</li> <li>▪ Officer appointed by June 2005</li> <li>▪ Provision of 3000 home composting bins</li> </ul>



Action	Milestone/Key Target 2005/06	
<b>5. Improve Air Quality</b>		
<ul style="list-style-type: none"> <li>▪ Implement Smoke Less Middlesbrough Campaign to reduce Environmental exposure to tobacco smoke and reduce the number of smokers</li> </ul>		<ul style="list-style-type: none"> <li>▪ Publish Middlesbrough Guide to smoke free premises by Dec 2005</li> <li>▪ Award 200 certificates to Premises who commit to being Smoke free in 2005/6</li> <li>▪ Agree a joint action plan with Middlesbrough Primary Care Trust</li> </ul>
<b>6. Increase species and habitat bio-diversity</b>		
<ul style="list-style-type: none"> <li>▪ Adopt target and action plans for 15 types of habitats and four species to protect and improve bio-diversity</li> </ul>		<ul style="list-style-type: none"> <li>▪ Action Plans prepared Summer 2005</li> </ul>
<ul style="list-style-type: none"> <li>▪ Review existing sites of nature conservation importance to re-designate as SNCI and identify sites to designate as SMC1</li> </ul>		<ul style="list-style-type: none"> <li>▪ Autumn 2005</li> </ul>
<ul style="list-style-type: none"> <li>▪ Through the Wildspace! Project designate a fourth area within Middlesbrough as a Local Nature Reserve</li> </ul>		<ul style="list-style-type: none"> <li>▪ March 2006</li> </ul>
<ul style="list-style-type: none"> <li>▪ Increase awareness of bio-diversity through environment educational activity and community events at Lingfield Country Park</li> </ul>		<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>
<b>7. Reduce the causes of adverse climate change</b>		
<p>In support of the Mayor's Reduction priority to reduce the amount of CO2 emissions by 12.5% by 2010 :</p> <ul style="list-style-type: none"> <li>▪ preparing a greenhouse gas emissions report</li> <li>▪ implementing the Council's Carbon Management Action Plan</li> <li>▪ Implement the Community Climate change Action Plan with our partners</li> </ul>		<ul style="list-style-type: none"> <li>▪ Reduce the percentage of carbon dioxide emissions by average 1% per year</li> <li>▪ Publish work programme by July 2005</li> <li>▪ Completion of end of first year review by March 2006</li> </ul>

Action	Milestone/Key Target 2005/06
<b>8. Involve the community in transforming the local environment</b>	
<ul style="list-style-type: none"> <li>▪ Participate fully in an effective annual Community Environment Conference</li> <li>▪ Appoint a recycling officer to complement the existing Waste Awareness service in Middlesbrough's schools and further promote public participation in recycling schemes</li> <li>▪ Implement a high profile campaign to educate, encourage, enforce and embarrass the public to keep the streets clean.</li> </ul>	<ul style="list-style-type: none"> <li>▪ First Conference March 2006</li> <li>▪ Officer appointed by June 2005</li>   <li>▪ Implement a programme of initiatives to include "Megaphone Man" by March 2006</li> </ul>

## MEETING LOCAL TRANSPORT NEEDS MORE EFFICIENTLY

This theme aims to improve the forms of local transport to reduce congestion and pollution and increase safety. This will help to secure better access to jobs and services, particularly for those most in need.

The Transport Thematic Action Group of the Local Strategic Partnership will promote this theme. The Action Group will be charged with developing and delivering strategies under the “Meeting local transport needs more efficiently” theme by building on the following:

- Middlesbrough’s Local Transport Plan (LTP) and Annual progress reports (APR)
- the Local Plan and the Local Development Framework
- the Milestone Statement for Public Rights of Way
- Tees Valley Demand Management Strategy.

## STRATEGIC PRIORITIES AND COUNCIL CONTRIBUTIONS

Middlesbrough has a good record of tackling the problems of traffic growth, safety, congestion and pollution. The “Key Achievements” Section below sets out some the achievements Middlesbrough Council has made over the past year that have contributed towards the Community Strategy Theme “ Meeting Local Transport Needs More Efficiently”. However the demand for travel will continue to grow and it is essential that we develop packages of transport policies, which will enable people within our economic catchment area to access facilities within Middlesbrough in a sustainable manner. The Transport Thematic Action Group has identified five strategic priorities that aim to address these issues facing transport in Middlesbrough and will continue to support the economic, social and cultural objectives of the town.

The Council’s contribution to these strategic priorities can be drawn from the “Raising Hope” agenda to develop “*a transport network which can meet the needs of a town on its way up*” by ensuring that:

- 1. The whole transport network will facilitate the local community, including disadvantaged or vulnerable groups to have access to work and important services including education, healthcare, leisure and shopping**
- 2. Congestion does not hinder economic development, impair the quality of the local environment or cause severance in our communities**
- 3. We achieve reductions in the numbers of people killed and seriously injured in road traffic accidents and reduce accidents and casualties overall, especially in disadvantaged communities**
- 4. 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**
- 5. Highway maintenance is undertaken in a sustainable manner and prioritised to assist with our other objectives. We will encourage, as a priority, the increased use of cycling and walking through appropriate maintenance and access improvements**

## MAYOR'S REDUCTION AGENDA

Two of the Mayor's Reduction priorities are supported by the "Meeting local transport needs more efficiently" theme.

- Reduce the proportion of journeys made by car
- Reduce the number of road traffic accidents

Achieving reductions in these areas is long term and must be carried out in Partnership. The Transport Thematic Action Group have set the following targets against the Mayor's reduction priorities, as part of the development of Middlesbrough's Community Strategy:

- Reduce the percentage of journeys to school made by car \*
- Reduce the numbers of people killed or seriously injured, including children, and slight casualties by 40% from 65 (average annual figure 1994-98) to 39 by 2010.

*\*The initial target was to reduce the number of car journeys to the 1985/86 level. However this is to be reviewed as part of the LTP 2 submission and is one of a number of targets which focus on the reduction of the proportion of journeys made by car.*

In support of the reduction priorities the council has identified a number of priority actions and targets that it will carry out over the next year that will contribute towards the achievement of these reduction priorities. These actions are cross-referenced in the "Planned Action in 2005/06 to address strategic priorities" on **page xxx**.

## KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES IDENTIFIED IN 2004/05

### 1. Improve access to buses and other forms of local transport

Improved access to busses by:

- Installed bus real time equipment on all Arriva Buses
- Installation of CCTV equipment on 35 buses
- Increased the number of services operating from Middlesbrough Bus Station
- Installation of **XXX** external lights at shelters throughout the Borough
- Procurement of the Tees Valley Bus Network Review to provide a strategic frame work to improve bus service provision within the Borough.

Improved access for cyclists by:

- Construction of 6.9km of new or improved cycle routes
- Completion of Middlesbrough's section of the 8 Bridges Cycleway
- Production of a Cycle Development Action Plan.

## 2. Secure better access to jobs and services

Secured better access to jobs and services by:

- Development of the Council's Urban Bus Challenge bid to improve links to James Cook Hospital and to employment opportunities in Riverside Park from disadvantaged communities
- Successful bid for NRF funding for 2 posts to provide a travel planning service aimed at improving access to key services for residents of disadvantaged communities
- Extensive structural repairs completed at Captain Cook Square Car Park, repairs were carried out with minimal disruption to the operation of the car park, within budget and to time-scale
- Park Mark Safer Parking Awards were achieved at Zetland, Captain Cook Square, Gurney Street and Buxton Street Car Parks (total spaces – 1847)

## 3. Improve highway maintenance

Improved the road infrastructure by:

- Successful bid for £850,000 additional LTP funding to reconstruct the carriageway on Cargo Fleet Lane
- Continued development of the Highways Maintenance Management Plan
- Continued development of the Transport Asset Management Plan (TAMP)
- Introduction of advertising on street lighting facilities, reinvesting income for the eradication of obsolete lighting equipment
- Completion of street lighting service delivery contract attracting investment and innovation with our partners D W Websters Ltd
- Introduction of skip licence enforcement – 1,352 licences issued

## 4. Improve Road Safety

Improved Road Safety by:

- Continuing the implementation of the “school entry treatments” programme with 88% of primary schools have now been treated with the remainder programmed for completion in 2005-2006
- 20 mph limits were introduced on 59 roads within 3 zones, bringing the total number of streets covered to 225 during the Local Transport Plan period (2001-2006)
- Child pedestrian training delivered to 750 year one pupils, bringing the total number of children trained via the Kerbcraft scheme to 1,750 since 2002
- Continuation of development of school travel plans at 10 schools during 2004-05, bringing the total number of plans to 30 during the Local Transport Plan period (2001-2006)
- Lowest ever number of recorded road traffic casualties; a reduction of 3.6% on the previous lowest figure in 2003 (614 casualties reduced to 592 casualties)
- A 34% reduction in the number of people Killed or Seriously Injured (KSI) compared to the 2003 figure (85 KSI casualties reduced to 56)

## PLANNED ACTIONS IN 2005/06 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2005/06	
<b>1. The whole transport network will facilitate the local community, including disadvantaged or vulnerable groups to have access to work and important services including education, healthcare, leisure and shopping</b>		
Continue to promote bus use as the key mode for delivering sustainable transport in the town.	BV 102	<ul style="list-style-type: none"> <li>▪ Limit the decline in the bus use from 11.1 million journeys in 2002/03 by 6% by 2006</li> </ul>
Operation of a demand responsive bus service to James Cook Hospital and to employment sites in Riverside Park		<ul style="list-style-type: none"> <li>▪ 3 buses operational during summer 2005</li> </ul>
Increase the number of buses with CCTV cameras to improve safety and security for passengers		<ul style="list-style-type: none"> <li>▪ Complete CCTV camera coverage on bus fleets by March 2006</li> </ul>
Deliver personalised travel planning advice service, available to individuals and organisations		<ul style="list-style-type: none"> <li>▪ Personalised travel information to households and individuals available from May 2005</li> </ul>
<b>2. Congestion does not hinder economic development, impair the quality of the local environment or cause severance in our communities</b>		
<p>To contribute to the Mayor's Reduction priority to reduce the proportion of journeys made by car</p> <ul style="list-style-type: none"> <li>▪ Encourage children and their parents, to travel to school in more sustainable ways by increasing the number of children walking/cycling to school</li> <li>▪ Promote public transport travel and information services amongst local employers and community groups</li> </ul>		<ul style="list-style-type: none"> <li>▪ Appoint a "Walking Bus" co-ordinator in May 2005?</li> <li>▪ Appoint a Travel and Information Officer to disseminate information from May 2005</li> </ul>
<b>3. We achieve reductions in the numbers of people killed and seriously injured in road traffic accidents and reduce accidents and casualties overall, especially in disadvantaged communities</b>		
<p>To contribute to the Mayor's Reduction priority to reduce road traffic accidents</p> <ul style="list-style-type: none"> <li>▪ Implementation of road safety measures to reduce speed and reduce severance in communities</li> <li>▪ Create an additional cycle and pedestrian training resource for school children.</li> </ul>	BVPI 99	<ul style="list-style-type: none"> <li>▪ 2005/06 targets set in the LTP and on page xxx of the CPP</li> <li>▪ Environment City to undertake a programme of cycle training from May 2005</li> </ul>

Action	Milestone/Key Target 2005/06	
<ul style="list-style-type: none"> <li>▪ Improve road safety skills within vulnerable and BME groups</li> </ul>		<ul style="list-style-type: none"> <li>▪ Appoint Road Safety Project Officer (BME Communities) –May 2005</li> </ul>
<p><b>4. 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</b></p>		
<p>Develop clear and consistent parking policies that assist businesses and promote economic growth and ensure that these policies balance the competing pressures of improved access to services and inappropriate congestion</p>		<ul style="list-style-type: none"> <li>▪ 5- year parking strategy which provides clear direction, aims and objectives for parking services and parking control in Middlesbrough - approved and implemented during 2005/06</li> </ul>
<p>To contribute to the Mayor's Reduction priority to reduce the proportion of journeys made by car</p> <ul style="list-style-type: none"> <li>▪ Undertake a Travel Awareness Campaign to help our citizens make more informed travel choices and promote non -car modes.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Campaign on TV and /or Radio &amp; Press</li> </ul>
<p><b>5. Highway maintenance is undertaken in a sustainable manner and prioritised to assist with our other objectives. We will encourage, as a priority, the increased use of cycling and walking through appropriate maintenance and access improvements</b></p>		
<ul style="list-style-type: none"> <li>▪ Undertake a review of traffic direction signing across the whole town, including the use of variable message signs to better manage congestion.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Review to be complete in 2005/06</li> </ul>
<ul style="list-style-type: none"> <li>▪ Prioritise our highway maintenance spending in accordance with our Highway Maintenance Management Plan and inspection regime.</li> </ul>	<p>BV 96,97, 87</p>	<ul style="list-style-type: none"> <li>▪ Complete the management plan and introduce the new national system of machine based surveys.</li> </ul>

## PROMOTING THE ECONOMIC VITALITY OF MIDDLESBROUGH

This theme aims to overturn current poor economic performance and enable Middlesbrough to fulfil its potential at the economic heart of the city-region. The theme has been addressed in three parts:

1. Economic Vitality focuses on supporting businesses, providing positive conditions for growth and employment, identifying present and future skills needs to support growth, and helping the hardest-to-reach into work.
2. Housing focuses on providing for a quality & choice of housing to meet the needs of the community and also addressing housing market failure.
3. Culture focuses on promoting arts and cultural development.

The Economic Vitality Thematic Action Group of the Local Strategic Partnership promotes this theme. The Action Group will be charged with developing and delivering strategies under the “Promoting the economic vitality of Middlesbrough” theme within the broader context of complementary activities and programmes at regional and sub-regional level. At a local level the action group will build on and develop the work of existing partnerships and strategies. Some leading examples of regional, sub-regional and local partnerships and strategies include:

### **Regional Partnerships and Strategies**

- One NorthEast
- Government Office North East
- Arts Council England
- Regional Economic Strategy.

### **Sub-Regional Partnerships and Strategies**

- Tees Valley Partnership and the Tees Valley Vision
- Tees Valley Regeneration
- Tees Valley Living.

### **Local Partnerships and Strategies**

- West Middlesbrough Neighbourhood Trust
- Middlesbrough Town Centre Company
- Middlesbrough Cultural Partnership and Strategy.
- Housing Forum

## **STRATEGIC PRIORITIES AND COUNCIL CONTRIBUTIONS**

Middlesbrough has been making strides towards economic recovery. The “Key Achievements 2004/05” section below sets out some of the achievements Middlesbrough Council has made over the past twelve months that have contributed towards the “Promoting the Economic Vitality of Middlesbrough” theme.



However Middlesbrough's economy is still weak compared to 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 thematic action group has identified a number of strategic priorities for each of part of this theme:

## **Economic Vitality**

- 1. Establish an environment that encourages and supports economic vitality**
- 2. Provide business support that encourages more businesses to set up, locate and grow here**
- 3. Ensure local people have the skills and can access jobs and opportunities**
- 4. Change attitudes by promoting Middlesbrough's success**
- 5. Play a strong role in the sub/region**

## **Housing**

- 1. Rejuvenation of the housing stock**
- 2. Ensuring that the type & mix of new housing provides choice**
- 3. Improve and maintain existing housing**
- 4. Address specific community and social needs**

## **Culture**

- 1. Promote regeneration through culture, arts and learning through major cultural projects and flagships that act as economic drivers by contributing to the town's image and environment**
- 2. Promote regeneration through culture, arts and learning through cultural activities which contribute to the quality of life, and well-being of individuals and communities**

Promoting the economic vitality of Middlesbrough is key to achieving the Mayor's vision for the town. Specifically, the following two pillars of the Mayor's "Raising Hope" agenda demonstrate the Council's commitment to revitalise Middlesbrough:

- physical regeneration of the town's run-down sites and buildings
- a business-friendly enterprise culture which welcomes would-be investors.

The Council's priority contributions to the "Promoting the economic vitality of Middlesbrough" theme can be drawn from the "Raising Hope" agenda. In order to provide focus for the Council to realise its ambitions for the town, key services have been brought together in one department, including business support, economic development, planning and cultural services.

## MAYOR'S REDUCTION AGENDA

- Reduce unemployment
- Reduce benefit dependency
- Reduce unfit homes

These reduction areas are major issues for Middlesbrough

- Registered unemployment in Middlesbrough was 4.6% in August 2004, which is higher than the Tees Valley, North East and National levels
- The employment rate in Middlesbrough of 62.7% ( August 2004) is lower than the Tees valley and national levels
- **Statement on benefit dependency??**
- There is an oversupply of low value, poor quality obsolete houses, which are clustered in certain neighbourhoods.

Achieving reductions in these areas is long term and must be carried out in partnership, the Council and the Economic Vitality Thematic Action Group have set the following targets against the Mayor's reduction priorities:

- Increase Middlesbrough's employment rate index compared to national rates from **xx** in March 2005 to 87 March 2009
- Reduce Middlesbrough's claimant count unemployment rate (Mayor's reduction target) of **xx** in March 2005 closer to the Tees Valley average, **xx** in March 2005
- Reduce the number of unfit homes by in the **private sector by 200 per annum**.

In support of these reduction priorities the council has identified a number of priority actions and targets that it will carry out over the next twelve months that will contribute towards the achievement of these reduction priorities. These actions are cross-referenced in the "Planned Actions in 2005/06 to address strategic priorities" section on **page xx**.

## KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES IDENTIFIED IN 2004/05

### 1. Support the growth of indigenous business and provide a positive environment for inward investment

Supported businesses in Middlesbrough and provided a positive environment for inward investment by:

- establishing a new Economic Regeneration Service which has assisted in:
- establishing Middlesbrough Business Forum
- supporting over 200 businesses
- creating 259 new and prospective jobs
- assisting 23 new VAT registrations
  
- ensuring effective processing of planning application by taking a Development Team approach, involving Planning, Economic Development and Highways at an early stage in development, as a result 62.8% of major planning applications are assessed within 13 weeks – this amongst the top 25 per cent of all authorities.

Middlesbrough was the first council in the region to have its local development scheme approved by ODPM

### 2. Regenerate the key economic locations in the town

Continued to regenerate Middlesbrough by:

- agreeing a development strategy for Middlehaven
- attracting £50 million of public funds.
- initiating compulsory purchase order proceedings
- beginning phased demolition in the St Hilda's area.
- launching the Stockton / Middlesbrough Initiative – a major development opportunity for Stockton and Middlesbrough centres and the riverside areas between
- developing master plans for Riverside Park and Hemlington Grange.

### 3. Ensure that local people, and particularly those from the most disadvantaged communities, have the skills and opportunities to compete for jobs successfully

Supported over 771 residents into jobs by:

- developing local projects such as 'At Work', Enterprise Academy, Building Bureau and Abu Bakr Mosque.
- initiating new projects including; Hemlington Works, a multi- agency project based at Hemlington Initiative Centre and Touch - working with Garlands Call Centre

#### 4. Extend quality and choice in the housing market

Improved the quality and choice of housing in Middlesbrough by:

- successfully transferring council housing stock to Erimus Housing, a not-for-profit social housing provider, thereby accessing substantial investment funding for future stock improvement;
- working co-operatively as members of Tees Valley Living to highlight local housing issues, leading to successful allocation of housing market renewal funding to the Tees Valley in 06/07 and 07/08
- progressing a comprehensive master-planning project to provide strategic direction for future regeneration of pre-1919 terraced properties in central Middlesbrough;
- letting a contract to undertake a stock condition survey;
- commissioning, and embarking on, work to develop area regeneration frameworks for Grove Hill and Hemlington housing areas;
- successfully bidding for £6.5 million to address housing market renewal in the town in 04/05 and 05/06;
- progressing area regeneration in St Hilda's and North Ormesby, by acquisition of housing for demolition;
- returning to occupation or demolishing 28 private sector vacant dwellings;
- progressing the development of key housing sites in the town by:
  - preparation of development briefs for Middlesbrough College campuses at Marton, Kirby, Longlands, where marketing of the sites has commenced
  - completion of a conservation brief for Acklam Hall,
  - agreement of brief for redevelopment at Trinity Crescent, North Ormesby,
  - adoption of regeneration strategy for West Lane
  - granting of planning permission for 448 new houses at Whinney Banks, with work due to start in Spring 2005

#### 5. Promote regeneration through culture, arts and learning

Used culture, arts and learning to promote the regeneration of Middlesbrough by:

- commencing work on the Middlesbrough Institute of Modern Art (mima) and is proceeding to schedule
- improving our cultural services as demonstrated by the successful external inspection by the Audit commission of the Council's provision of cultural services
- delivering the Creative Partnerships scheme in four schools, contributing to raising educational attainment for over 1625 pupils
- refurbishing 5 libraries
- attracting around 30000 new library members aged under 16 and achieving a score of excellent for performance against the Public Library Standards
- increasing attendance at Middlesbrough Town Hall and Theatre to xxxx, the highest attendance to date

**PLANNED ACTIONS IN 2005/06 TO ADDRESS STRATEGIC PRIORITIES  
ECONOMIC VITALITY**

Actions	Milestone/Key Target 2005/06
<p><b>1. Establish an environment that encourages and supports economic vitality</b></p>	
<p>Support Middlesbrough Partnership's Economic Vitality Action Group as the key forum for bringing partner agencies together</p> <ul style="list-style-type: none"> <li>▪ Play a lead role in ensuring that agencies and partners in Middlesbrough all contribute to creation of a positive environment for economic vitality</li> <li>▪ Ensure the Council is maximising its role in leadership, strategy setting and co-ordination of activities</li> <li>▪ Continue to implement a comprehensive strategy of environmental, management and business improvements in the town centre all aimed at raising investment confidence</li> <li>▪ Improve the quality of Middlesbrough's traditional industrial/commercial areas</li>   <li>▪ Enhance Middlesbrough as a centre for technology, digital media and creative industries</li> <li>▪ <i>Implement master plans for key business development sites including:</i> <ul style="list-style-type: none"> <li>▪ Hemlington Grange</li> <li>▪ Middlehaven to Wilton study</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Produce the Council's Economic Development Strategy by March 2006</li> <li>▪ Reduce town centre office vacancy levels by a further 10% over the next two years</li>   <li>▪ Complete the Riverside Park project by March 2006; launch the East Middlesbrough Industrial Estate project by September 2005</li>   <li>▪ Launch the Boho Zone project as part of the Digital City programme <b>by September 2005</b></li>   <li>▪ Master plan completed by June 2005</li> <li>▪ Report to Executive on Master plan by June 2005</li> <li>▪ Complete and report to Executive by September 2005</li> </ul>

Actions	Milestone/Key Target 2005/06
<b>2. Provide business support that encourages more businesses to set up, locate and grow her</b>	
<ul style="list-style-type: none"> <li>▪ <i>Provide support for businesses to start up, locate and grow in town</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ 150 businesses supported</li> <li>▪ Create/secure 240 new or prospective jobs</li> <li>▪ Create 25 new VAT registered businesses</li> </ul>
<ul style="list-style-type: none"> <li>▪ <i>Ensure the Council is supportive of local business in the way it carries out its own functions and activities</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Milestones/targets?</b></li> </ul>
<b>3. Ensure local people have the skills and can access jobs and opportunities</b>	
<p>In support of the Mayor's Reduction priorities to reduce unemployment and benefit dependency:</p> <ul style="list-style-type: none"> <li>▪ Work with partner agencies to ensure the network of local – regional – national business support services meets Middlesbrough needs</li> <li>▪ Support a range of employment initiatives to assist local people to access employment and economic opportunities including Partner Projects such as: <ul style="list-style-type: none"> <li>▪ At Work</li> <li>▪ Abu Bakr Mosque; and</li> <li>▪ Building Bureau</li> <li>▪ Direct initiatives such as Touch, Hemlington Works and NAPP</li> <li>▪ New initiatives to tackle worklessness and with Tees Valley works.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement recommendations from the recent review of employment initiatives by September 2005</li> <li>▪ Assist 700 people into employment through supported projects</li> <li>▪ Increase Middlesbrough's employment rate index compared to national rates from xx in March 2005 to xx March 2006 (Community Strategy 5 year target: 87 by 2009).</li> <li>▪ Reduce Middlesbrough's claimant count unemployment rate (Mayor's reduction target) of xx in March 2005 closer to the Tees Valley average, xx in March 2005</li> </ul>
<b>4. Change attitudes by promoting Middlesbrough's success</b>	
<ul style="list-style-type: none"> <li>▪ Develop a town branding strategy</li> </ul>	<p>Implement the town branding consultants' recommendations by <b>October 2005.</b></p>
<ul style="list-style-type: none"> <li>▪ Promote the progress being made in the town centre <ul style="list-style-type: none"> <li>▪ <b>By doing what?</b></li> </ul> </li> </ul>	<p><b>By</b></p>

Actions	Milestone/Key Target 2005/06
<b>5. Play a strong role in the sub/region</b>	
<ul style="list-style-type: none"> <li>▪ Represent Middlesbrough at the Tees Valley and regional level by <ul style="list-style-type: none"> <li>▪ Developing the Stockton Middlesbrough Initiative/ Northern Way proposals</li> <li>▪ <b>Contributing to the regional spatial strategy</b></li> <li>▪ Preparing an Integrated Regeneration Strategy</li> <li>▪ Assist Tees Valley Living to complete sub-regional housing studies</li> <li>▪ <b>Work collaboratively with Tees Valley Regeneration to secure the delivery of Middlehaven.</b></li> <li>▪ <b>Contribute to Tees Valley submission for the Northern Way.</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Agree strategy by July 2005</b></li> <li>▪ Appoint interim Project Director in September 2005</li> <li>▪ Draft <b>strategy</b> to Executive in June 2005</li> <li>▪ Draft report to Executive September 2006</li> <li>▪ <b>Summer 2005</b></li> <li>▪ <b>Appoint preferred developer for phase 1 by May 2005. Planning permission for phase 1 agreed by June 2005</b></li> <li>▪ <b>Submission to ODPM by June 2005.</b></li> </ul>

## HOUSING

Actions in 2005/06	Milestone/Key Target
<b>1. Rejuvenation of the housing stock</b>	
<ul style="list-style-type: none"> <li>▪ Develop master plans for central older housing area, Grove Hill and Hemlington and, to identify appropriate intervention, including housing renewal, environmental improvement, demolition, redevelopment and public sector service delivery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete <b>phase 1</b> master planning in central older housing area, <b>by June 2005.</b></li> <li>▪ <b>Complete the phase 1 master plan for Grove Hill by September 2005</b></li> <li>▪ <b>Complete phase 1 master plan for Hemlington by February 2006.</b></li> </ul>
<ul style="list-style-type: none"> <li>▪ Work collaboratively with a range of partners including Tees Valley Living, Housing Associations, private developers, estate agents, private landlords, and other agencies to develop projects and maximise resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hold a minimum of <b>8</b> Housing Forum meetings</li> <li>▪ Hold one housing conference.</li> </ul>

Actions in 2005/06	Milestone/Key Target	
<ul style="list-style-type: none"> <li>▪ Reduce the number of unfit homes:</li> <li>▪ Ongoing improvement in the condition of the housing stock through increased energy efficiency measures</li> <li>▪ Work with the RSLs in order to ensure that the social rented stock attains the decent homes standard by 2010 if not before</li> </ul>	BVPI 64	<ul style="list-style-type: none"> <li>▪ Reduction in the number of unfit homes in the private sector by 200 per annum</li> <li>▪ Annual improvement of 2.5% in domestic energy efficiency year on year in accordance with the Home Energy Conservation Act. Link to Environmental Health action</li> <li>▪ Decrease the number of social landlord properties not meeting the Decent Homes Standard by 2% (200 per annum).</li> </ul>
<b>2. Ensuring that the type &amp; mix of new housing provides choice</b>		
<ul style="list-style-type: none"> <li>▪ Develop a comprehensive housing regeneration strategy that balances the supply of new homes against the needs of the town's future population</li> </ul>		<ul style="list-style-type: none"> <li>▪ Increase the rate of new dwellings built by approximately 75% from approximately 100 per annum in 2003/04 to 350 per annum by 2006/07 and 400 per annum by 2007/2008.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Take forward master-planning exercises for new housing at North Ormesby</li> </ul>		<ul style="list-style-type: none"> <li>▪ Appoint preferred developer by September 2005.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Provide for a range of housing sites through the Local Development Framework by 2008 prioritising high quality, low density housing on brown field sites.</li> </ul>	BVPI 106	<ul style="list-style-type: none"> <li>▪ 60% of new developments to be built on brown field sites between 2005 – 2008</li> </ul>
<b>3. Improve and maintain existing housing</b>		
<ul style="list-style-type: none"> <li>▪ Work with social and private sector partners to plan schemes, maximise resources and deliver sustainable communities.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Submit successful bid for housing market renewal funds for 06/07 &amp; 07/08</li> </ul>
<ul style="list-style-type: none"> <li>▪ Work with communities on housing approaches that will impact on their future dwelling needs.</li> </ul>		Complete community consultation as element of master planning in the central older housing area (June 2005), Grove Hill (September 2005) and Hemlington (February 2006).



Actions in 2005/06	Milestone/Key Target	
<ul style="list-style-type: none"> <li>Commission a private sector stock condition survey</li> </ul>		Completion of the survey by <b>September 2005.</b>
<b>4. Address specific community and social needs</b>		
<ul style="list-style-type: none"> <li>Commission a Housing Needs Study</li> </ul>		Completion of the study by <b>December 2005.</b>
<ul style="list-style-type: none"> <li>Commission an Older Persons Housing Study</li> </ul>		Completion of the study <b>December 2005.</b>
<ul style="list-style-type: none"> <li>Review adaptation services provided by the Staying Put Agency</li> </ul>		Completion of Agency Business Plan <b>by December 2005.</b>
<ul style="list-style-type: none"> <li>Work with RSLs, and support bids for, developments that address the housing need of individuals who are disabled, elderly, vulnerable or have special needs</li> </ul>		Agree a programme of bids with RSLs by July 2005.
<ul style="list-style-type: none"> <li>Work with Tees Valley living in order to carry out a study of the B &amp; ME housing needs</li> </ul>		Completion of study <b>September 2005.</b>
<ul style="list-style-type: none"> <li>Reduce homelessness through improved multi-agency delivery approaches</li> </ul>	BVPI 183	Decrease the number of households accepted as homeless by 5% per annum , from 462 in 2003/04 to <b>376 2007/2008.</b>

## CULTURE

Actions in 2005/06	Milestone/Key Target	
<b>1. Promote regeneration through culture, arts and learning through major cultural projects and flagships that act as economic drivers by contributing to the town's image and environment</b>		
<ul style="list-style-type: none"> <li>Development of the cultural quarter including MIMA, the Public Square and central library.</li> </ul>		<ul style="list-style-type: none"> <li>Central Lending Library refurbishment completed by March 2006</li> <li>Interim refurbishment plans for Town Hall to be complete by March 2006</li> </ul>
<ul style="list-style-type: none"> <li>Development of key cultural assets</li> </ul>		<ul style="list-style-type: none"> <li><b>Malcolm Thomas re conservation portfolio targets?</b></li> </ul>



Actions in 2005/06	Milestone/Key Target
<ul style="list-style-type: none"> <li>▪ Support the development of creative and cultural industries               <ul style="list-style-type: none"> <li>- Generate a range of creative industry work opportunities</li> <li>- Establish the Tees Valley Performing Arts Fellowships' Scheme and Gallery TS1</li> <li>- Delivery 3 Tees Valley Sports Coach development schemes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ A minimum of 1650 work opportunities</li> <li>▪ Established by Summer 2005</li>   <li>▪ 3 schemes by March 2006</li> </ul>
<ul style="list-style-type: none"> <li>▪ Develop neighbourhood cultural facilities including the Hexagon Theatre at Hall Garth School</li> </ul>	<ul style="list-style-type: none"> <li>▪ March 2006</li> </ul>

## **FIT FOR PURPOSE**

The Community Strategy has six themes to which the Council contributes. In addition, the Council has an overarching “Fit for purpose” theme. This theme identifies the Council’s organisational commitments and objectives that help ensure the Council is organisationally ‘fit for purpose’ to act as community leader and contribute effectively to the achievement of the community strategy aims.

### **COUNCIL’S PRIORITY CONTRIBUTIONS TO “FIT FOR PURPOSE”**

To continue to develop this agenda, the priority areas within the “Fit for purpose” theme have been identified as the following.

- Provide strategic support and guidance to the Council on areas of corporate significance, including financial planning, human resources, communications and policy development.
- Provide services to the public, other departments and stakeholders, either directly or through acting as a client for Service Middlesbrough.
- Support Members in the democratic process.
- Promote high standards in performance management, probity, fairness and the implementation of council values across the authority.