

**Middlesbrough logo here**

Front page – needs design

# **STRATEGIC PLAN**

## **2006/07 – 2008/09**

# **PART I**



# OUR VISION

## Raising Hope

THE VISION FOR THE FUTURE OF MIDDLESBROUGH IS BUILT ON FOUR PILLARS:

A clean, safe environment in which people can go about their business without fear of crime and anti-social behaviour

Physical regeneration of the town's run-down sites and buildings

A business-friendly enterprise culture which welcomes would-be investors

A transport network which can meet the needs of a town on its way up

The foundation of our pillars is the education and care of our children and young people and our support for vulnerable people in Middlesbrough.



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Promoting healthier communities and effective social care for adults  
Creating safer and stronger communities  
Transforming our local environment  
Meeting local transport needs more efficiently  
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## INTRODUCTION AND PURPOSE OF THE STRATEGIC PLAN

This is the Council's first three-year Strategic Plan. The Strategic Plan incorporates the requirements of the: Best Value Performance Plan, the Corporate Performance Plan and the Medium-Term Financial Plan. There are three main factors that have led to the move towards a three-year strategic plan these are to:

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

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

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

The Strategic Plan will be reviewed, as appropriate, to accommodate any changes to the Council's priorities for example changes to the Community Strategy Themes. The Strategic Plan is split into three separate documents as follows:

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

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

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

Part II and Part III of the Strategic Plan will be updated annually.

## THE STRATEGIC 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 137,900 Middlesbrough is at the heart of the Tees Valley conurbation, which has a total population of 650,000, centred around 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
- ready access to the East Coast main rail line
- proximity to the North York Moors and Yorkshire Dales
- 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 thirteen councils<sup>1</sup> with a directly elected Mayor. External evaluation by the Audit Commission has judged that the system is working well in Middlesbrough<sup>2</sup>. In January 2005 the Council appointed a new Chief Executive, Jan Richmond who is building on the foundations put in place since the election of the Mayor in 2002.

In 2004 the Mayor reviewed and revised the make-up of his Executive. The changes made further strengthen the Executive and focused it more closely on the delivery of council priorities, the Executive portfolios are:

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

The structure of the scrutiny function complements the Council's priorities and the Executive portfolios. The scrutiny structure consists of the Overview and Scrutiny Board, which includes the Resources and Audit role and eight panels which are:

- Children and Learning
- Social Care and Adult services
- Community Safety and leisure
- Environment
- Economic Regeneration and Transport
- Middlesbrough Health
- Middlesbrough and Eston Health
- Tees Valley Joint Health

The operation of scrutiny within the Council has received positive comment.<sup>3</sup>

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<sup>1</sup> As at 1<sup>st</sup> April 2006

<sup>2</sup> Mayoral Arrangement, Middlesbrough Council, Audit Commission 2003/04

<sup>3</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)

Middlesbrough Council is responsible for a variety of services. The Council provides a range of services and support each year including:

- educating approximately 5,500 secondary school pupils, 12,000 primary school pupils and 2,000 nursery pupils
- providing support and care to approximately 11,500 older people, 1,300 people with disabilities, 1,200 people with mental health problems and 700 people with learning disabilities, looking after approximately 250 children and arranging adoptions
- assisting approximately 600,00 visitors to libraries, who borrowed 650,000 items
- accommodating over 180,000 visitors to our museums
- assisting over 1 million visitors to our leisure centres and teaching approximately 2,600 children to swim
- dealing with over 1,000 planning applications
- making over three-million household refuse collections, approximately 1,000 trade waste collections and approximately 20,000 bulky waste collections
- maintaining and cleaning approximately 485 km of roads and 980 km of footpaths
- maintaining 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.

Middlesbrough Council was assessed by the Audit Commission as being an "Excellent" Council in the 2004 Comprehensive Performance Assessment (CPA). In December 2005 the Audit Commission revised the CPA methodology and introduced "CPA 2005 – The Harder Test". This made CPA a much harder test and made it more difficult for councils to score top marks. The two CPA systems are not directly comparable and to emphasise this the Audit Commission changed the classifications given to councils to a star rating. Councils can achieve between 0 and 4 stars, with 4 stars representing the best performance. In December 2005 Middlesbrough Council achieved a 4 star rating.

## SUMMARY OF THE LONG-TERM VISION

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

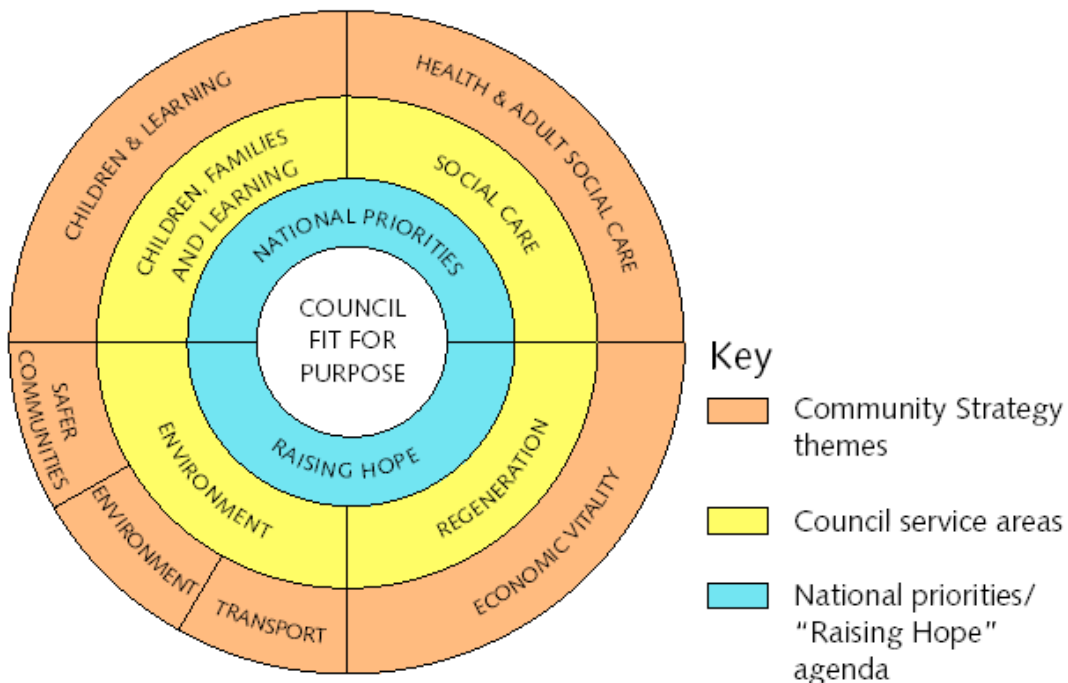
In 2004 the Mayor introduced the next phase of his Raising Hope agenda, his reduction priorities. The reduction priorities are based on tackling problems at source, by focusing on reduction rather than reaction it is intended to create a virtuous circle of improvement in the quality of people's lives and redirect resources away from reactive activities and invest them in proactive work. 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 alcohol abuse	reduce unemployment
reduce smoking	reduce benefit dependency
reduce obesity	reduce overall crime
reduce deaths from heart disease and strokes	reduce household burglaries
reduce stress related illness	reduce vehicle crime

reduce the consumption of fatty foods	reduce anti-social behaviour
reduce children leaving school without qualifications	reduce proportion of journeys made by car
reduce school exclusions	reduce CO <sub>2</sub> emissions
reduce absence from school	reduce landfilled waste
reduce road traffic accidents	reduce unfit homes

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 25](#). The Council's contributions to the achievement of the Strategic Priorities and the Mayor's Priorities and the planned actions and key targets for future improvement are outlined in Part II of this plan. 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.



## WORKING IN PARTNERSHIP

Partnership working is a key element in the Council's approach to delivering its agenda of community renewal, and the Council is a leading participant in many effective partnerships. The most important partnership is the Middlesbrough Partnership, our Local Strategic Partnership (LSP). The Council plays a major role as a member of the Partnership and by providing administrative and strategic support.

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.**

These shared priorities are articulated within the Middlesbrough's Community Strategy. The Government requires all councils to produce a Local Area Agreement (LAA) by 2007. The LAA is a tool to help ensure the delivery of the shared priorities. Middlesbrough Council is working closely with the LSP to develop a LAA for Middlesbrough. Further details of this work are provided in the "fit for purpose" theme in Part II of this Plan.

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's medium-term priorities" section starting on [page 25](#).

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 this Plan.

## COMMUNITY ENGAGEMENT

Engaging the local community is essential if the Council is to achieve its organisational commitments and objectives to act as community leader and contribute effectively to the achievement of the Community Strategy aims.

The Council uses a number of mechanisms that encourage positive community engagement and assist the community to understand, participate in, shape and benefit from Council activity. These mechanisms are cross-theme, and include:

- effective communications
- consultation
- promoting community cohesion and diversity
- providing accessible services
- neighbourhood renewal and management.

These cross-theme mechanisms contribute to the Council's overarching theme "Fit for purpose". Key actions and targets to monitor the Council's progress are included in the "Fit for purpose" section in Part II of this Plan. Further tasks, targets and performance indicators are incorporated in service performance management arrangements and within specific corporate strategies. A vital element of community engagement is ensuring that our customers receive a consistently high level of service; we are ensuring that this occurs and can be evidenced by the introduction and monitoring of a council wide Minimum Standard for Customer Care.

## COMMUNICATIONS

The image we project, as a council is important because it helps the public and our partners understand the work we do. It is also important that we engage in two-way dialogue with our partners, customers and other stakeholders. 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 principles for communication which are, that all communication should be:

**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, diversity and community cohesion and accessibility as detailed below.

## 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:

<b>Effective</b>	The outcomes of consultation inform decision-making and service delivery.
<b>Appropriate</b>	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.
<b>Inclusive</b>	Every citizen of Middlesbrough, including hard-to reach groups, should have the opportunity to express their views and have them considered.
<b>Co-ordinated</b>	There should be a consistent and co-ordinated approach to consultation.

## 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:

<b>Common vision</b>	There is common vision and a sense of belonging for all communities.
<b>Diversity of people</b>	The diversity of people's different backgrounds and circumstances are appreciated and valued positively.
<b>Similar life opportunities</b>	Those from different backgrounds have similar life opportunities.
<b>Positive relationships</b>	Strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods.

Middlesbrough Council is firmly committed to providing and promoting equality for all its employees and the wider community, irrespective of race, colour, religion or belief, ethnicity, gender, family status, sexuality, disability or 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 the Council's Diversity Policy and Race Equality Scheme.



## 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.

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

The Council has developed principles of access, these are that services should be:

- |                                 |  |
|---------------------------------|--|
| <b>Customer-focused</b>         | Services are structured around the needs of the customer, including hard-to-reach groups and those with special needs.                                 |
| <b>Quick and easy to access</b> | Services are well publicised, simple to access and speedily delivered.   |
| <b>Convenient</b>               | Services are available at times and places that suit customer needs, with enquiries quickly resolved, where possible, at the point of initial contact. |
| <b>Cost-effective</b>           | Services are delivered in an efficient manner that balances aspirations with resource availability to maximum benefit.                                 |

## NEIGHBOURHOOD RENEWAL AND MANAGEMENT

Government policy states that no one should be seriously disadvantaged by where they live. Neighbourhood Renewal is about taking extra steps to improve services in wards where we have our biggest challenges.

Neighbourhood Renewal is therefore a cross-theme focus within the Community Strategy and is interwoven with the priorities, actions and targets identified for each theme. The key aims of Middlesbrough's Neighbourhood Renewal Strategy are to:

- narrow the gap between the most affluent and most disadvantaged wards
- create sustainable local communities
- reverse the trend of population decline.

Whilst many activities contribute to securing Neighbourhood Renewal, Middlesbrough has also developed its own approach to Neighbourhood Management, which charges one person at neighbourhood level to act as champion and trouble-shooter for the area, and to work intensively to develop partnerships with local service deliverers to respond more effectively to local needs.

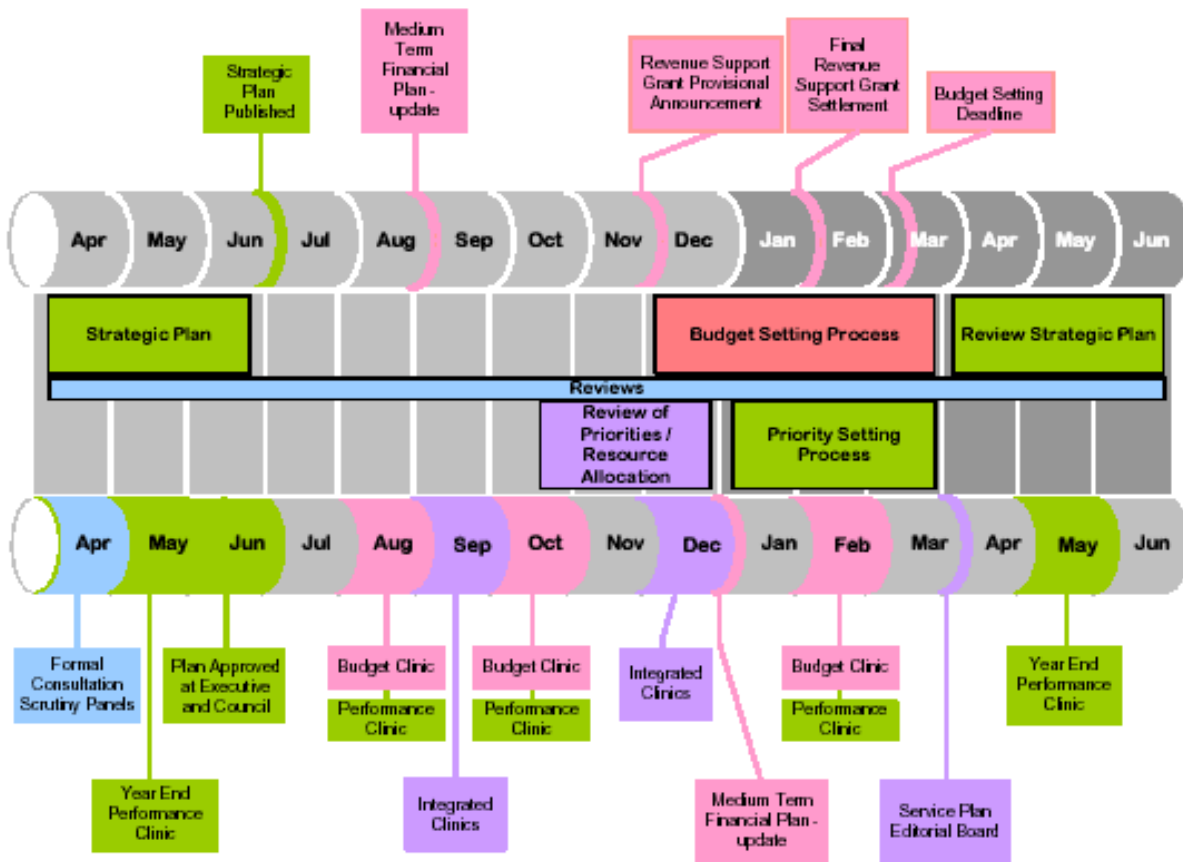
The Middlesbrough Community Strategy contains further details about Middlesbrough's approach to Neighbourhood Renewal and Management.

# PRIORITY AND BUDGET SETTING PROCESS

The Council’s ability to deliver the actions identified to achieve the vision is underpinned by a robust priority and budget setting process. This includes having in place:

- a clearly defined priority and budget setting process
- consultation to inform the Council’s Budget Strategy and allocation of funds
- robust monitoring procedures.

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.



# BUDGET STRATEGY AND THE MEDIUM-TERM FINANCIAL PLAN

## BUDGET CONSULTATION

Consultation on the Budget Strategy, the Medium-Term Financial Plan, the Revenue Budget and issues facing the Council in setting its budget is extensive. It includes consultation with:

- strategic partners
- councillors
- trade unions
- council staff
- Chamber of Commerce
- residents including young people via the Youth Council
- stakeholders
- political groups
- community councils
- voluntary sector
- Local Strategic Partnership

Consultation focuses on the Council's Budget Strategy and on the Council's settlement outlining the rationale and providing detailed explanations for proposed decisions. Feedback from the consultation process is considered and informs the Budget Setting Strategy, the Medium-Term Financial Plan and the Revenue Budget. The Council's rationale and decisions are scrutinised as part of the formal Scrutiny process.

## BUDGET SETTING STRATEGY

In preparing the Council's revenue budget and medium-term financial plan, the Council adheres to the following principles:

- to ensure that the Council's financial strategy reflects the Council's priorities
- to keep Council Tax increases to reasonable levels taking into consideration national assumptions and Council Tax levels in other comparable authorities
- to maintain appropriate balances, central provisions and earmarked reserves
- to make services fully accountable for their own budgets and spending, and enforce a policy of no unauthorised overspending within service areas
- to maintain appropriate medium-term budget planning and monitoring processes, ensuring known commitments are provided for and budgets are set in real terms with the effect on service delivery clearly identified
- passport educational funding increases to schools
- to ensure effective budget consultation processes are followed
- to maximise the efficient, effective and economic use of resources, in conjunction with partners where appropriate, and in accordance with local strategic plans and priorities
- to maximise available resources to the Environment and Regeneration service areas
- maintain existing funding levels for Social Care adjusted for evidenced and established external demand pressures
- to ensure that the impact of legislative changes are considered as part of the budget setting process.

## EFFICIENCY SAVINGS

In July 2004 the Gershon Review was published. This review looked at public spending and resulted in an efficiency target of £6.45 billion in efficiency gains being set for the local government sector, including schools and police.

Each council is required to achieve a 2.5% efficiency gain in 2005/06, 2006/07 and 2007/08 of which at least 50% must be cashable. Each Council must produce a forward-looking Annual Efficiency Statement, which outlines how the Council's target will be met. Middlesbrough's efficiency targets are based around the Council's key priorities and include the strategic partnership and improving workforce management. Councils are also required to monitor their progress in achieving the efficiency gains identified and provide details of this in a backward-looking efficiency statement. Details of how Middlesbrough Council intends to meet our future efficiency targets and details of efficiency gains already achieved are shown in Part III of this Plan.

## BUDGET SETTING

When setting the budget, the Council relies heavily on the level of grant funding from central government. In 2004/05 the Council achieved its aim of having the National Census population figures reviewed upwards. The result was a central government grant allocation in line with the rest of the country instead of being one of the lowest, which had been the case in previous years.

The improved grant allocation from central government and Council efficiencies has enabled the Council to allocate additional investment in the Environment service area in respect of waste recycling, alley gates, junk job service, and weed control and in the Transport service area with a more pro-active inspection and maintenance programme for roads. The Council has also been able to set up a Regeneration Initiative Fund, to allow increased scope to contribute towards key initiatives within the Borough and to draw in additional external resources. Information about the Council's future spending plans and details of where the money comes from is shown in Part III of this plan.

## 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.

The level of resources estimated to be available is based on the Spending Review released by Central Government in July 2004 together with an assessment of the potential methodology changes to the Revenue Support Grant. Pay award assumptions are based on the Local Government Employers settlement.

Over the three-year period, provision is made for all issues that could impact upon funding these include; legislative changes, the fall-out of specific grant funding, pay awards, increase in employer pension contribution rates, investments in key services and efficiency savings.

The MTFP also takes into account financial risks to the Council for example, Equal Pay, Single Status, Building Schools for the Future, Partnership arrangements with HBS, further details of the risks taken into account are included in the Council's Strategic Risk Register. The MTFP is updated on a quarterly basis to ensure that any future issues or potential risks are identified and accounted for. The MTFP and the Strategic Risk Register are included in Part III of this Plan.

# PERFORMANCE, BUDGET AND RISK MANAGEMENT PROCESSES

## PERFORMANCE, BUDGET AND INTEGRATED CLINICS

Middlesbrough Council monitors its contribution to the delivery of the Community Strategy themes and ensures that these actions are undertaken within budget, through quarterly Performance Management and Budget clinics. These clinics take place approximately 6 weeks after the end of each quarter. In addition to the individual clinics Integrated Performance and Budget Clinics are held twice per year at the end of the first and the second quarter.

The purpose of the performance clinics is to ensure that the actions required to deliver the Council's priorities are undertaken and to provide the opportunity to identify under-performance and instigate remedial action, where required. The purpose of the budget clinics is to ensure that the Council's actions are delivered within budget. The integrated clinics add value to this process by providing a forum to discuss and review the Council's priorities, taking into consideration:

- performance and budget issues (from individual clinics)
- results from reviews and actions required in improvement plans
- additional issues and pressures arising from various sources e.g.
  - the development of the Mayor's agenda
  - developments within the LSP
  - Government policy
  - Scrutiny
- CPA pressures / issues

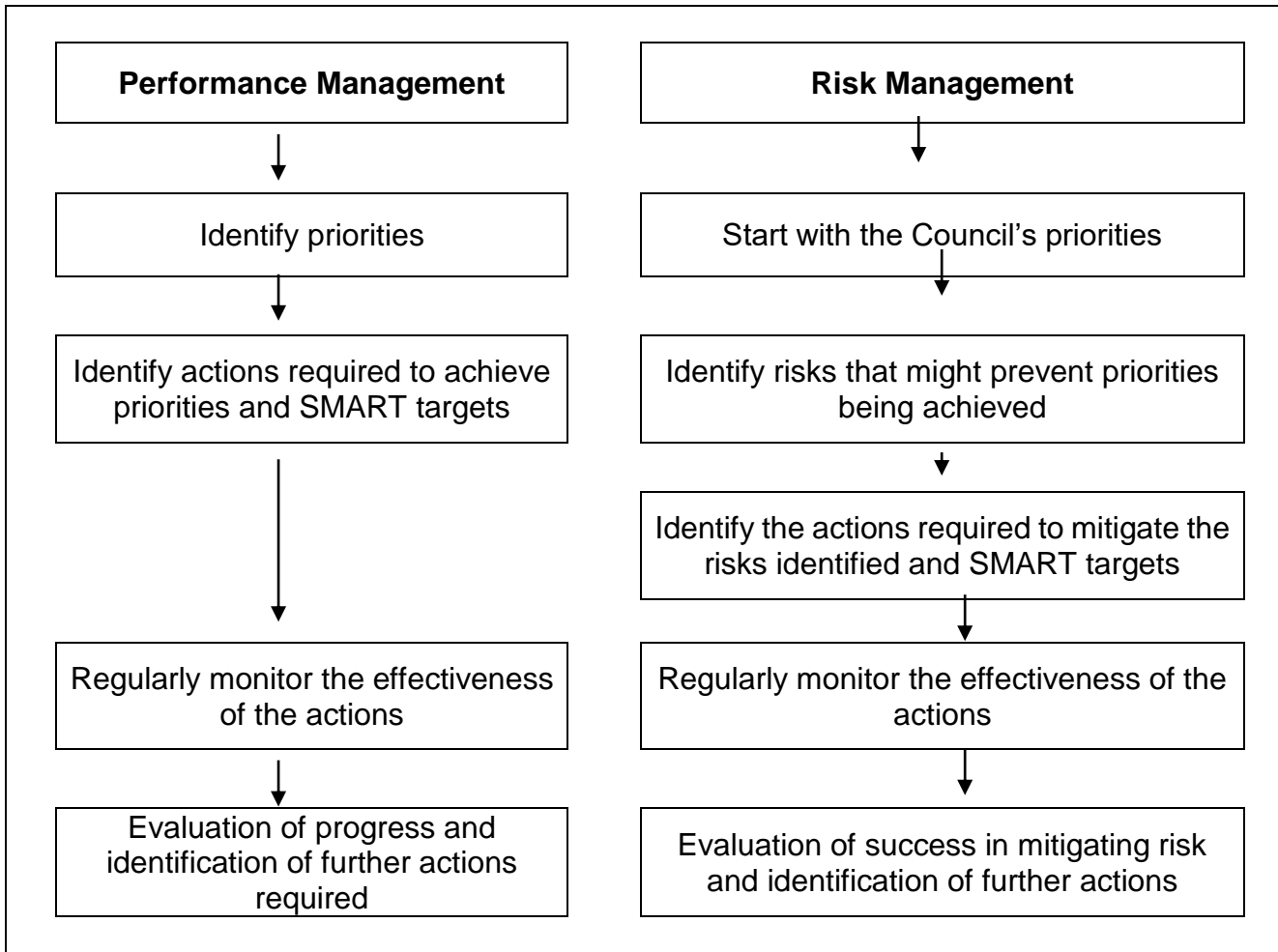
The outcomes from the integrated clinics feed into the Council's priority and budget setting processes. The timing of the clinics is shown below:

	<b>Performance Clinic</b>	<b>Budget Clinic</b>	<b>Integrated Clinic</b>
1 <sup>st</sup> Quarter - August	□	□	September
2 <sup>nd</sup> Quarter - November	□	□	December
3 <sup>rd</sup> Quarter - February	□	□	N/A
4 <sup>th</sup> Quarter – May (end of year)	□	Information included in the first quarter clinic	N/A

## RISK MANAGEMENT

Performance management and strategic risk management are closely inter-related. Whilst performance management identifies and monitors what is needed to achieve our priorities, strategic risk management focuses on the things that may happen which might prevent the Council achieving its priorities. The ultimate outcome that both systems support is the achievement of the Council's priorities.

The main steps in the performance management and risk management frameworks are shown below.



Performance management and strategic risk management systems are very similar both in what they are designed to achieve and how they ensure this happens. This suggests that the development of two separate systems, no matter how closely aligned could result in duplication and inefficiency. Consequently Middlesbrough Council has fully integrated strategic risk management within its performance management framework.

The actions being undertaken to mitigate strategic risks are included within the Key Actions sections, in Part II of this plan. These actions are monitored through the performance clinics thereby ensuring the full integration of performance and risk management processes. The Council's Strategic Risk Register is provided in Part III of this Plan.

## THE COUNCIL'S MEDIUM-TERM PRIORITIES

The Council will deliver its long-term vision through its medium-term priorities. Each Community Strategy theme has agreed strategic priorities attached, as has the Council's overarching "Fit for purpose" theme, these strategic priorities are given in the table below. These strategic priorities have been accepted, as the Council's medium-term priorities. Medium-term refers to a period of three years. Our medium-term targets for outcome measures relating to these themes are detailed in the BVPI tables in Part III of this Plan.

<b>COMMUNITY STRATEGY THEMES</b>
<b>Supporting children and learning</b>
<ol style="list-style-type: none"> <li>1. Be healthy</li> <li>2. Stay safe</li> <li>3. Enjoy and achieve</li> <li>4. Make a positive contribution</li> <li>5. Achieve economic well-being</li> </ol>
<b>Promoting healthier communities and effective social care for adults</b>
<ol style="list-style-type: none"> <li>1. Help to promote health, well-being, independence, inclusion and choice</li> <li>2. Ensure that, when people fall ill, they get good quality care and are made better faster</li> <li>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</li> <li>4. Jointly commission health and social care services with voluntary and independent sector providers</li> </ol>
<b>Creating safer and stronger communities</b>
<ol style="list-style-type: none"> <li>1. Reduce Crime, including domestic burglary, vehicle crime, robbery, assault, domestic violence and hate crime</li> <li>2. Reassure the public by reducing the fear of crime and anti-social behaviour</li> <li>3. Reduce harm caused by illegal drugs and alcohol</li> <li>4. Increase voluntary and community engagement</li> </ol>
<b>Transforming our local environment</b>
<ol style="list-style-type: none"> <li>1. Improve the standard of cleanliness throughout the town</li> <li>2. Develop the network of open spaces and high quality parks to serve the needs of the community</li> <li>3. Reduce the fear of crime in public places</li> <li>4. Increase the amount of household waste, which is recycled</li> <li>5. Improve air quality</li> <li>6. Increase species and habitat bio-diversity</li> <li>7. Reduce the causes of adverse climate change</li> <li>8. Involve the community in transforming the local environment</li> </ol>



## COMMUNITY STRATEGY THEMES - STRATEGIC PRIORITIES

### 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. Rejuvenation of the housing stock
7. Ensuring that the type and mix of new housing provides choice
8. Improve and maintain existing housing
9. Address specific community and social needs
10. 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
11. 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
2. Promote high standards in service delivery and performance management and promote the implementation of council values across the authority, including fairness and probity
3. Ensure effective community engagement to strengthen community partnership working, promote diversity and community cohesion and to underpin neighbourhood renewal and management
4. Ensure that the Council achieves, manages and improves value for money

## COMMUNITY STRATEGY THEMES

### 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.

There has been agreement to merge the Children and Young People’s Strategic Partnership and the Middlesbrough Learning Partnership to ensure closer alignment with the Every Child Matters Agenda.

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

- Children and Young People’s Plan
- Children, Families and Learning Plan 2006-2008
- 14-19 Strategy
- Early Years Development and Childcare Plan
- ICT Strategy and Development Plan
- Annual Library Plan.

Middlesbrough’s high levels of disadvantage impact 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. Part II of this Plan sets out some of the achievements Middlesbrough Council has made over the past year that have contributed 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. 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: for example by deciding 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 that 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 deal successfully 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 to ensure that the skills developed by children and young people and their families equip them 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 these are:

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

In support of these reduction priorities the following targets have been set for 2008/09:

- reduce the percentage of pupils aged 16 leaving school with a recognised qualification to 3.6%
- reduce the number of pupils permanently excluded during the year to 0.42 per 1,000 pupils by 2006.
- reduce the percentage of half days missed due to total absence to:
  - Secondary schools 8.73%
  - Primary schools 5.83%

To assist in the achievement of these targets and the Community Strategy themes a number of priority actions have been identified that will be carried out over the next twelve months. These actions and targets are included in Part II of this Plan.

## **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, and improving 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. Part II of this Plan 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 ahead of us. The Middlesbrough Health and Social Care Partnership has identified four strategic priorities to support its overall aim. 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 the 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.

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

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 has not reduced sufficiently. 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 (VCS) in Middlesbrough have 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 and endorsed by the LSP to increase the volume of services commissioned from the VCS and to strengthen their role in procurement processes.

## **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 which are:

- **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 for the following reasons:

- one in 25 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 from circulatory disease and heart attacks is much higher in Middlesbrough than the national average
- in Middlesbrough one in four adults are overweight and one in six 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:

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

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

To assist in the achievement of these targets and the Community Strategy themes a number of priority actions have been identified that will be carried out over the next twelve months. These actions and targets are included in Part II of this Plan.

## CREATING SAFER AND STRONGER COMMUNITIES

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, the Courts Service and the community and voluntary sectors. The partnership’s vision is “to 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

Middlesbrough has made some excellent progress in tackling crime and disorder. Over the last three years crime in particular burglaries have fallen significantly. Part II of this Plan 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 in order to do this the Safer Middlesbrough Partnership has identified four strategic priorities, these are:

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

The Council plays a key role in the Safer Middlesbrough Partnership. Our 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, including enforcement, environmental health, trading standards, CCTV, sport and leisure, and community safety have been brought together in one department, Environment. The aim is to raise standards and internal capacity to deliver sustainable services.

## MAYOR’S REDUCTION AGENDA

Four of the Mayor’s reduction priorities are supported by the “Creating safer and stronger communities” theme these are:

- **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 a long-term ambition and must be carried out in partnership. The Safer Middlesbrough Partnership have set the following that they aim to achieve by 2008 these are:

- reduce all crime by 20%
- reduce the number of household burglaries by 10% (2,080 to 1,872)
- reduce vehicle crime by 10% ( 4,334 to 3,901)
- develop an effective measurement of antisocial behaviour and establish a baseline figure.

To assist in the achievement of these targets and the Community Strategy themes a number of priority actions have been identified that will be carried out over the next twelve months. These actions and targets are included in Part II of this Plan.

## **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 including:

- 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. Part II of this Plan 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 has identified eight strategic priorities that aim to improve our environment 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 streets 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?” remains 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 area like Middlesbrough sustainable waste policies are essential. The Council’s Waste to Energy policy minimises the environmental damage caused by landfill; the Council is one of the best performing authorities in the UK in terms of the percentage of waste land filled. 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 to 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 green space 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 the 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, significant economic and social gains can be made.

## 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 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" these are:

- reduce CO<sub>2</sub> emissions
- reduce landfilled waste

Targets have been set in support of these reduction priorities these are:

- 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 x% by 2009.

To assist in the achievement of these targets and the Community Strategy themes a number of priority actions have been identified that will be carried out over the next twelve months. These actions and targets are included in Part II of this Plan.

## **MEETING LOCAL TRANSPORT NEEDS MORE EFFICIENTLY**

This theme aims to improve the range 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. Part II of this Plan 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 the issues facing transport in Middlesbrough and which 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 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 these are:

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

Achieving reductions in these areas is a long-term ambition 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.

To assist in the achievement of these targets and the Community Strategy themes a number of priority actions have been identified that will be carried out over the next twelve months. These actions and targets are in Part II of this Plan.

## 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 - this focuses on supporting businesses, providing positive conditions for growth and employment, identifying present and future skills needed to support growth, and helping the hardest-to-reach into work.
2. Housing – this focuses on providing a quality and choice of housing options to meet the needs of the community and also addresses housing market failure.
3. Culture - this 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. Part II of this Plan 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, these are:

### 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 and 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

Three of the Mayor's Reduction priorities are supported by the "Promoting the economic vitality of Middlesbrough" Theme. These are:

- **reduce unemployment**
- **reduce benefit dependency**
- **reduce unfit homes**

These reduction areas are major issues for Middlesbrough because:

- registered unemployment in Middlesbrough is higher than in the Tees Valley, North East and national levels
- the employment rate in Middlesbrough is lower than the Tees Valley and national levels
- Middlesbrough has around 10,000 people claiming Incapacity Benefit and 10,000 claiming Income Support
- there is an oversupply of low value, poor quality obsolete houses, which are clustered in certain neighbourhoods.

Achieving reductions in these areas is a long term ambition 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 to 87 by March 2009
- reduce Middlesbrough's claimant count unemployment so that it reflects the Tees Valley average
- reduce the number of unfit homes in the private sector by 200 per annum.

To assist in the achievement of these targets and the Community Strategy themes a number of priority actions have been identified that will be carried out over the next twelve months. These actions and targets are included in Part II of this Plan.

## **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.

This theme has both an inward facing remit and an outward facing role. The inward facing remit is progressed by the Central Services Service Group and focuses on ensuring that the Councils processes are ‘Fit for purpose’. The outward facing role is progressed by the Regeneration Service Group and focuses on ensuring that the Council fulfills its role as effective community leader.

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

The Council has made significant progress in improving its “fitness for purpose”. This is reflected in recent Audit Commission inspections and audits. This improvement is also reflected in our Comprehensive Performance Assessment (CPA) category. In December 2004 Middlesbrough Council improved its service delivery sufficiently to become eligible for a proportionate corporate assessment. The proportionate corporate assessment found that significant improvements had been made in the Council’s corporate functions and awarded them an “excellent” rating resulting in the Council achieving an overall “Excellent” category. The CPA methodology was revised in 2005 but the two systems are not directly comparable, to emphasise this the Audit Commission have moved to a star rating. Middlesbrough Council achieved 4 stars (the maximum possible) under the new methodology.

Progress against our priorities are included in Part II of this plan.

To further improve the Councils’ internal and external fitness for purpose the following priorities have been developed:

1. provide strategic support and guidance to the Council on areas of corporate significance
2. promote high standards in service delivery and performance management and promote the implementation of council values across the authority, including fairness and probity
3. ensure effective community engagement to strengthen community partnership working, promote diversity and community cohesion and to underpin neighbourhood renewal and management
4. ensure that the Council achieves, manages and improves value for money.

To assist in the achievement of these priorities a number of priority actions have been identified that will be carried out over the next twelve months. These actions and targets are included in Part II of this Plan.



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

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

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