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Front page – needs design

STRATEGIC PLAN

2006/07 – 2008/09

PART II

STRATEGIC PLAN 2006/07 – 2009/10

PART II - (Separate bound document)

Overall Council Performance in 2005/06

Review programme for 2006/07

Community Strategy Themes - Achievements during 2005/06 and actions for 2006/07:

- 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

- Fit for purpose

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 was therefore eligible for a proportionate corporate assessment. The proportionate corporate assessment team found that the Council's corporate services had improved sufficiently to be awarded 'excellent' status. This meant that Middlesbrough Council achieved an "Excellent" overall CPA rating, one of only 22 councils to be awarded this rating on the basis of "Excellent" service delivery and "Excellent" corporate services.

In December 2005 the Audit Commission revised the CPA methodology and introduced "CPA 2005 – The Harder Test". This made CPA a much harder test and made it more difficult for councils to score top marks. The two CPA systems are not directly comparable and to emphasise this the Audit Commission changed the classifications given to councils to a star rating. Councils can achieve between 0 and 4 stars, with 4 stars representing the best performance. In December 2005 Middlesbrough Council achieved a 4 star rating. In addition to a star rating the Audit Commission also scored each council's ability to improve. This is called "Direction of Travel". Middlesbrough's Direction of Travel was classed as "Improving Well".

The Audit Commission summarised Middlesbrough Council's performance as follows:

"Services in most priority areas are improving. Education achievement levels show sustained improvement. The crime rate continues to fall. Children's social care continues to be good. Adult services enable more people with learning or physical disabilities to live at home. Streets are cleaner but the amount of waste recycled remains below national targets. The overall performance of the benefits service has fallen. Partnership work on regeneration contributes to wider community outcomes, such as rising employment and higher life expectancy. Access for all groups is improving through one-stop shops, where public satisfaction is high. The Council has secured significant cost reductions in recent years and delivers good value for money. There are robust plans to improve services and the Council is generally delivering its promises. It sets ambitious targets for improvement, although not all have been met. . The Council has the ability to achieve additional improvement and it is currently looking to further strengthen capacity in key areas, such as meeting minority needs. Financial capacity is good, with the Council making effective use of the external funding."

NATIONAL PERFORMANCE INDICATORS

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

Middlesbrough Council's strategic priorities are reflected within the CPA model. Within the CPA model there are 24 measures of performance that can be compared against other local authorities for 2004/05, 66% were in the top and upper median quartiles. This compares to 50% in the top and upper median quartiles in 2003/04.

In the overall suite of BVPIs there were xxx measures of performance that can be compared between 2004/05 and 2005/06, xxx% improved or remained the same. Details of performance for 2005/06 can be found in Part III of this plan.

LOCAL PUBLIC SERVICE AGREEMENT

The Council has agreed with the Government targets for round two of the local PSA these focus on the following areas:

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

Details of the targets attached to each area can be found in Part III of this 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

- Key education test results show continued improvement, with the proportion of pupils getting 5 or more A* to C grades at GCSE improving by almost 5%.
- Middlesbrough is the second most-improved authority in reducing school absence levels, with total absence reduced by 1.25% compared with a national reduction of just 0.13%.
- The rate of teenage pregnancies amongst under 18s has reduced by 6 per 1,000 head of population compared with 2 per 1,000 nationally.

Promoting healthier communities and effective social care for adults

- Figures published by the National Treatment Agency (NTA) show that Middlesbrough continues to be one of the best performing areas in providing treatment for drug misusers.
- Establishment of a Middlesbrough Carers Support Centre in Brentnall Street to help improve and develop services for carers.
- We have continued to improve performance in acceptable waiting times for assessments for social care services, delivery of care packages and items of equipment and adaptations.

Creating safer and stronger communities

- Completed security improvements in car parks. Almost two-thirds of town centre car parking spaces achieved the “Park Mark” safer parking award for car parks. There has been an 89% reduction in vehicle crime in our car parks over the past four years.
- Establishment of an Alcohol-free zone in the town centre. This is an area within the town centre where people cannot drink alcohol.
- Operation Hatch’ was implemented, a high-profile campaign to reduce vehicle-crime.

Transforming our local environment

- Awarded an Energy Globe award for environmental sustainability – this is an international award for projects that encourage sustainable development. There were over 700 entries from across the world and Middlesbrough was one of only two UK winners.
- International ‘Green Apple’ awarded by Environmental Campaigns / Chartered Institute of Environmental Health for work to reduce slashing of rubbish bags and consequent litter problems.
- We have improved our local environment by restoring Laycock Gardens, further enhancing Fairy Dell Park and completing a Skate Park at Prissick Base.

Meeting local transport needs more efficiently

- Completion of the A66 Middlehaven Interchange – within timetable and budget.
- Improved road safety with the appointment of four trainers and a road safety project officer. They organise a programme of cycle training and road safety awareness raising to help reduce road traffic accidents.
- Setting up a “Walking Bus” scheme to provide a healthier and fun way for pupils to travel to school.

Promoting the economic vitality of Middlesbrough

- Secured substantial financial resources to support housing market renewal.
- Launched the BoHo Zone project as part of the Digital City programme.
- Successfully launched the Middlesbrough Community Strategy.

PUBLIC SATISFACTION

In 2003/04 there were twelve national BVPIs that measured public satisfaction or service users satisfaction. 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.

EXTERNAL INSPECTIONS AND REVIEWS

During 2004/05 the Audit Commission undertook three inspections at Middlesbrough Council, these were:

- Access to Services (April 2004)
- Cultural Services (July 2004)
- Corporate Assessment (January – April 2005).

In each of the above inspections Middlesbrough Council scored well and the auditors found many strengths. However some areas for improvement were also identified. Improvement plans to address the areas for improvement identified were agreed and implemented and significant progress has been made resulting in the following improved outcomes for Middlesbrough residents.

- introduction of Prestige Network a telephone interpretation service across the Council
- achievement of Level 2 of the Equality Standard
- development and agreement of a programme to prioritise resources available to tackle access issues
- reduced absence from work due to sickness from 15.2 days per FTE in 2003/04 to 11.8 days per FTE in 2004/05
- improved performance in BVPIs relating to staff in under-represented groups
- improved educational attainment at all key stages but with a step change of approximately 5% improvement in GCSE results.

Full details of the Council's achievements against the improvement plans are shown in Part III of this Plan.

REVIEW PROGRAMME 2006/07

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 2006/07 incorporates the requirements under CPA, external inspections and audits, and internal service reviews.

Review Name	Service Area	Type of Review
Joint review of community mental health services for adults of working age	Social Care	CSCI
Review the grants policy and procedures	Regeneration	Internal
Reviewing the Westbourne Renewal Area ten-year action plan	Regeneration	Internal
Review the processes used within Building Control (Vanguard)	Regeneration	Internal
Review of health and safety enforcement	Environment	Internal
Review of residents parking	Environment	Internal
The review of the childcare workforce inline with the "Workforce Reform" agenda.	Children, Families and Learning	Internal
Review the Middlesbrough Compact agreement between the council and the local voluntary sector	Children, Families and Learning	Internal
Review the children with disabilities model of service delivery	Children, Families and Learning	Internal
Review of internal audit provision	Central Services	Internal
Building Schools for the Future – Gateway 1 review	Children, Families and Learning	Project
Review of highway maintenance	Environment	Value for Money
Review of building leaning	Environment	Value for Money

In addition, Scrutiny undertake an annual review programme, which will be agreed in the new municipal year.

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 2004/50 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 2006/07 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

KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES IDENTIFIED IN 2005/06

Key Achievements 2005/06

1. Be healthy

Contributed to improving the health of young people by:

- Implementing the Healthy Schools standard:
 - Lanehead outward-bound centre achieved the Health Schools Gold Standard and has been supporting Stainsacre in achieving the same award
 - 18 of the 27 target primary schools and 5 of the six secondary schools reached level three of the Healthy Schools Standard.
- Ensuring improved access to the Child and Adolescent Mental Health Services by securing grant funding to support a 10% increase in the CAMHS staffing levels.
- Improving the service for children and young people with disabilities by completing **100% of initial assessments within 7 working days.**
- Reducing the number of conceptions per 1,000 females aged 15-17 **by 13%.**

2. Stay safe

Improved the safety of young people by:

- Developing a common approach to dealing with and reducing bullying across services by forming an Anti-Bullying subgroup and establishing the baseline position regarding the level of bullying occurring in secondary schools, this indicated that 1 in 5 secondary school pupils have been bullied at some time.
- contributing to a reduction in offending behavior by:
 - implementing an inclusion support model that provides greater access to mainstream education access for more pupils
 - establishing a baseline position regarding the number of children in the criminal justice system, this indicated that 379 children were in the criminal justice system during 2004-2005.

Key Achievements 2005/06

3. Enjoy and achieve

Prepared children for school by:

- securing an 11% improvement in language, communication and thinking levels at the end of the Foundation Stage, which was twice the national rate of improvement
- increasing by 5% the proportion of children with satisfactory speech and language development at age 2.

Reduced the number of children leaving school without a qualification and improved pupils' attainment by:

- increasing the proportion of pupils achieving 5 or more GCSEs at grades A*– C or equivalent from 40.8% to 45.7%
- reducing the proportion of children leaving school without a recognised qualification from 7.6% to 6.5%
- improving pupils' performance in all four core subjects at Key Stage 3
- completing a review of the post-16 curriculum.

Reduced school exclusions and absence by:

- securing the second most improved school absence rates in England , absence reduced to 9.12% in secondary school and 6.15% in primary schools
- reducing the level of exclusions in local schools to X pupils per 1,000.

Improved the schools infrastructure by:

- completing a review of primary school provision in East Middlesbrough and setting out proposals for the future of primary school provision in East Middlesbrough
- progressing Building Schools for the Future (BSF) which will provide funding of approximately £80 million to transform secondary education in Middlesbrough by securing DfES approval for the education vision underpinning Middlesbrough's BSF proposals.

4. Make a positive contribution

Promoted pride in Middlesbrough through citizenship, participation and raising self-esteem and aspirations by developing a multi-agency Children and Young Peoples' Plan for 2006/07.

5. Achieve economic well-being

Reduced the number of 16–18-year-olds not in education, employment or training (NEETs) and continued to reduce the 'not known' cohort by:

- increasing the percentage of 16-year-olds in Education and Training from 77.7% in 2004 to 80% in 2006
- increasing apprenticeships from 13% in 2004 to 15% in 2006.

PLANNED ACTIONS IN 2006/07 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2006/07	
1. Be healthy		
Ensure good physical, mental emotional and sexual health of children and young people by:		
Promoting healthier life-styles for children, young people and their families by Reducing the number of conceptions to females aged 15 – 17.	BV 197 / PAF C19	12% reduction in the number of conceptions to females aged 15-17 per 1000 females in that age group
Improving the health of looked after children by ensuring they have access to dental care and health assessments.	SCL 1	85% of children looked after had annual dental and health assessments
Ensuring that school supports the health being healthy theme by assisting them to meet the healthy schools standard.	SCL 2	50% of all schools achieve new healthy Schools status
	SCL 3	10 non-schools settings achieve the healthy standard
Meeting the mental health and emotional needs of children and young people.	SCL 4	3 full time equivalent social workers employed in CAMHS

Action	Milestone/Key Target 2006/07	
2. Stay safe		
Ensure that children and young people are kept safe from harm, deliberate, neglectful or accidental harm by:		
<p>Ensuring that the service provides a high quality, timely and appropriate response by:</p> <ul style="list-style-type: none"> ▪ increasing placement stability, the proportion of children looked after with 3 or more placements is reduced ▪ improving the percentage of initial assessments completed within 7 working days of referral. <p>Supporting parents and carers in ensuring the safety of children in their care by :</p> <ul style="list-style-type: none"> ▪ increasing the proportion of fathers involved in Sure Start ▪ ensuring a town-wide safety scheme service is in place. <p>Ensuring children and young people feel safe from bullying and discrimination by reducing the incidence of recorded bullying as measured by the pupil survey.</p>	<p>BV 49</p> <p>SCL 5 BVPI?</p> <p>SCL 6</p> <p>SCL 7</p> <p>SCL 8</p>	<p>Reduce proportion of children with 3 or more placements to 6%</p> <p>85% of initial assessments completed within 7 working days of referral</p> <p>10% increase</p> <p>Scheme in place by March 2007</p> <p>Reduce bullying by 15%</p>

Action	Milestone/Key Target 2006/07	
3. Enjoy and achieve		
Enable children and young people to enjoy and fully participate in a wide variety of learning opportunities by:		
<p>Ensuring that young people are given the best start in their learning by:</p> <ul style="list-style-type: none"> ▪ Increasing the number of families involved in family learning ▪ Establishing joint planning in all children's centers. <p>Improving the educational outcomes for pupils in all schools, with a particular emphasis on vulnerable groups by</p> <ul style="list-style-type: none"> ▪ Improving attainment at GCSE by increasing the percentage of pupils achieving 5 or more A*-C at GCSEs or equivalent ▪ Improving the percentage of minority ethnic pupils who achieve 5 or more A*-C GCSEs at 16 ▪ Improving the percentage of young people leaving care at 16 who have one or more A*-G GCSE equivalent. <p>Developing the local authority's strategy on extended school by:</p> <ul style="list-style-type: none"> ▪ assisting 15 schools to complete the extended school remodelling programme ▪ developing A code of practice for external agencies wishing to work in schools. <p>Reducing absence in Middlesbrough schools by:</p> <ul style="list-style-type: none"> ▪ increasing overall attendance in secondary schools ▪ increasing overall attendance in primary schools to 94%. 	<p>SCL 9</p> <p>SCL 10</p> <p>BVPI</p> <p>SCL 11</p> <p>SCL 12</p> <p>SCL 13</p> <p>SCL 14</p> <p>BV 45</p> <p>BV 46</p>	<p>1,200 families by March 2007</p> <p>100% by March 2007</p> <p>48% by March 2007</p> <p>45% by March 2007</p> <p>60% by March 2007</p> <p>15 schools by March 2007</p> <p>Code developed by March 2007</p> <p>secondary school attendance - 91%</p> <p>primary school attendance - 94%</p>

Action	Milestone/Key Target 2006/07
4. Make a positive contribution	
Enable children and young people to contribute positively to their local community by:	
Increasing young people's involvement in the department's decision making processes by developing: <ul style="list-style-type: none"> ▪ a draft policy framework ▪ a programme of engagement activities. 	SCL 15 framework - August 2006 SCL 16 programme - October 2006
Supporting young people as they leave care by ensuring that: <ul style="list-style-type: none"> ▪ all children looked after are able to communicate their views at a statutory review ▪ The level of final warnings and convictions for children looked after is reduced to twice the local rate for all young people. 	SCL 17 100% SCL 18 reduce convictions to twice the local rate
Increasing the involvement of parents and carers in the development and delivery of services within their communities by: <ul style="list-style-type: none"> ▪ Increasing the number of parents trained in voluntary work ▪ Increasing the number of fathers involved in Sure Start. 	SCL 19 50 additional parents trained by march 2007 SCL 6 10% increase

5. Achieve economic well-being

Ensure that children, young people and their families are equipped to continue into further education, employment or training by:

<p>Maximising the life chances of children in need in Middlesbrough by ensuring that:</p> <ul style="list-style-type: none"> ▪ the proportion of care leavers in employment, education or training at age 19 is the same as for all 19 year olds. ▪ Increase the percentage of care leavers at age 19 who are living in suitable accommodation (as judged by the council). 	<p>SCL 21 By March 2007</p> <p>SCL 22 X% by March 2007</p>
<p>Ensuring young people develop the skills needed in the workplace by:</p> <ul style="list-style-type: none"> ▪ Ensuring that the majority of learners achieve at least 1 recognised qualification at 16 ▪ 50% of E2E learners have positive progressions in 2006. 	<p>SCL 23 95% by March 2007</p> <p>SCL 24 50% by December 2006</p>

PROMOTING HEALTHIER COMMUNITIES AND EFFECTIVE SOCIAL CARE FOR ADULTS

KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO COMMUNITY STRATEGY THEMES IDENTIFIED IN 2005/06

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

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

- providing intensive home care support
- increasing the number of people taking up direct payments from 43 per 100,000 adults to 120 per 100,000 adults
- delivering low level preventative services for older people
- increasing the numbers of people benefiting from the Supporting People Programme
- increasing the number of over 75's receiving health and social care screening services.

The proportion of older people being supported in their homes per 1,000 population has been maintained at a high level – 150 in 2004/2005, 149 in 2005/2006.

Improved and developed services for carers by establishing a Carers Support Centre in Brentnall Street.

Improved access to social care services by:

- securing funding in excess of £300k to enable the electronic SAP (Single Assessment Process) pilot
- developing Internet access to social care services for up to 83 social work staff
- improving the waiting times for assessments for new older clients from 53% within four weeks to 70% within four weeks
- increasing the percentage of new clients who receive all the services within their care packages within four weeks of assessment from 81% to 88%.

Promoted the social inclusion of people with mental health needs through:

- the implementation of the social exclusion report for mental health
- increasing the numbers of people with mental health problems in employment, training or education
- rolling out a mental health promotion campaign to the community clusters.

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

This has been submitted, as a Local Public Service Agreement for Middlesbrough. Plans will be developed in association with this agreement.

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

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

- producing a joint Council and PCT Public Health Strategy to detail the public health needs of the population
- delivering a Healthy Living Centre programme.

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

- undertaking the "Make Middlesbrough Smoke Less" campaign which has awarded 'Smoke-free' certificates to 61 premises with 35 pending
- ensuring that all Council premises are smoke free, with the exception of care homes, as they are regarded as people's homes
- publishing a Middlesbrough Smoke Free Guide.

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

- enabling more than 1.2 million customer visits to council swimming pools and leisure facilities and teaching 2,012 children to swim
- delivering the first Middlesbrough Tees Pride 10k running race which took place in October 2005 and was a great success with more than 1,600 runners taking part
- appointing a lifestyle co-ordinator to 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.

Contributed to the Mayor's Reduction priority to reduce stress related illness by:

- piloting the Lancaster LifeAssist Employee Assistance Programme to staff employed by Middlesbrough Council with **XX staff** using this programme
- introducing relaxation / exercise classes e.g. pilates with **XX staff** attending.

Responded to the Mayor's Reduction Priority to reduce alcohol abuse by:

- developing an Alcohol Strategy
- presenting research carried out by Barnardos on behalf of Connexions, in respect of young people and alcohol at the Binge Thinking Event on the 3rd June 2005
- establishing an alcohol misuse sub-group to deliver Alcohol Strategy.

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

Established joint commissioning by:

- involving the voluntary sector 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
- establishing a collaborative consortia for the delivery of independent services for older people
- simplifying and standardising contract documentation to assist in the sustainability of voluntary organisations in delivering Health and Social Care Services
- appointment of a Commissioning Manager.

PLANNED ACTIONS IN 2006/07 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2006/07	
1. Help to promote health, well-being, independence, inclusion and choice		
Increase the number of residents able to remain in their own home by: <ul style="list-style-type: none"> ▪ increasing the percentage of people who receive delivery of equipment and aids to daily living within 7 working days ▪ increasing the number of households receiving intensive home care, per 1,000 population over 65 ▪ increasing the number if people taking up direct payments. 	BV 56 (PAF D54) BV 53 (PAF C28) BV 201 (PAF C51)	91% 21 per 1,000 population 50% increase across all client groups by September 2006
Improve access to social care services by: <ul style="list-style-type: none"> ▪ implementing an electronic pilot of the single assessment programme with relevant agencies. 	HC1	Pilot programme implemented by April 2006
Improve inclusion and choice to social care services by: <ul style="list-style-type: none"> ▪ redefining the role of Social Workers to increase interaction with clients, introduce care co-ordination and a single point of contact ▪ reviewing care packages and implementation processes. 	HC 2 HC 3	Redefined roles agreed by May 2006 Review 100% of care packages by March 2007

Action	Milestone/Key Target 2006/07	
<p>Increase the number of people with mental health problems or learning disabilities who enter employment, training or further education by:</p> <ul style="list-style-type: none"> ▪ employing link workers to support people with disabilities within "Middlesbrough Works" ▪ improving the range and extent of supported employment for people with disabilities ▪ working with employers to improve employment opportunities for people with disabilities . 	<p>LPSA 2</p> <p>HC 4</p> <p>HC 5</p> <p>HC 6</p>	<p>75 people in receipt of incapacity benefit gaining voluntary work</p> <p>20 people in receipt of incapacity benefit gaining employment</p> <p>x employers contacted and XX agreed</p>
<p>Improve the quality of life for carers by increasing the number of carers in receipt of services by:</p> <ul style="list-style-type: none"> ▪ delivering a carer training programme ▪ reviewing the social inclusion strategy to improve respite services ▪ fully implementing the carers improvement plan. ▪ Increase the percentage of carers receiving a specific carers service as a percentage of clients receiving community based services. 	<p>HC 7</p> <p>HC 8</p> <p>HC 9</p> <p>HC 10</p>	<p>Programme delivered by March 2007 Strategy reviewed by March 2007</p> <p>Plan fully implemented by March 2007</p> <p>18% of carers receiving community based services</p>

Action	Milestone/Key Target 2006/07	
<p>Reduce emergency hospital admissions and improve the quality of life for older people by:</p> <ul style="list-style-type: none"> ▪ increasing the number of carers assessments offered using electronic means ▪ increasing the speed of response in terms of self assessment. ▪ Increasing the speed and accuracy of access to available services across all sectors by the development of a common directory of services ▪ delivering services to prevent the unnecessary hospital admission of older people. 	<p>HC 13</p> <p>BV 195 (PAF D55)</p> <p>BV 196 (PAF D56)</p>	<p>28% of assessments/ reviews undertaken to be carers assessments/reviews (LPSA2)</p> <p>75% of assessments to take place within acceptable waiting times.</p> <p>85% of clients to be in receipt of all services in their care package within 4 weeks of assessment ending</p>

Action	Milestone/Key Target 2006/07	
2. Ensure that, when people fall ill, they get good quality care and are made better faster		
Develop and implement systems to measure and monitor quality of care by: <ul style="list-style-type: none"> ▪ improving user/carer feedback in relation to the quality of the services users/carers access and receive ▪ engaging carers in the planning and monitoring of the service. 	HC 14 HC 15	September 2006 March 2007
To reduce the harm caused by drug use and reduce the number of people experimenting with drug taking by: <ul style="list-style-type: none"> ▪ increasing the number of problematic drug users accessing drug treatment programmes ▪ increase the percentage of drug users retained in treatment. 	HC 16 HC 17	1340 to 1380 63% to 81%
Ensure that quality care is provided by good performing care providers by: <ul style="list-style-type: none"> ▪ reviewing commissioning and contract monitoring strategies. 	HC 18	Review all contracts by March 2007

Action	Milestone/Key Target 2006/07	
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		
<p>Contribute to the Mayor's reduction priorities for health by:</p> <ul style="list-style-type: none"> ▪ establishing a Strategic Commissions Group and year one work programme. ▪ Agreeing a Joint Public Health Strategy with the PCT which includes measures to: <ul style="list-style-type: none"> ▪ reduce smoking ▪ tackle obesity ▪ improve sexual health ▪ encourage sensible drinking ▪ reduce drug misuse ▪ prevent unintentional injuries. 	<p>HC 19</p> <p>HC 20</p>	<p>Strategic commission group established by XXXX</p> <p>Joint Health Strategy agreed by June 2006</p>
<p>Reduce smoking and deaths from heart disease and strokes by:</p> <ul style="list-style-type: none"> ▪ recruiting at least an additional 30 premises to the Smoke Less Middlesbrough Initiative ▪ reviewing how we will implement new smoke free legislation ▪ working with the 200 Mayor's award winning premises towards achieving the National Clean Air Award ▪ delivering the Smoke Free Homes initiative to 100 beneficiaries. 	<p>HC 21</p> <p>HC 22</p> <p>HC 23</p> <p>HC 24</p>	<p>30 additional premises Smoke Less by March 2007</p> <p>Review of smoke free legislation by March 2007</p> <p>Actions to follow</p> <p>100 beneficiaries by March 2007.</p>

Action	Milestone/Key Target 2006/07	
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		
<p>Reduce obesity and deaths from heart disease and strokes by increasing the proportion of the population participating in physical activity by:</p> <ul style="list-style-type: none"> ▪ delivering the second Middlesbrough Tees Pride 10k and Fun Run ▪ completing the redevelopment of Clairville Stadium ▪ implementing actions from the Active Middlesbrough Strategy ▪ increasing the percentage of residents satisfied with Sport and Leisure facilities ▪ increasing the number of recreational visits to sport & leisure activities per 1,000 population ▪ identifying the frequency of active participation amongst Leisure Link cardholders ▪ maintaining the number of referrals to Lifestyle Intervention Programmes ▪ increasing the proportion of Lifestyle referrals adhering to an activity/ weight management programme 6 months after their GAP programme ends. 	<p>HC 25</p> <p>HC 26</p> <p>HC 27</p> <p>HC 28</p> <p>HC 29</p> <p>HC 30</p> <p>HC 31</p> <p>HC 32</p>	<p>October 2006</p> <p>May 2006</p> <p>Actions to follow</p> <p>BV119 70%</p> <p>9750 per 1000 Head of population</p> <p>Actions to follow</p> <p>75 per month</p> <p>1% above baseline (is it realistic to get a baseline in time to set this target?)</p>

Action	Milestone/Key Target 2006/07	
<p>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</p>		
<p>Reduce obesity and deaths from heart disease and strokes by:</p> <ul style="list-style-type: none"> ▪ widening the opportunities for the improvement for Men's Health by widening the recipient group to include men under the age of 35 years ▪ delivering Weight Management Programmes to targeted groups within the community, a minimum of 10 courses will be provided ▪ continuing to work in partnership with other Healthy Living Project to deliver combined diet and physical activity sessions, a minimum of 30 groups will benefit from this activity ▪ extending the scope and brand of the Balance Weight Management Programme – supported through obesity management referral pathways. 	<p>HC 33</p> <p>HC 34</p> <p>HC 35</p> <p>HC 36</p>	<p>Increase the number of met XXX March 2007</p> <p>10 courses by March 2007</p> <p>30 groups by March 2007</p> <p>10 people to access balance courses in 2006/07</p>
<p>Reduce alcohol abuse by:</p> <ul style="list-style-type: none"> ▪ working in partnership with the licensed trade on binge drinking ▪ working in partnership with the PCT, to further develop and implement a strategy to reduce the harm caused by alcohol. 	<p>HC 37</p>	<p>We will seek to extend alcohol-free zone across the whole of Middlesbrough by xxx</p>

Action	Milestone/Key Target 2006/07	
4. Jointly Commission health and social care services with voluntary and independent sector providers		
Ensure engagement with independent, voluntary and community sectors is robust by initiating Strategic Independent Development Groups.	HC 38	April 2006
Produce commissioning strategies for all client groups, which consider cross-authority and joint health services.	HC 39	April 2006
Identify the future direction of in-house services.	HC 40	June 2006

Add into relevant section

Action

Monitor and increase the number of BME residents who take up direct payments.

Provide culturally sensitive services to meet the needs of BME service users with Learning Disabilities

Improve the accessibility of the Mental Health Services to BME residents.

Reference number

All actions lifted from the Diversity Action Plan

Target

Increased take-up by march 2007

Increased satisfaction with services experienced by BME members and their carers by March 2007

Increase number of BME recipients by March 2007

CREATING SAFER AND STRONGER COMMUNITIES

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

1. Reduced crime, including domestic burglary, vehicle crime, robbery, assault, domestic violence and hate crime

Contributed to a reduction in crime by:

- implementing 'Operation Hatch' a high-profile vehicle-crime reduction campaign
- reducing household burglaries from 35 per 1,000 households in 2003/04 to 27 per 1,000 households in 2005/06
- implementing "True Vision" racist and hate crime recording system in all Council public buildings
- providing more than 5,000 residents with personal safety advice
- increasing CCTV coverage to 131 cameras.

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

Reduced the fear of crime and anti social behaviour by:

- organising the second "boro buzz" project this resulted in xxxxxx
- piloting a Youth Inclusion Support project in East Middlesbrough that diverted 200 young people away from anti-social behaviour
- providing outreach support to 20 families to prevent exclusion, taking into consideration the potential impact on neighbouring households.

3. Reduce harm caused by illegal drugs and alcohol

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

- developing Lifeline Harm Minimisation Service which provides a temporary needle exchange facility within a local pharmacy
- undertaking ten enforcement exercises in partnership with police to reduce the sale of alcohol to children
- establishing an alcohol free zone in the town centre.

4. Increase voluntary and community engagement

Increased the number of residents who feel involved in the local community by 5% - is this MNS???

Established four community action zones and commencing a volunteer programme for ex-drug users and other members of the community.

Increased the accessibility of the street warden service by:

- implementing a junior volunteer scheme
- implementing a BME volunteer scheme,

3 volunteers are now in full time employment as a result of volunteering.

PLANNED ACTIONS IN 2005/06 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2006/07	
1. To Reduce Crime, including domestic burglary, vehicle crime, robbery, assault, domestic violence and hate crime		
<p>Ensure that the Council manages its responsibilities under Section 17 of the Crime and Disorder Act and Respect Agenda by:</p> <ul style="list-style-type: none"> ▪ developing a Corporate Section 17 policy ▪ developing a Section 17 employee leaflet for insertion into the employee handbook ▪ developing an internal crime and disorder employee consultative group. 	<p>CS 1</p> <p>CS2</p> <p>CS3</p>	<p>May 2006</p> <p>June 2006</p> <p>September 2006</p>
<p>Reduce domestic burglary by:</p> <ul style="list-style-type: none"> ▪ investing £250k in extending the CCTV network, including infrastructure provision in Middlehaven ▪ completing the programme of alley-gates ▪ increasing the visibility of street wardens by ensuring that all wards are patrolled for a minimum of 330 days per annum ▪ implementing a programme of target hardening measures to properties vulnerable to burglary by marking them with 'Smart Water'. 	<p>BVPI 126</p> <p>CS4</p> <p>SC5</p> <p>SC6</p> <p>SC7</p>	<p>Reduce the number of burglaries per 1,000 households to X</p> <p>March 2007</p> <p>March 2007</p> <p>All wards patrolled for a minimum of 330 days per annum 300 properties marked with 'Smart Water' by March 2007</p>
<p>Reduce vehicle crime by:</p> <ul style="list-style-type: none"> ▪ Reduce the number of deliberate fires/arson attacks committed on vehicles (LPSA2) ▪ Develop protocols with Cleveland Police for the removal of burnt out, abandoned, untaxed and uninsured vehicles 	<p>BVPI 127</p> <p>SC 8</p>	<p>Reduce the number of vehicle crimes to X xxxx</p> <p>80% of nuisance vehicles removed within 1 working day</p>
<p>Reduce the incidence of Domestic Violence.</p>	<p>SC 9</p>	<p>Kevin Parkes?</p>
<p>Reduce the incidence of hate crime by introducing a network of reporting mechanisms that will ensure that all hate crime is reported and analyse the information gathered to enable action to be targeted in key locations.</p>	<p>SC 10</p>	<p>True vision targets?</p>

Action	Milestone/Key Target 2006/07	
2. To reassure the public by reducing the fear of crime and anti-social behaviour		
<p>Reduce fear of crime and antisocial behaviour by further developing action on anti-social behaviour in line with the respect agenda by:</p> <ul style="list-style-type: none"> ▪ organising a third “BORO BUZZ to reduce anti-social behaviour considerably and in the long term involve more young people in art and sports based activities ▪ introducing, promoting and piloting residents on patrol in 4 neighbourhood areas ▪ establishing a selected licensing scheme ▪ ensuring that there is a fully operational licensing scheme in Gresham ward ▪ providing references to private landlords on 500 prospective tenants ▪ working with 12 secondary schools to develop projects on anti-social behaviour prevention work ▪ raising awareness of the enforcement service by presenting information to a minimum of 48 resident/ community council meetings. 	<p>SC 11</p> <p>SC 12</p> <p>SC 13</p> <p>SC 14</p> <p>SC 15</p> <p>SC 16</p> <p>SC 17</p>	<p>October 2006</p> <p>May 2006</p> <p>April 2006</p> <p>December 2006</p> <p>500 references by March 2007</p> <p>March 2007</p> <p>March 2007</p>

Action	Milestone/Key Target 2006/07	
3. To reduce harm caused by illegal drugs and alcohol		
<p>To reduced he harm caused by illegal drug use and alcohol abuse by:</p> <ul style="list-style-type: none"> ▪ consolidating new licensing legislation and making organisational changes as necessary ▪ working in partnership with the licensed trade to tackle public health issues, for example binge drinking. 	<p>SC 18</p> <p>SC 19</p>	<p>Drug treatment actions??</p>
4. To increase voluntary and community engagement		
<p>To increase voluntary and community engagement by:</p> <ul style="list-style-type: none"> ▪ establishing a baseline number of Community Safety volunteers ▪ increasing the number of community safety volunteers ▪ contracting with the voluntary sector to appoint 4 neighbourhood safety officers. 	<p>SC 20</p> <p>SC 21</p> <p>SC 22</p>	<p>March 2007</p> <p>10% by March 2007</p> <p>August 2006</p>

TRANSFORMING OUR LOCAL ENVIRONMENT

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

1. Improve the standard of cleanliness throughout the town

The percentage of local streets and land classified as unclean has reduced to 21% this has been achieved through:

- maintaining the physical activity on streets and open spaces by the area care teams and including new areas such as shrub beds, car parks and beck valleys
- reinforcing physical activity by a high profile campaign to educate, encourage, enforce and embarrass the public to keep the streets clean. Initiatives include “megaphone man”
- taking advantage of the newly enacted “Clean Neighbourhoods and Environment” Bill by fining more people, enforcement of litter on private land.
- dealing with over 200 dog fouling reports and microchipping over 100 dogs to reduce the stray dogs population.

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

A Green Spaces Strategy has been developed for the town to develop the network and open spaces and high quality parks.

A programme of appropriate environmental improvements to develop the network of open spaces and parks to serve the needs of the community has been implemented including:

- producing a 5-10 year action plan
- restoring Laycock Gardens
- completing a skate board park at Prissick Base
- securing funding, further enhancing and the development of Fairy Dell
- preparing an allotments strategy.

3. Reduce the fear of crime in public spaces

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

- Using intelligence gained through the 'AIM' initiative to prioritise the deployment of resources
- Implementing a programme of lighting improvements and CCTV installation to increase the safety of residents within neighbourhoods where the environment is most threatening
- removing foliage and obstructions to improve CCTV sightlines
- reducing and redesigning the planting of shrubberies where the public perceive shrubs are blocking light and failing to reduce the fear of crime
- working with a national street lighting contractor to renegotiate an outcome based street lighting contract.

4. Increase the amount of household waste recycled

Increased household waste recycled by:

- Fully introducing a second doorstep recycling scheme which extends kerbside recycling to whole of town (black box) to complement the Blue Bag Scheme
- Providing 3000 home composting bins
- 11% of household waste recycled (estimated figure to be confirmed at year end)
- 4% of household waste landfilled (estimated figure to be confirmed at year end).

5. Improve air quality

- Implemented Smoke Less Middlesbrough Campaign to reduce Environmental exposure to tobacco smoke and reduce the number of smokers
- 203 premises awarded with certificates for being committed to being smoke-free
- Improve the number of inspections of industrial premises and clampdown on illegal burning of waste to achieve government air quality targets
- “Around the Clock” measurement of air quality and handling over 150 air quality complaints.
- Production of annual review of air quality across Middlesbrough
- Promotion of use of Low emission vehicles with key partners.

6. Increase species and habitat bio- diversity

Increased habitat bio-diversity by:

- Preparing habitat and species action plans
- Identifying suitable sites to be designated as Site of Nature Conservation Importance
- Identifying two site to be designated as a nature reserve and held community events at Whinney Banks and Fairy Dell.

7. Reduce the causes of adverse climate change

In support of the Mayor's Reduction priority to reduce the amount of CO2 emissions by 12.5% by 2010 :

- preparing a greenhouse gas emissions report
- implementing the Council's Carbon Management Action Plan
- Implement the Community Climate change Action Plan with our partners
- Reduction in carbon dioxide emissions by 25000 tonnes since 2003
- Distribution of 34000 low energy light bulbs to Middlesbrough residents
- International award of "Energy Globe" for Community Climate change Action Plan
- "Winter Warmth" initiative encouraging efficient use of energy scheme rolled out in East Middlesbrough.

8. Involve the community in transforming the local environment

Increased community participation by:

- participating fully in an effective annual Community Environment Conference
- implementing a high profile campaign " Megaphone Man" working with the media to educate, encourage, enforce and embarrass the public to keep the streets clean
- introducing wildlife days at Berwick Hills LNR and Whinney Banks
- Developing a "Friends of Fairy Dell" group.

PLANNED ACTIONS IN 2005/06 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2006/07	
1. Improve the standard of cleanliness throughout the town		
<ul style="list-style-type: none"> • Develop a comprehensive approach to clean Neighbourhoods and Environment Act. • Work with Erimus to improve levels of grounds maintenance to previously high standard by developing protocols to engage tenants in reporting process 	<p>EV 1</p> <p>EV 2</p>	<p>Development of national floor targets by xxxxx</p> <p>Grounds maintenance Service level agreements agreed with Erimus by July 2006</p>
2. Develop the network of open spaces and high quality parks to serve the needs of the community		
<p>Implement a programme of improvements to Linthorpe Cemetery in partnership with Heritage Lottery Fund including:</p> <ul style="list-style-type: none"> ▪ X ▪ Y ▪ Z 	<p>EV 3</p> <p>EV 4</p> <p>EV 5</p>	<p>By March 2007</p>
<p>Maintain the level of satisfaction with Parks an Open Spaces through:</p> <ul style="list-style-type: none"> ▪ creation of Playground crew to enhance cleanliness, tidiness and safety ▪ A series of events to attract and entertain visitors. 	<p>BV119</p> <p>EV 6</p> <p>EV 7</p>	<p>82% in 2006/07 satisfaction survey crew in place by June 2006</p> <p>crew recruited by XXX</p> <p>Programme of events agreed by April 2006</p>
<p>Continuation of 3 parks with Green Flag status through:</p> <ul style="list-style-type: none"> ▪ Implementation of high levels of maintenance ▪ liaison with Parks User Groups. 	<p>EV 8</p> <p>EV 9</p>	<p>Needs smarter targets / actions</p>

Action	Milestone/Key Target 2006/07	
3. Reduce the fear of crime in public places		
<p>Reduce the fear of crime in public places by:</p> <ul style="list-style-type: none"> ▪ completing the alley gate programme ▪ introducing an innovative mix of education, embarrassment and enforcement to tackle litter, fly-posting, graffiti and under age sales of spray paint as a central element to the anti social behaviour action zone initiative ▪ launching of CCTV in Bus Shelters(17) initiative ▪ implement a programme of lighting improvements and CCTV installation to increase the safety of residents within neighbourhoods where the environment is most threatening ▪ redesigning the planting and shrubbery where the public perceive shrubbery is contributing to the fear of crime ▪ working with a national street lighting contractor to renegotiate an outcome based street lighting. 	<p>EV 10</p> <p>EV 11</p> <p>EV 12</p> <p>EV 13</p> <p>EV 14</p> <p>EV 15</p>	<p>Programme completed by March 2007</p> <p>Measure ??</p> <p>17 Bus shelters by March 2007</p> <p>Improvements in lighting in X neighbourhoods by March 2007</p> <p>Redesign of 100% of shrubbery identified as contributing to fear of crime</p> <p>Service level agreement by XXX</p>
4. Increase the amount of household waste, which is recycled		
<p>Increase recycling rates by 4% through:</p> <ul style="list-style-type: none"> ▪ embedding new recycling collection service across the town by co-ordinating the blue bag paper collection scheme with the black box scheme ▪ carrying out, “Winrow” a recycling pilot for sorting waste ▪ piloting a community composting scheme with Environment City. 	<p>EV 16</p> <p>EV 17</p> <p>EV 18</p>	<ul style="list-style-type: none"> • June 2006 • September 2006 • From April 2006

Action	Milestone/Key Target 2006/07	
5. Improve air quality		
Complete a study into the most effective way of meeting new environmental requirements at the crematorium.	EV 19	Study completed by May 2006
6. Increase species and habitat bio-diversity		
Increase species and habitat bio-diversity by: <ul style="list-style-type: none"> ▪ working with other agencies to develop a Bio-Diversity Action Plan ▪ undertaking impact assessments along the beck valleys and woodlands ▪ completing the restoration at Fairy dell. 	EV 20 EV 21 EV 22	Bio-Diversity Action Plan agreed by March 2007 100% by December 2006 restoration completed by December 2006
7. Reduce the causes of adverse climate change		
Reduce the causes of adverse climate change by: <ul style="list-style-type: none"> ▪ co-ordinating the delivery of a Climate Change Community Action Plan to reduce greenhouse gas emission ▪ agreeing a Middlesbrough wide work plan with partners including 15 Council service areas to implement Climate Change work programme ▪ investing £50,000 capital funding in "Invest to Save" carbon management initiatives ▪ producing Middlesbrough's Environment Sustainability Strategy report with 10 priority actions. 	EV 23 EV 24 EV 25 EV 26	XX by March 2007 work plan agreed by March 2007 investments completed by June 2006 report available by XXXX

Action	Milestone/Key Target 2006/07	
8. Involve the community in transforming the local environment		
<p>Involve the community in transforming the local environment by:</p> <ul style="list-style-type: none"> ▪ consulting with all stakeholders and partners on the Green Spaces Strategy ▪ employing a Waste Awareness Officer to develop and manage community initiatives ▪ Development and adoption of a Play Strategy for Middlesbrough, leading to securing BLF allocation for developing children's play. 	<p>EV 27</p> <p>EV 28</p> <p>EV 29</p>	<p>Consultation completed by October 2006</p> <p>Waste awareness officer recruited by May 2006</p> <p>Strategy agreed by October 2006 £xx funding allocated by March 2007</p>

MEETING LOCAL TRANSPORT NEEDS MORE EFFICIENTLY

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

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

Continued to promote bus use as the key mode for delivering sustainable transport in the town, Xxx bus passenger journeys were made during 2005/06 – (still awaiting information from Arriva & Stagecoach) an increase of XXX on 2004/05.

Investigated the introduction of a demand responsive bus service to James Cook Hospital and to employment sites in Riverside Park and XXXX

Improved safety and security for passengers by completing CCTV camera coverage on bus fleets

Appointed a Travel Planning Co-ordinator to provide personalised travel plans

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

Reduced the proportion of journeys made by car by:

- appointing a walking bus co-ordinator, 13 walking buses are now in place
- appointing a workplace Travel Planner and Personalised Travel Planner to provide personalised travel plans and promote public transport travel and information services amongst local employers and community groups.

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

Reduced road traffic accidents (BVPI 99 results) by:

- implementing a programme of cycle training - 4 trainers have been employed by Environment City. 91 children and 171 community members have been trained
- appointing a road safety officer for BME communities.

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

Reduced the impact of transport by:

- developing a five-year draft parking strategy that assists businesses and promotes economic growth
- undertaking a travel awareness campaign through press, radio and TV to help our citizens make more informed travel choices.

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

Improved highway maintenance by:

- Completing the A66 Middlehaven Interchange - within timetable and budget
- appointing a contractor to undertake the redesign of the Hartington Road Interchange
- completing a review of traffic direction signing across the whole town
- introducing a new national system of machine based surveys to prioritise highway maintenance.

PLANNED ACTIONS IN 2005/06 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2006/07	
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		
Introduce a demand responsive bus service to James Cook Hospital and to employment sites in Riverside Park	BV 102	<ul style="list-style-type: none"> • August 2006
Renegotiation of Concessionary Fares agreement with local bus operators	BV 102	<ul style="list-style-type: none"> • March 2007
<ul style="list-style-type: none"> • Launch of CCTV in 17 Bus Shelters 	BV104	<ul style="list-style-type: none"> • March 2007 (subject to LPSA funding)
Undertake an examination of ways to improve traffic flow on Marton Road by introducing an experimental road layout.	LT 1	<ul style="list-style-type: none"> • August 2006
2. Congestion does not hinder economic development, impair the quality of the local environment or cause severance in our communities		
<p>To contribute to the Mayor's Reduction priority to reduce the proportion of journeys made by car by:</p> <ul style="list-style-type: none"> ▪ examining new areas for personalised travel information for households and individuals ▪ co-ordinating a Personal Travel Survey with key organisations in Middlesbrough. 	<p>LT 2</p> <p>LT 3</p>	<ul style="list-style-type: none"> • August 2006 • August 2006
To ensure that the Council's policies do not hinder economic development by completing and implementing the five-year Parking Strategy.	XXX	Parking Strategy agreed by July 2006.

Action	Milestone/Key Target 2006/07	
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		
<p>To contribute to the Mayor's Reduction priority to reduce road traffic accidents</p> <ul style="list-style-type: none"> ▪ Implement policies in new Local Transport Plan ▪ £400,000 to be spent on traffic calming schemes ▪ Implementation of a 12 month programme of educational and training initiatives including targeted initiatives for BME community 	<p>BVPI 99</p> <p>LT 4</p> <p>LT 5</p>	<ul style="list-style-type: none"> • March 2007 • March 2007 • March 2007
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		
<p>Completion of the Personalised travel planning pilot in Hemlington</p>	<p>LT 6</p>	<ul style="list-style-type: none"> • Nov 2006
<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"> ▪ improve local knowledge of alternative travel methods by undertaking a programme of travel awareness campaigns 	<p>LT 7</p>	<ul style="list-style-type: none"> • March 2007
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		
<ul style="list-style-type: none"> ▪ Complete the design and planning application for improvements to Hartington Interchange 	<p>LT 8</p>	<ul style="list-style-type: none"> • March 2007
<ul style="list-style-type: none"> ▪ Complete the Highway Improvement action Plan ▪ Undertake £40,000 of works within the Disabled Access Improvement Programme 	<p>LT 9</p> <p>LT 10</p>	<ul style="list-style-type: none"> • November 2007 • March 2007

PROMOTING THE ECONOMIC VITALITY OF MIDDLESBROUGH

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

1. Establish an environment that encourages and supports economic vitality

Supported Middlesbrough Partnership's Economic Vitality Action Group as the key forum for bringing partner agencies together by:

- completing the Riverside Park project;
- launching the East Middlesbrough Industrial Estate project;
- contributing approximately £4,000,000 to the local economy through the programme of events organised at; Middlesbrough Theatre, the Town Hall and free events and festivals
- launching the Boho Zone project as part of the Digital City programme.

2. Provide business support that encourages and supports economic vitality

Provided business support so that more businesses were encouraged to set up, locate and grow in Middlesbrough resulting in xx new VAT registered businesses.

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

Reduced unemployment and benefit dependency by implementing recommendations from the review of employment initiatives with the establishment of Middlesbrough Works.

4. Change attitudes by promoting Middlesbrough's success

Changed the attitudes of people, including residents and potential investors towards Middlesbrough by promoting Middlesbrough's success through implementing a town branding strategy.

5. Play a strong role in the sub-region

Represented Middlesbrough at the Tees Valley and regional level by:

- participating actively in the work of Tees Valley Living
- engaging positively with other Councils in the Tees Valley City Region Development Plan
- helping to re-shape the Regional Economic Strategy.

6. Rejuvenate the housing stock

Rejuvenated the housing stock and reduced the number of unfit homes by:

- completed phase one of the master plan in the central older housing area in July 2005.
- worked collaboratively with a range of partners developing projects and maximise resources through Housing Forum meetings and a housing conference held in the Middlesbrough Teaching and Learning Centre in May 2005.
- reduced the number of social landlord properties not meeting the decent homes standard by 500.

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

Developed the housing regeneration strategy, North Ormesby master-planning exercise and Local Development Framework which resulted in:

- increasing the number of new dwellings to more than 200
- appointing Haslam as the preferred developer to take forward the master-planning exercises for new housing at North Ormesby.

8. Improve and maintain existing housing

Worked with social and private sector partners to plan schemes, maximise resources and deliver sustainable communities by:

- submitting a successful Single Housing Investment Programme bid for housing market renewal funds for 2006/07
- completing the private sector stock condition survey in October 2005.

9. Address specific community and social needs

These needs were addressed by:

- completing the Older Housing study
- completing an Agency Business Plan
- agreeing a programme of bids with registered social landlords.

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

Developed the cultural quarter, including mima, the Public Square and Central Library by:

- completing the Central Library refurbishment
- developing the opening year of artistic, educational and marketing programmes for mima

Developed key cultural assets by:

- completing phase two of the feasibility study into the Town Hall and Empire Theatre.

Delivered and developed high profile events programmes to create a positive image for Middlesbrough by:

- attracting larger audiences, with over 120,000 people having attended events and festivals in Middlesbrough
- the Middlesbrough Pride scheme has trained over ??? (figures available end of year) tourism workers in the tourism industry as ambassadors who champion the town.
- the Middlesbrough Pride scheme has trained over ??? (figures available end of year) tourism workers in the tourism industry as ambassadors who champion the town.

Supported and developed creative and cultural industries by:

- establishing the Tees Valley Performing Arts Fellowships scheme by arranging five interns in post across the Tees Valley for one year.
- developed neighbourhood cultural facilities including the Hexagon Theatre at Hall Garth school.

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

Refurbished and developed quality sports and arts facilities by:

- establishing the Tees Valley Dance Academy at Holmwood school.

Extended diverse cultural opportunities to more people, including priority groups by:

- providing an effective modern library service, hosting events in support of the summer reading scheme at all libraries and the launch of Bookstart plus resulting in ??? (figures available end of year) new library members aged 0-16 years old.

PLANNED ACTIONS IN 2005/06 TO ADDRESS STRATEGIC PRIORITIES

Action	Milestone/Key Target 2006/07	
1. Establish an environment that encourages and supports economic vitality		
Implement early actions in the Council's Economic Development Strategy: <ul style="list-style-type: none"> • implementing year two of the East Middlesbrough Business Action Zone Project. • providing the base for the Boho Zone project including managed workspace. 		March 2007 March 2007
Continue implementing the comprehensive strategy of environmental, management and business improvements in the town centre all aimed at raising investment confidence by: <ul style="list-style-type: none"> ▪ Prepare and agree a prospectus for Heritage Lottery funding ▪ Complete master plan for Cannon Park. ▪ Submit Local Development Framework Core Strategy ▪ Submit Local Development Framework Regeneration: Development Plan Document ▪ Submit Local Development Framework Annual Monitoring Report. 		September 2006 October 2006 December 2006 March 2007 December 2006
2. Provide business support that encourages more businesses to set up, locate and grow here		
Develop greater innovation to stimulate the business birth rate: <ul style="list-style-type: none"> • creating 25 new VAT registered businesses. • implementing Middlesbrough's top 100 businesses engagement strategy. • support 158 businesses; creating 252 jobs. 		March 2007 December 2006 March 2007

Action	Milestone/Key Target 2006/07	
3. Ensure local people have the skills and can access jobs and opportunities		
<p>Ensure a range of local initiatives to tackle concentrated worklessness by:</p> <ul style="list-style-type: none"> • developing Middlesbrough Works as the strategic vehicle for ensuring the co-ordination of employment initiatives throughout Middlesbrough. • assisting 700 people into employment through supported projects. • continuing to reduce Middlesbrough's unemployment rate using the March 2006 baseline closer to the Tees Valley average 		<p>March 2007</p> <p>March 2007</p> <p>March 2007</p>
4. Change attitudes by promoting Middlesbrough's success		
<p>Improve perceptions of Middlesbrough in the Tees Valley and beyond by:</p> <ul style="list-style-type: none"> • implementing the town branding actions including production of the investor guide and better co-ordination of regeneration relating to marketing. 		<p>December 2006</p>
5. Play a strong role in the sub-region		
<p>Begin to implement the Stockton-Middlesbrough initiative/ Northern Way proposals:</p> <ul style="list-style-type: none"> ▪ Prepare Green Blue Master plan for the Stockton Middlesbrough Initiative and carry out the consultation. ▪ Approval Stockton Middlesbrough Initiative Business Plan. 		<p>October 2006</p> <p>July 2006</p>

Action	Milestone/Key Target 2006/07	
6. Rejuvenation of the housing stock		
<p>Improve the quality of design or new housing developments through development briefs, master planning and partnership procurement by:</p> <ul style="list-style-type: none"> ▪ Presenting a draft area master plan for the central older housing area to Executive for endorsement and public consultation ▪ Present an area regeneration framework for Grove Hill to Executive for endorsement to 'Options'. ▪ Present an area regeneration framework for Hemlington to Executive for endorsement to 'Options'. 		<p>December 2006.</p> <p>July 2006</p> <p>January 2007</p>
<p>Develop area based housing master plans in Grove Hill, Hemlington and the Central older housing area, which will identify appropriate types of intervention including housing renewal, environmental improvement, demolition, redevelopment and public sector service delivery by:</p> <ul style="list-style-type: none"> ▪ Compulsory Purchase Order for West Lane - Council makes order and serves notices. ▪ Continue acquisition and clearance programme in St. Hilda's: acquire 80% of private sector stock. ▪ Continue acquisition and clearance programme in Trinity Crescent, North Ormesby: acquire 100% of private sector stock. 		<p>May 2006</p> <p>March 2007</p> <p>March 2007</p>
7. Ensuring that the type & mix of new housing provides choice		
<p>Work with registered social landlords and private developers to develop new housing schemes that provide a mix of dwelling type and tenure by</p> <ul style="list-style-type: none"> ▪ Presenting a Local Housing Assessment to Executive for endorsement ▪ Present a Older Persons Housing Strategy to Executive for endorsement. 		<p>November 2006</p> <p>January 2007</p>

Action	Milestone/Key Target 2006/07	
8. Improve and maintain existing housing		
<p>Continue to improve the conditions of the housing stock in all tenures through selective improvements/renewals, energy efficiency measures and adaptations by:</p> <ul style="list-style-type: none"> ▪ reviewing the grants policy and procedures in relation to new legislation on Decent Homes and vulnerable households ▪ reviewing the Westbourne Renewal Area ten year action plan 		<p>June 2006</p> <p>December 2006</p>
9. Address specific community and social needs		
<p>Reduce homelessness through improved multi-agency delivery approached by:</p> <ul style="list-style-type: none"> ▪ decreasing the number of households accepted as homeless by 5% per annum from a baseline figure of 462 in 2003/04 to 376 by 2007/08 ▪ reducing the number of households accepted as homeless as a result of domestic violence. 		<p>376 by March 2007/08</p> <p>From xxx in 2005/06 to xxx in 2006/07</p>
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		
<p>Develop the cultural quarter, including mima and the Public Square, Central Library and Town Hall by:</p> <ul style="list-style-type: none"> • opening and launch new art gallery. • extending refurbishment strategy of the Town Hall and TIC e.g. by improving signage and developing a venue brand. 		<p>November 2006</p> <p>December 2006</p>
<p>Delivery and development of a high profile events programme and projects which promote a positive, cultural image for Middlesbrough by:</p> <ul style="list-style-type: none"> • establishing Middlesbrough as a RaW Town; increase visits by 12% (baseline: 628,992). 		<p>March 2007</p>

Action	Milestone/Key Target 2006/07	
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		
<p>Extend diverse cultural opportunities to more people, including priority groups by:</p> <ul style="list-style-type: none"> ▪ Establishing four hubs (Academies of Urban Arts) integrating Arts Development provision with Extended Schools, Spaces for Sports and Arts, the Arts Awards Scheme (Arts Mark) and diverse provision under the Cultural Inclusion Initiative. 		<p>March 2007.</p>
<p>Extend diverse, quality cultural opportunities to more people including priority groups in ways that develop by :</p> <ul style="list-style-type: none"> ▪ widening and deepening the reading experience of both individuals and communities; 		<p>increasing issues by 2.5% (baseline: 641,160)</p>

FIT FOR PURPOSE

KEY ACHIEVEMENTS AGAINST PRIORITY CONTRIBUTIONS TO FIT FOR PURPOSE IDENTIFIED IN 2004/05

1. provide strategic support and guidance to the Council on areas of corporate significance

Achieved "Excellent" status under the old CPA model and 4 stars in the new harder CPA model.

Implemented phase 1 of job evaluation and agreed a programme for phase 2 job evaluation.

Embedded diversity across the Council by revising the Race Equality Scheme and the Council's Diversity Policy and raising staff awareness of these documents through a series of briefings at management team meetings.

2. promote high standards in service delivery and performance management and promote the implementation of council values across the authority, including fairness and probity

Launched the new, interactive, Council website XXXX

Achieved Level 2 of the Equality Standard for Local Government.

Improved the Council's approach to Risk management by

- revising the risk management strategy
- providing training for all relevant staff
- introducing a new risk scoring matrix and guidelines
- incorporating risk management within the Council's performance management framework and within the Members performance management framework

Resulting in external auditors considering the Council's approach to risk management to be strength.

Improving internal and external communications by agreeing a Communications Strategy and implementing the associated action plan.

3. Ensure effective community engagement to strengthen community partnership working, promote diversity and community cohesion and to underpin neighbourhood renewal and management

Ensured that appropriate staff were trained in Compulsory Purchase Order ensuring savings in consultancy fees for the council and enhanced ability to support the regeneration agenda

Increased participation in Community Council to X %

Prepared a Civil Renewal Plan

Reviewed and revitalised the BME Network.

Implemented the Community Cohesion Action Plan and XXXX

Improved 8 out of 10 Community Cohesion Indicators.

Showed improvement in 10 of the 12 Neighbourhood Renewal Indicators including XXXX.

Raised the profile of the Town's heritage, through a series of cultural and civic events which celebrate the Town's twinning and youth exchange links with Oberhausen

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

Improved efficiency across the Council by embedding Gershon principles and achieving a 1.25% cashable saving and the 1.25% non-cashable saving.

Embedding Gershon efficiency targets within the Council's current performance management arrangements

Demonstrated value for money by achieving a score of 3 in the Use of Resources self-assessment and a 3 for the Value for money element.

PLANNED ACTIONS IN 2005/06 TO ADDRESS PRIORITY ISSUES

Action	Milestone/Key Target 2006/07	
1. provide strategic support and guidance to the Council on areas of corporate significance		
<p>Ensure fairness and transparency in pay and reward structures across the Council by implementing Single Status by:</p> <ul style="list-style-type: none"> ▪ agreeing the timetable for Phase II of Job Evaluation ▪ implementing the agreed timetable ▪ ensuring all phase I queries are addressed. <p>Develop a corporate workforce planning strategy that ensures that the council has a workforce that can deliver its medium and long term priorities by:</p> <ul style="list-style-type: none"> ▪ ensuring that Interim workforce plans for all service areas are available ▪ integrating workforce planning into service planning. <p style="background-color: yellow;">Introduce a Managers competency framework across the Council.</p> <p>Further strengthen risk management across the Council by:</p> <ul style="list-style-type: none"> ▪ reviewing the Risk Management Policy ▪ developing a Risk Manual 	<p>FP 1</p> <p>FP 2</p> <p>FP 3</p> <p>FP 4</p> <p>FP 5</p> <p>FP 6</p> <p>FP 7</p> <p>FP 8</p>	<p>Timetable agreed by April 2006</p> <p>Timetable implemented by March 2007</p> <p>September 2006</p> <p>Workforce plans agreed by December 2006</p> <p>March 2007</p> <p>Framework implemented by December 2007</p> <p>Revised policy agreed by September 2006</p> <p>Risk Manual available by September 2006</p>

Action	Milestone/Key Target 2006/07	
2. promote high standards in service delivery and performance management and promote the implementation of council values across the authority, including fairness and probity		
Support staff with caring responsibilities by ensuring that adequate carers' leave is available to all staff by revising the carers' leave policy and rolling out the revised policy across the Council	FP 9	Policy Implemented by March 2007
Improve the diversity of service provision and increase the diversity of the workforce by undertaking a programme of Equality Impact Assessments and achieving Level 3 of the Equality Standard for Local Government	FP 10	Level 3 achieved by March 2007
Further develop the Council's delivery of the e-government agenda by:		
<ul style="list-style-type: none"> ▪ producing a draft e-gov and ICT Strategy 	FP 11	Draft strategy available September 2006
<ul style="list-style-type: none"> ▪ completing phase II of website project 	FP 11	Phase II completed by March 2007
Improve services to all customers by implementing the Customer Contact Strategy by:		
<ul style="list-style-type: none"> ▪ agreeing the Customer Contact Strategy 	FP 13	Strategy agreed by June 2006
<ul style="list-style-type: none"> ▪ training relevant staff 	FP 14	Training programme in place by July 2006
<ul style="list-style-type: none"> ▪ raising awareness across the Council through presentations / briefings to staff. 	FP 15	Presentations / briefings given to all senior management teams by July 2006

Action	Milestone/Key Target 2006/07	
3. Ensure effective community engagement to strengthen community partnership working, promote diversity and community cohesion and to underpin neighbourhood renewal and management		
Agree a Community Cohesion Strategy and associated action plan.		Strategy and Action Plan agreed by March 2007.
Maintain and support community arrangement frameworks and structures by: <ul style="list-style-type: none"> ▪ supporting the Community Council/Cluster groups to improve participation levels by 20% from the 2005/06 baseline. ▪ working with the community voluntary sector to prepare a Civil Renewal plan. 		March 2007 Civil Renewal Plan agreed by October 2006
Something about the LSP in light of the recent consultation papers????		?
Neighbourhood Renewal ??		

Action	Milestone/Key Target 2006/07	
4. Ensure that the Council achieves, manages and improves value for money		
<p>Ensure that the Council continues to achieve a 3 for its Use of Resources block 3 for and for the Value for Money element by:</p> <ul style="list-style-type: none"> ▪ Improving collection rates for council tax and NNDR ▪ deliver action plans set out in the statement of internal control. <p>Achieve the 2006/07 Gershon efficiency savings.</p> <p>Improve the Council's efficiency and its capacity to deliver its priorities by reducing the number of working days lost through sickness absence.</p> <p>To improve the effectiveness of the Councils partnership working with HBS by successfully renegotiating the HBS contract.</p>	<p>FP 16</p> <p>BVPI 9 BVPI 10 FP 17</p> <p>FP 18</p> <p>BVPI 12</p> <p>FP 19</p>	<p>Council tax collection rate X % NNDR collection rate X %</p> <p>Reduced to at least X days per FTE</p> <p>Renegotiated contract agreed by XXX</p>

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, الابرن 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